

**GLOBALIZATION AND MARKETING STRATEGY
IMPLICATIONS: A CASE STUDY OF ZIMBABWE'S
CLOTHING AND TEXTILE SECTOR**

By

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Glory be to God

ABSTRACT

Within the discourse of trade liberalization, the extant literature tends to ‘idolize’ globalization rather than vilifying it. There is much and sometimes contradictory research findings on the broader impact of the phenomenon particularly on developing economies. A knowledge vacuum exists on how organizations should react to changes in market competition generated by globalization. Indeed in many ways, the literature on marketing strategy tends to focus mainly on the internal controllable variables; describing how these variables must be ‘mixed’ together in pursuance of organizational objectives. This narrow description leaves companies hugely exposed to the undefined external factors which unfortunately have become even more forceful in the current age of globalization. This research rethinks sustainable marketing strategies to guarantee the future of the clothing and textile sector in Zimbabwe in the global marketplace. The study provides an important research contribution through empirically linking two distinct concepts; globalization and marketing strategy from two diverse streams of literature to extend the boundaries of current knowledge.

A mixed research methodology was adopted in order to improve the validity and reliability of the research results through offsetting the weaknesses of one method with the strengths of the other. Using a two-stage cluster sampling technique, data was collected from 127 respondents drawn from stakeholders in the clothing and textile sector. After carefully entering and cleaning the data, results were qualitatively and quantitatively analyzed. The results from a Categorical Principal Component Analysis using SPSS and qualitative discourse analysis positively support the five research hypotheses formulated. However, further analysis using a Structural Equation Modeling (SEM) technique confirmed the effect of only three hypothesized constructs on the outcome variable. Confirmed results were supported at 5% level of significance.

Based on the results of this research, it is clear that moving marketing and marketers towards sustainability is going to require a range of new ideas and new tools based on a critical understanding of the broader market. In this context, robust national policies must be effectively used in tandem with marketing strategy in order serve the clothing and textiles companies in many African countries from total collapse. This research contributes by extending the concept of sustainable marketing strategy through incorporating critical external factors in the definition of the concept. Furthermore, literature on business strategy and the quest to achieve competitiveness has so far been largely influenced by Porter’s Five Forces Model. While the usefulness of the model is not in doubt nor in question, its renewal is indeed long overdue considering the impact of globalization and its effect on business strategy and competitiveness in the current age.

The study makes several recommendations, among them, that companies should craft competitive marketing strategies which take a global stance and incorporate internal company capabilities, technology and recognize the role of national policy in the globalization discourse. Based on the strength of these findings, the study proposes the application and use of the Contemporary Model for Competitive Advantage (CMCA) as tool to propel companies into a bright future alongside globalization.

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LIST OF ABBREVIATIONS

| | |
|--------|---|
| AGOA | Africa Growth Opportunity Act |
| ATC | Agreement on Textiles and Clothing |
| BITs | Bilateral investment treaties |
| CA | Competitive Advantage |
| CATPCA | Categorical Principal Component Analysis |
| CFI | Comparative Fit Index |
| CMT | Cut-Make-Trim |
| COMESA | Common Market for Eastern and Southern Africa |
| EPAs | Economic Partnership Agreements |
| EU | European Union |
| FDI | Foreign Direct Investment |
| GATT | General Agreement on Trade and Tariffs |
| GVCs | Global Value Chains |
| LDCs | Least Developed Countries |
| MFA | Multi-fibre Agreement |
| PTAs | Preferential Trade Agreements |
| RBV | Resource Based View |
| RMS | Root Mean Square |
| SADC | Southern African Development Community |
| SCA | Sustainable Competitive Advantage |
| SSA | Sub Saharan Africa |
| TLI | Tucker- Lewis Index |
| TRIMs | Trade Related Investment Measures |
| TRIPs | Trade Related Intellectual Property Rights |
| WTO | World Trade Organization |
| ZCMA | Zimbabwe Clothing Manufacturers' Association |
| ZTMA | Zimbabwe Textiles Manufacturers' Association |

CHAPTER 1: INTRODUCTION

1.0. INTRODUCTION

While trade literature indicates that openness plays a prominent role in explaining economic growth and productivity in firms (Krugman, Obsfeld & Melitz, 2012), little is known on how organizations should react to changes in product market competition generated by trade liberalization (Frésard & Valta, 2013). Due to economic globalization, business leaders are expected to monitor changes in the global market place while also aligning strategy to the realities of the contexts in which their businesses operate (Chinomona & Sibanda, 2012). Frésard and Valta (2013) argue that changes in corporate strategies and consideration of the broad effects of globalization on business strategy are required. Marketing strategy making; which has for long been defined in a rather constricting way solely demanding the effective management of the traditional marketing mix elements, should now take a new stance which incorporates the effect of external factors on business strategy (Menon, Bharadwaj, Adidam & Edison, 2015). Due to globalization, the marketing landscape has become more complex thereby creating huge knock-on effects on emerging and developing economies (Manzungu, 2012). For example, the lack of effective policy instruments to absorb both the domestic and external shocks has also condemned many companies to oblivion (Manzungu, 2012). Kaplinsky (2013) argues that many clothing and textiles companies in Sub-Saharan Africa (SSA) did not adjust well to the new globalized environment. In Zimbabwe, for example, the once thriving industry withered under the combined impact of domestic and international factors (Manzungu, 2012). “The negative impact of this transformation was manifest in a declining relative contribution to total manufacturing output, falling productivity levels, lack of capital investment, a large and significant contraction in sector employment and stagnant export performance, all of which occurred in the context of rapidly expanding domestic demand for clothing, which was increasingly fed by imports” (Manzungu, 2012:45).

In light of the above, this research seeks to critique marketing strategy making in the context of globalization in Zimbabwe’s clothing and textile sector. The first chapter of the thesis explores the problem and its general setting. In this regard, a critical analysis of the background to the research problem is provided. The research objectives and associated research questions are also stated. Furthermore, the delimitations of research boundaries have been stated and these help in marking the boundaries of this research, thus building of a firm foundation upon which subsequent chapters of the thesis are built.

1.1. RESEARCH CONTRIBUTION

The contribution of this research is fourfold. Firstly, this thesis fills the research gap between globalization and marketing strategy; concepts that are drawn from two diverse streams of literature. With respect to globalization, the primary concern from developing countries is the threat to political sovereignty and losing control of their economies (Glatzer, 2012). Therefore, the literature on globalization has been so diverse in nature with some supporting it while others are against it (Glatzer, 2012). Most of these arguments, however, lack empirical support while some of the existing research findings are contradictory (Ivanov & Webster, 2013; Glatzer, 2012). To some, it is simply an argument about the virtues of free markets and supply and demand (Glatzer, 2012; Baylis, Smith & Owens, 2013), whereas to others, it is a matter of economic fairness, cultural and political institutions and concern for environmental impact (Powell, 2015; Baylis et al., 2013). Presently, there is much and sometimes contradictory research findings on the financial and economic aspects of globalization while the broader impact of this phenomenon on marketing strategy particularly in developing economies has received much less attention by academics (Glatzer, 2012). This research will attempt to narrow this gap.

Secondly, the existing literature on marketing strategy in general tends to mainly focus on the internal controllable variables, describing how these variables must be “combined” so as to address the requirements of the target market. This narrow description leaves companies hugely exposed to the undefined external factors which unfortunately have become even more forceful in the current age of globalization (Gordon, 2012; Jolibert et al., 2012). Peattie (2012) argues that moving marketing and marketers towards sustainability is going to require a range of new ideas and new tools based on a critical understanding of the broader market. Based on anecdotal evidence, robust national policies have been effectively used in tandem with marketing strategy in order to save clothing and textiles companies from total collapse in many African countries. This research contributes by extending the concept of sustainable marketing strategy through incorporating external factors such as the role of technology and national policy in the definition of the concept.

Thirdly, the literature on business strategy and the quest to achieve competitiveness has so far been largely influenced by Porter’s Five Forces Model (Zhang & London, 2013). While the usefulness of the model is not in doubt nor being questioned, its renewal is indeed long overdue, considering the impact of globalization and its effect on business strategy and competitiveness in the current age (Jarzabkowski & Kaplan, 2015; Johnson et al., 2008; Mohapatra, 2012). The current research extends knowledge about this age-old model through a critical review of available literature in order to develop a contemporary model for competitive analysis in the age of globalization (Jarzabkowski & Kaplan, 2015). This extension of

existing theories presents tremendous theoretical contribution to the body of knowledge which is expected to help guide modern companies create sustainable competitive strategies.

Finally, from a practice-oriented viewpoint, this thesis adds value by facilitating the detailed formulation and subsequent implementation of sustainable and value-boosting marketing strategies in the clothing and textile companies across the continent and indeed in many developing economies across the world.

1.2. BACKGROUND TO THE STUDY

The key characteristic of globalization is its quest to ignore physical boundaries which exist across nations and in the process re-demarcating the socio-economic and political boundaries thus affecting the way how trade and commerce is conducted (Powell, 2015; Baffour & Amal, 2011). While many countries are benefiting by riding on the globalization wave, others are losing, most notably in some developing countries (Powell, 2015). As a result, the effect of globalization on trade and commerce in developing countries has particularly drawn much interest and debate from many scholars and researchers (e.g. Bhagwati, 2004; Friedman 2005; Hemmatfar, Salehi & Bayat, 2010). The International Monetary Fund (2010) asserts that many of these debates have regrettably generally focused on critiquing globalization in terms of whether it presents opportunities or threats to developing countries without taking the debate further to research and suggest potential survival strategies which can be used by companies particularly in developing countries (Baffour & Amal, 2011). As noted from the extant literature, the unique nature of globalization is its potential to change the economic and social landscape of a country resulting in many challenges and hardships primarily for the poor; the majority of who coincidentally reside in developing countries (Bardhan, 2006). Powell (2015) however notes that depending on the strength of different countries' political and economic institutions, globalization presents numerous opportunities. The internet, itself a major driver of globalization, has altered both the nature of competition as well as that of business (Hemmatfar, Salehi & Bayat, 2010). Many sectors of the economy in developing countries are benefiting while some continue to reel under the effects of globalization (Salehi & Bayat, 2010). For example, even though the World Trade Organization (2006) reports indicate that in 2004 the collective export receipts from developing countries were more than the receipts recorded by all other economic groupings (which represents the largest group of manufactured goods where developing economies command a sizeable amount of exports), the effects of globalization are still a major cause for great concern and are being felt in greater proportions (Powell, 2015). This is despite the fact that the clothing and textiles sector is crucial for the growth, industrialization and integration of developing countries into the world economy (Goriwondo et al., 2012; Madichie & Saheed, 2009). New grounds for competition and the creation of competitive advantage must be identified and perused respectively (Chaiprasit &

Swierczek 2011). These competencies range from technological to relationship capabilities as opposed to an undue concentration on cost competitiveness; a ground on which many companies have been losing the battle against Asian suppliers (Chaiprasit & Swierczek 2011). This is particularly important to the clothing and textile sector in the development matrix of most developing countries (Madichie & Saheed, 2009) as the sector is regarded as a low skills industry which commands the first place in the industrialization ladder of a country (Moyo, 2014; Chirisa & Dumba, 2012). Many authors argue that technological skills, specialization and innovation naturally become the cornerstones of success under the circumstances (e.g. Chirisa & Dumba, 2012; Chaiprasit & Swierczek 2011). This demands the effective utilization of existing clothing and textiles value chains and development of local demand and identification of export destinations as a method of accelerating their growth (Moyo, 2014; Chirisa & Dumba, 2012). Chirisa and Dumba (2012) argue that the primary reason why the clothing and textile sector continues to play such a crucial role for economic development is because the sector absorbs a huge number of unskilled labour drawn primarily from the predominantly poor populations domiciled in rural locations thus helping to bring them into the mainstream economy. The ability of the sector to expand is driven by the notable low startup costs which position it at a strategic footing for rapid expansion while providing a platform for building capital for other economic sectors which demand the use of advanced technology (Goriwondo et al., 2012). Ocloo, Akaba, and Brown (2014), state that in the face of increasing globalization and the impact of intense competition from large firms whose competitiveness is driven by their resource endowment, the survival and growth of companies hinges on the creation and implementation of sustainable competitive marketing strategies. The aforementioned authors further argue that in order to achieve this, companies are required to take a global stance to marketing and develop sustainable methods of gathering strategic information relating to global market dynamics to ensure success and competitiveness. Zimbabwe's clothing and textile sector has witnessed tremendous changes in the past years (Chirisa & Dumba, 2012). While other sectors are flourishing in the face of globalization, the clothing and textile sector seems to have fallen victim of the "blindness" to globalization which has witnessed the unprecedented closure in succession of many companies in this sector despite its strategic significance to economic development (Chirisa & Dumba, 2012).

1.2.1. Liberalization and the clothing and textile sector in Zimbabwe

The unpreceded closure of many clothing and textiles companies in African in the 1990s was largely to the IMF driven policies which favoured economic liberalization (Kanyenze, 2006). There is ample evidence to suggest that "the same macro-economic interventions also resulted in early opening of African markets to used-clothing as well as new cheap Asian imports" (Brooks & Simon, 2012:1267).

The correlation clearly manifests Africa's subservient role in the global economy and (Kanyenze, 2006). As Harrison (2010) argues, Africa needs to mobilize alternatives to challenge the impact of trade liberalization. However, the need for the identification of these alternatives has never been so acute as is now, due to the evidence from the rapid closure of many companies across the continent, while the gaps left are immediately closed by incoming second hand clothing (Brooks & Simon, 2012). This trend has been going on since the 1990s; the period when the globalization wave gained momentum (Brooks & Simon, 2012). In order to rescue the clothing and textile companies, successive preferential agreements were signed (Majtenyi, 2010). Most notable among them was the Africa Growth Opportunity Act (AGOA) which unfortunately benefitted some larger Africa clothing manufacturers while at the same time fueling the entry of cheap clothing and textile items into domestic market spaces of many African countries (Majtenyi, 2010). Zappile (2011:48) observed that “preferential agreements do not automatically lead to increased bilateral trade, but implementing AGOA with longer effective dates could enable African clothing producers to take advantage of improved terms of trade.” The reality however is that these agreements do not often yield their intended benefits other than fueling the importation of cheap clothing from developed nations thus affecting the viability of business in developing countries (Majtenyi, 2010). To this end, many authors thus attribute the decline in clothing and textile manufacturing in Africa to the effects of globalization rather than poor governance (e.g. Madichie, 2007; Koyi, 2006; Majtenyi, 2010). Declining incomes, reduced purchasing power of consumers in Zimbabwe and increased competition from imported Asian clothing producers which have greater labour productivity and lower production costs were some of the important contributing factors (Brooks, 2010; Carmody, 2009). Many international trade agreements continue to be signed in the hope of making an equitable trading environment between the developed and developing world (Brooks, 2010). However, since its inception in 1974, the Multi-fibre Agreement (MFA) was seen as a comprehensive but highly discriminatory agreement (Hudson et al, 2010). The major subtle objective of this agreement was to allow time for rich countries to restructure their textiles and clothing industries before opening up to competition from poorer countries (Hudson et al, 2010). The MFA was replaced by the Agreement on Textiles and Clothing (ATC) in 1995 ushering in the World Trade Organization (WTO) (Hudson et al, 2010). Lakhani et al. (2012) note that the WTO has been in existence since then and continues to be the only effective instrument governing the global trade in clothing and textiles to this date. Keenan et al. (2004) argued that producers in Sub-Saharan African countries were likely to see their industries decimated as a result of the integration of the clothing and textiles industries into the General Agreement on Trade and Tariffs (GATT). The main objective of the ATC was allow for a phased removal of quotas and full inclusion of clothing and textiles products into GATT rules (Lakhani et al, 2012). As noted by

Hudson et al. (2010), while so many agreements were signed in between since the inception of MFA, one agreement which had profound positive effect on companies in Sub-Saharan Africa (SSA) was the United States initiated Africa Growth Opportunity Act (AGOA). The introduction of AGOA in 2000 was expected to change the economic fortunes of many African countries by allowing an unhindered access of their clothing and textiles products to USA markets (Hudson et al., 2010). Evidence points to an increase in employment, and hence poverty reduction, in countries such as Lesotho, Madagascar and Kenya, as some of the notable achievements of the agreement (Morris & Einhorn 2008). However, the presence of China and other Asian clothing producers in the post-MFA environment has had negative impact on many companies in SSA (Kaplinsky & Morris 2008; Madichie, 2007). Under the current situation, even though exporting countries which were previously limited by the MFA are gaining from increased market access, competition from Asia has squeezed Sub Saharan African clothing and textile producers out of their domestic markets (Morris and Einhorn 2008). Even under the current dispensation of the WTO, a number of authors (e.g. Madichie 2007; Moyo, 2014; Chirisa & Dumba, 2012; Yu & Jensen, 2005) remain critical of the benefits reaped by developing countries. This is unsurprisingly so considering the slow pace of reform at the WTO which makes member states to consider other trade alternatives which help uplift the declining business activities by clothing and textiles businesses in their countries (Mandichie, 2007).

1.2.2. Zimbabwe's Socio-economic situation and its impact on the clothing and textiles sector

There are numerous challenges affecting the economy of Zimbabwe with the more recent ones being the liquidity and deflation crisis (Zvavahera, 2015). This has seen many young people migrating to South Africa looking for employment and a better life (Pretorius & Blaauw, 2015). Deflationary pressures in the market have led to the erosion of consumer purchasing power thus forcing many to rely on cheap second hand clothing (Brooks & Simon, 2012). Zimbabwe's clothing and textile industry is represented by two associations namely: The Zimbabwe Clothing Manufacturers' Association and The Zimbabwe Textiles Manufacturers' Association respectively (Chirisa & Dumba, 2012). The aforementioned two associations represent the interest of the few remaining companies through government lobbying and advocacy (Moyo, 2014). The industry is facing serious operational challenges and statistics show that it is operating at well below 10% capacity (Moyo, 2014). Challenges range from serious power shortages which has seen production costs rising as companies are resorting to the use of costly generators as alternative energy sources, and the use of antiquated equipment which also raise costs of production (Chirisa & Dumba, 2012). The peak of Zimbabwe's clothing and textile sector was when it used to employ over 20 000 workers but this achievement has since been revised downwards to current levels of well below 4000

workers (Moyo, 2014). Moyo (2014) notes that the number has since declined to less than 4000. This perennial crisis has seen what used to be the country's largest lint processor and textile industry employer David Whitehead Textiles (DWT) being placed under liquidation. As noted by Charles (2014:1001), "the textiles industry's challenges stem from broader economic constraints which can be traced back to the farm where farmers lack proper training and are using traditional methods of farming." The farmer education system was devastatingly affected after the chaotic land reform programme of 2000 which disrupted commercial farming across the country (Charles, 2014). Charles (2014:1002) notes that "in their presence, educational and technical support programmes would enable farmers to improve their yield per hectare as well as product quality." The challenges facing the industry cut across the entire value chain as ginneries also complain about the loss of value due to the sale of unprocessed cotton, thus failing to realize its true value (Goriwondo et al, 2012). The call from all concerned parties has been to urgently promote value addition throughout the cotton value chain (Moyo, 2014). Accordingly, the Zimbabwean government and local developmental agencies are making strides towards creating a Cotton-to-Clothing Strategy for Zimbabwe which will be implemented before the end of 2015 (Goriwondo et al, 2012). The strategic document, currently under review looks at short and long term objectives to revive the clothing and textile industry (Manzungu, 2012). It is thought to be able to increase returns from cotton by as much as nine times (Newfarmer, 2015).

However, as it stands, the major challenge for the sector remains the influx of cheap second hand clothing and textiles which is freely finding its way into the market without facing any restrictions (Olivier, 2014). Statistics show that currently, local clothing companies only contribute a mere 15% of Zimbabwe's consumption while the balance is all taken up by imported clothes (Moyo, 2014). The industry suffers from a myriad of challenges ranging from an unstable political situation which makes business planning difficult to high utility costs which makes local products uncompetitive on the global market (Manzungu, 2012). The Zimbabwe Clothing Manufacturers' Association and together with The Zimbabwe Textiles Manufacturers' Association note with concern that most of the imports are not paying duty due to under invoicing, abuse of trade agreements and corruption at boarder entry points among other reasons (Ndiweni & Verhoeven, 2013). There are numerous initiatives being proposed by associations which include the total commitment by government towards the promotion of the Buy Zimbabwe Campaign (Moyo, 2014). Similarly, a call has been made to protect industry through tough tariff regimes for imported second hand clothing and provision of finance to assist distressed companies source capital equipment and raw materials at competitive prices or else the industry is destined for extinction (Moyo, 2014).

1.2.3. State of the clothing and textile industry in Zimbabwe

The clothing and textile sector in Zimbabwe is a sprawling sector with a significant impact on the operations of downstream and upstream companies in the value chain (Manzungu, 2012). However, challenges facing the sector are forcing companies to inadvertently lose both their domestic as well as their international markets (World Bank, 2011). The World Bank (2011) observed that another huge problem is second hand clothing and even illegal imports. The report estimated that 40% of the total clothing consumption in Zimbabwe is second hand clothing. The impact of second hand clothing on the sector is further exacerbated by the unabated illegal importation of donated second hand clothing from within the SADC region (Hoang, 2015; Kanyenze, 2006). The major motivating factor which fuels the growing influx of second hand clothes is the issue of affordability by low income groups who coincidentally are in the majority (Kanyenze, 2006). This is against the background of anecdotal evidence which point to the fact that second hand clothes in Africa represent the retrogressive face of globalization which has led to the closure of many clothing and textile companies (Kanyenze, 2006). Estimates put the number of job losses at 15,000 between 1991 and 1995 as a direct consequence of textile imports and second-hand clothes (Muradzikwa, 2001). The current policy pursued by the Zimbabwean government aptly called “The Look East Policy”, which is deliberately structured to promote investments from Asian source markets (particularly China), coupled with an unstable socio-political environment has made an already desperate situation even more challenging (Moyo, 2014; Chirisa & Dumba, 2012). Table 1.1 below shows the trends in the number of firms and their employment status for the selected years.

Table 1.1. Number of firms and employment in the clothing and textiles industry

| Year | Number of companies | Number of people employed |
|------|---------------------|---------------------------|
| 2000 | 495 | 20 000 |
| 2008 | 395 | 12 000 |
| 2011 | 296 | 9 000 |
| 2012 | 156 | 6000 |
| 2013 | 120 | 4500 |

Source: *Zimbabwe Clothing Manufacturers Association sector database (January 2013)*

As reflected in Table 1.1 above, according to the Zimbabwe Clothing Manufacturers Association, in 2000 there were 495 clothing and textiles companies and the sector employed 20 000 people. Documentary evidence shows that a total of 111 companies in the clothing and textile sector closed in

2008 alone (Kanyenze, 2006). In January 2011 the number of companies further declined to 296 and employment levels dropped to 9 000 people. It is quite ironic that the market opportunities left by the demise of local companies are almost immediately filled by companies from other countries, mainly of Asian origin (Kanyenze, 2006). Information from ZimStat (Table 1.2 below) confirm the continued reduced growth of this sector at the expense of the huge import bill which threatens the survival of the rest of the industry.

Table 1.2: Imports and exports of Textile Goods: 2000–2012

| Exports | | Imports | |
|----------------|---------------|----------------|---------------|
| Year | USD000 | Year | USD000 |
| 2000 | 137 000 | 2000 | 10 873 |
| 2001 | 120 000 | 2001 | 223 000 |
| 2002 | 90 000 | 2002 | 200 000 |
| 2003 | 80 000 | 2003 | 230 000 |
| 2004 | 50 000 | 2004 | 235 000 |
| 2005 | 45 000 | 2005 | 233 000 |
| 2006 | 40 000 | 2006 | 240 000 |
| 2007 | 45 000 | 2007 | 247 000 |
| 2008 | 45 000 | 2008 | 253 000 |
| 2009 | 35 000 | 2009 | 300 000 |
| 2010 | 55 000 | 2010 | 321 000 |
| 2011 | 60 000 | 2011 | 400 000 |
| 2012 | 62 000 | 2012 | 450 000 |

Source: ZimStat. 2000 – 2012

Textile companies have therefore understandably used such evidence which reveals an exponential increase in textile imports pitted against declining export receipts to criticize the impact of globalization in the sector (Moyo, 2014; Chirisa & Dumba, 2012). From the early 1990s onwards, the Zimbabwean clothing and textiles sector has increasingly been exposed to international competition primarily due to the adoption of the Economic Structural Adjustment programme (ESAP) at the behest of the IMF (Kanyenze, 2006). This resulted in massive unemployment due to retrenchment in a sector assigned with a social function to absorb relatively low-skilled labour (Chirisa & Dumba, 2012). The revival of the clothing manufacturing industry continues to face serious challenges and players in the sector have

consistently complained that Zimbabwe has become a dumping ground of low quality and cheap goods threatening the livelihoods of thousands of people (Kanyenze, 2006). The problem of second hand clothing and illegal importation of clothes in Africa is threatening the survival of upcoming companies in the sector (Brooks, 2012; Frazer, 2008; Kanyenze, 2006). Some have even called the government to invoke statutes of the World Trade Organization to help protect the local industry (Moyo, 2014; Chirisa & Dumba, 2012). On the basis of the background presented above, the main research problem is outlined below.

1.3. THE RESEARCH PROBLEM

The need for survival in a globalized clothing and textile industry remains the main challenge for Zimbabwean companies (Goriwondo et al., 2012). Evidence of an exponential increase in textile imports pitted against declining exports as noted in the research background above provides justification for rethinking marketing strategies amidst the challenges of globalization. The literature suggests that ‘the success of any company largely depends on how strategically aligned its strategy is with the environment in which it operates (Milner & Kubota, 2005:110). The answer does not lie in resisting globalization but in developing strategies designed to manage the opportunities and threats that globalization presents (Milner & Kubota, 2005). As pointed out by Milner and Kubota (2005:110), “businesses with weak business designs and those that are not adapting their business strategies to the current changes, will be weakened by globalization”. This research seeks to explore the implications of globalization on marketing strategy with respect to Zimbabwe’s clothing and textile sector. ***The main question therefore is: What sustainable competitive strategies can Zimbabwean clothing and textile companies employ to mitigate the impact of globalization on the sector?***

1.4. RESEARCH AIM AND OBJECTIVES

The aim of this research is to critique globalization and explore sustainable marketing strategies that can be used in the clothing and textile sector in Zimbabwe in the face of globalization. The objectives are:-

- a) To explore whether a standardized marketing strategy is effective in minimizing the impact of globalization on the clothing and textile sector in Zimbabwe.
- b) To assess the effect of a coordinated approach to marketing strategy on company performance.
- c) To determine whether integration and collaboration of activities is a viable marketing strategy in the face of trade liberalization.

- d) To assess the impact of technology on the competitiveness of the clothing and textile sector
- e) To investigate the role of policy in mitigating the effects of globalization.

1.5. KEY RESEARCH QUESTIONS

The following research questions have been developed to address the above stated research objectives:

- a) How can a standardized marketing strategy assist in reducing the effects of globalization?
- b) What role does coordination of marketing strategies play in mitigating the effects of globalization?
- c) Can marketing strategy be aided through integration and collaboration of marketing activities?
- d) What role can modern technology play in the clothing and textiles?
- e) How can government policies assist in marketing strategy implementation?

1.6. RATIONALE FOR THE STUDY

Against the background sketched in Section 1.1 above, the research seeks to identify appropriate sustainable competitive marketing strategies which can help the clothing and textile sector (in Zimbabwe) recover from its current ‘coma’ and compete once again with the rest of the world. This will contribute to the creation of new knowledge on the subject through a critical and holistic appraisal the concept of globalization. The competitiveness of companies in the sector through the use of a holistic marketing driven strategies is paramount (Singh et al, 2008). Many researchers focus on a few selected competitive factors such as: - rapid adoption of ICTs (Simpson & Docherty, 2004); creation of collaborative networks (Álvarez et al., 2009); new innovative business methods (Rosenbusch et al., 2010); pursue business in global markets (Williams & Shaw, 2011). Only a limited number of researchers consider several factors at once as migratory strategies against the effects of globalization (Singh et al, 2008). As Singh et al. (2008) observed, a holistic approach has not been adopted to analyze the competitiveness of companies. As a departure, this research holistically considers the role of marketing strategy in order to make the clothing and textile sector in Zimbabwe more competitive (Moyo, 2014; Chirisa & Dumba, 2012). This is particularly important as companies across the globe are altering their organizational structures; aligning their strategies accordingly in line with the new opportunities and threats resulting from the fast pace of globalization (Jones, 2002; Knight, 2000). Through the implementation of such strategies, many companies have witnessed tremendous improvement in their overall performance (Knight, 2000). Various streams of literature ‘idolize’ globalization (e.g. Singh et al., 2008; Bhagwati, 2004) but the debate has not been taken further to explore the effect of globalization on business strategy (Chaiprasit & Swierczek 2011; Ocloo, Akaba & Brown, 2014). A review of the available literature shows that further research on such effects on companies’ business strategies in general and marketing strategy in particular is still

scarce (Ocloo, Akaba & Brown, 2014; Chaiprasit & Swierczek 2011; Singh et al., 2010). The results of this research will (hopefully) go a long way in assisting policy makers and companies in the clothing and textile sector in formulating and implementing robust policies and strategies respectively guided by empirical evidence. The analyzed data also forms a valuable source for other researchers and scholars alike to pursue the research gaps identified thus further discovering new frontiers of knowledge in the area of strategy and global marketing.

1.7. SIGNIFICANCE OF THE STUDY

The study is of great significance to the following key stakeholders:

1.7.1. The Researcher

It is expected that upon the completion of this research, gaps identified in the literature will be closed thus positively contributing to the existing body of knowledge in the area of marketing strategy in the context of globalization. The ability to analyze and interpret research information will not only serve in improving the researcher's writing skills but also assist in elevating the analytical skills which are critical in decision making in today's highly unpredictable business environment.

1.7.2. To the clothing and textile sector

The perennial decline in business activities and growth potential of the clothing and textile sector is a worrying trend in the economic discourse of Zimbabwe. Through identifying the potential sustainable marketing strategies, the relevance of this research manifest as it will help resuscitate the sector through the implementation of the suggested strategies. In the process, wealth will be created thus improving the livelihoods of the Zimbabwean population.

1.7.3. Clothing and textiles companies

At a micro level, this research emphasises the need to identify how marketing strategy can be used in order to mitigate the effects of globalization on Zimbabwean textile companies. The recommendations which are informed by the empirical results will help companies to craft sustainable marketing strategies which will in turn serve to mitigate the negative effect of globalization on the sector in general and individual companies in particular.

1.7.4. To the University

Since this research has a number of limitations, the role of future research is to close the identified research gaps. Therefore, as a benefit to the University, the study helps extend the body of knowledge in the area of marketing strategy and how strategy can be used by companies so as to survive the effect of

globalization. In the same vein, the research will form an important source of secondary data to which fellow students and other researchers can make reference while pursuing further research.

1.7.5. To the Economy

Marketing strategies are needed for the survival of all companies in the face of cut-throat competition brought about by the globalization of markets. The business community therefore needs to employ sustainable marketing strategies to maintain company profitability and stability, a catalyst for national economic growth. Moreover, considering the uniqueness of the area of research and its potential impact on the clothing and textile sector in Zimbabwe, the research findings are expected to generate significant interest countrywide thus ultimately benefiting the entire economy.

1.8. DELIMITATIONS OF THE STUDY

1.8.1. Theoretical boundary

The literature search focused on theories and general principles of marketing strategy and globalization. Since this research sought to assess the effect of globalization on marketing strategy, it was vital that an understanding of marketing strategy in general was sought before exploring the various marketing strategy options at the disposal of companies in the clothing and textile sector in Zimbabwe. A critique of strategy in general and Porter's Five Forces Model in particular was done in order to expose the existing gaps. This was complimented by the literature on the global marketing strategy (GMS) concept developed by Zou and Cavusgil (2002). A deeper understanding of globalization through reviewing literature on the various theories which define the concept of globalization was performed. This was deliberately done in order to align literature on globalization with marketing strategy literature. While new literature preferably covering the period post 2010 to date was the primary focus of the review, this was complemented with historical literature relating to the concepts of strategy and globalization in order to provide greater breath to the research.

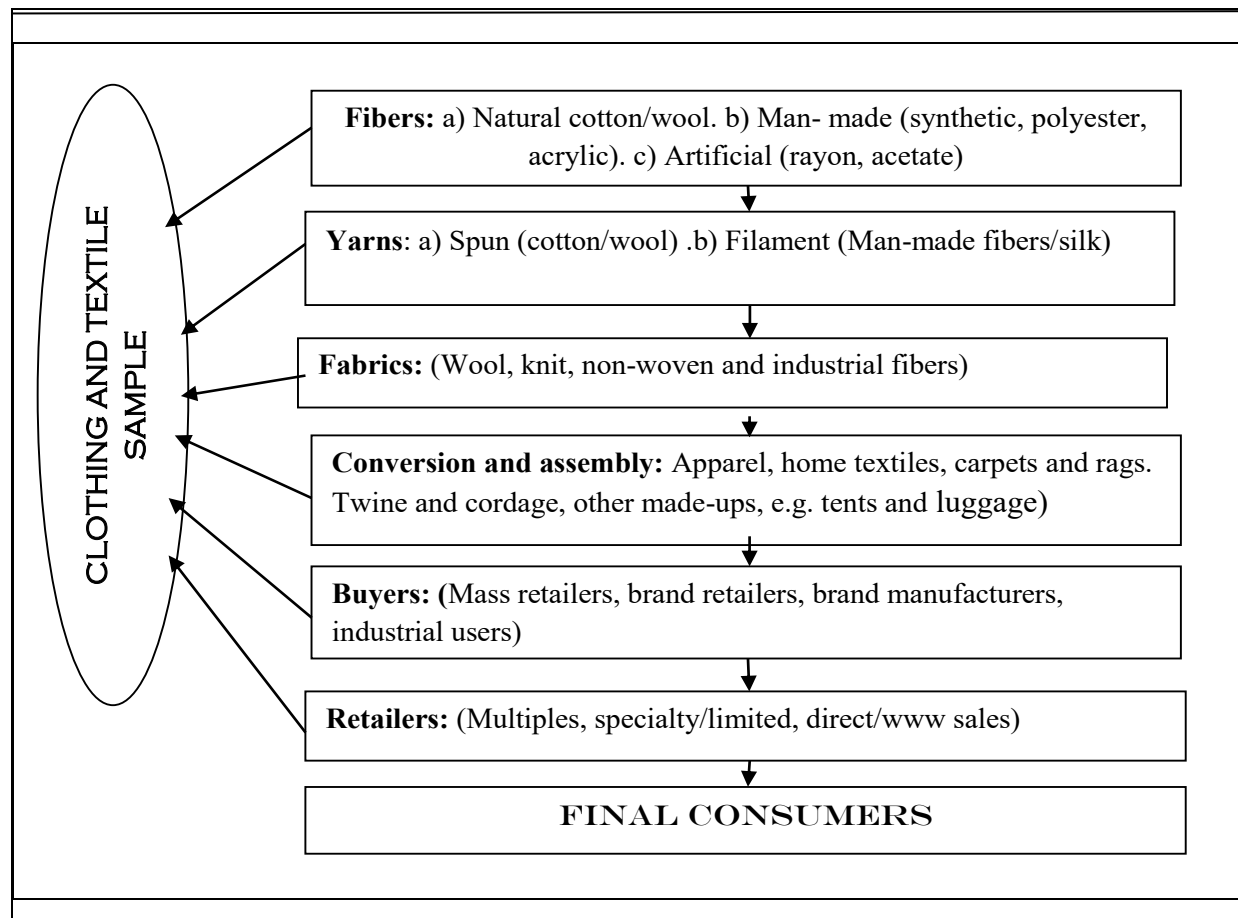
1.8.2. Geographical boundary

The research was restricted to companies in the clothing and textile sector in Zimbabwe. Because of the diverse geographical disposition of the companies in the sector, it meant that company representatives were to be drawn from across the country's three major towns where the clothing and textile companies are concentrated. In addition, in order to widen the scope of the research, important stakeholders who have a direct influence on the research problem such as customers and policy makers were also involved in the research.

1.8.3. Delimitation of Participants

Field studies focused on gathering data on marketing strategies implemented by industry players in the clothing and textile sector. Research data concerning companies operating in the industry was obtained from the Zimbabwe Clothing Manufacturers Association. Their database was useful to the researcher in identifying and selecting participating subjects for the research. The research focused on the selected representative companies from a diversified range of value creators in the sector as shown on Figure 1.1 below.

Figure 1.1: Clothing and textile value chain delimitation



Source: Mlambo (2006).

1.9. RESEARCH ASSUMPTIONS

1.9.1. The stability of the Zimbabwean macro-economic environment remains a key challenge to the sustainability of business; particularly so in the clothing and textile sector. In order to guarantee the successful completion of this research, it was therefore assumed that the current economic situation

remains unchanged or changes positively, in order to enable the remaining organizations under study to continue operating during the period of study. This precondition was important since the relationship between globalization and its impact on marketing strategy can best be established through analyzing current activities in the market, as opposed to relying on historical marketing activities. The researcher thus assumed that albeit the rapid pace at which companies in the sector are closing down owing to accelerated effect of globalization and an unstable economic landscape, the few remaining companies who agreed to participate in the research will still be operating throughout the period of this research; particularly during the data collection period.

1.9.2. The allocation of valuable time to participate in a research whose benefits may not be immediate normally presents a challenge to many busy company executives. Since all companies in the sector are facing serious challenges, company executives are less likely to be willing to spend time providing information on issues relating to the research instead of concentrating on finding ways of sustaining their companies. It was therefore prudent to assume that participants were to devote ample time to partake in the research; especially the time consuming depth interviews. The number of participants and the time they allocate while providing information in a research has implications on the validity and reliability of the research findings particularly so when sector-wide views are expected.

1.10. LIMITATIONS

1.10.1. The primary limitation of the research was that the study concentrated on companies located in the three major cities of Zimbabwe whereas the organizations' products are found countrywide. This limitation implied that other customers and the general public in other cities were not interviewed. However, the limitation was minimized by paying closer attention to the sampling processes to ensure that true industry representatives are selected.

1.10.2. In addition, the other major limitation was the limited budget allocated to the research as a result of resource constraints wherein own resources were supposed to be secured in order to fund the research. However, this limitation was minimized through taking advantage of annual conventions conducted by the Zimbabwe Clothing Manufacturers Association where interviews were conducted; thus minimizing field costs.

1.11. STRUCTURE OF THE THESIS

The thesis is structured in seven chapters as detailed hereunder:

Chapter 1: Introduction: This chapter provides an overview of the study and sets the tone of the research by highlighting the research objectives and the key problem being investigated.

Chapter 2: Literature review: This chapter reviews the literature on globalization and sustainable marketing strategies. This helps in laying a strong foundation on which subsequent chapters are built, while providing an opportunity for identifying existing gaps in the current research. Firstly, the literature on globalization and its impact on marketing strategy is reviewed followed by the review of the competitive strategy literature while closely guided by Porter's competitive strategies. These two streams of literature are then integrated within the context of the clothing and textile sector. A detailed literature review will help in understanding the existing body of knowledge including where excess research exists and where new research is needed. This will in turn provide a solid theoretical foundation for the proposed study and also help in substantiating the presence of the research problem. The chapter reviews the available literature on globalization and sustainable marketing strategies. The literature on competitive marketing strategies drawn from Porter's competitive strategies and Zou and Cavusgil's (2002) global marketing strategies are reviewed and integrated to globalization within the clothing and textile sector.

Chapter 3: Conceptual framework: A conceptual framework which depicts research variables and the existing relationship among these variables is presented. The conceptualization of the study seeks to provide a research framework of the effects of globalization on clothing and textile companies in Zimbabwe. The Global Marketing Strategy (GMS) model and a critique of The Five Forces Model provide the base upon which the conceptual framework is built. This chapter also draws upon the information presented in chapter 2 in order to provide a conceptual framework to establish the empirical approach to the study. Linked to the problem statement, the conceptual framework sets the stage for presentation of the specific research question that drives the investigation being reported.

Chapter 4: Research Methodology: The main objective of the chapter is to discuss the methods used for gathering, recording, analyzing and interpreting research data. In order to bring clarity of the methodological steps followed in the study, this chapter will borrow heavily from Saunders' (2007) *Research Onion*". First, the research philosophy and research designs will be spelt out, while data collection methods used to gather relevant data on the effects of globalization on the clothing and textile industry in Zimbabwe will be addressed. A particular focus of the study is the critical analysis, through depth interviews, of the socio-economic impact of globalization, drawing immensely from individual accounts. Methods used collect data from policy makers, management and employees in order to provide solutions to the research problem will be addressed in this chapter. Sampling issues and data collection procedures will be addressed, so as to ensure that relevant data is collected for further analysis in the subsequent chapter.

Chapter 5: Analysis of Research results: The results of the research are presented through the use of charts, tables, diagrams, graphs and other non-statistical methods. The results are analyzed to extract information which would be systematically linked to the research objectives and the research questions. Due to the process of triangulation of research approaches, the results are largely mixed.

Chapter 6: Discussion of findings: The chapter provides a detailed discussion of the findings and their relation with the objectives of the research. Therefore, the discussions only focus on the key findings and how they can be used to influence the strategy to companies in the sector, as well their role in shaping the academic discourse. The chapter will first restate the research objectives and then discuss the implications of the research results in that context.

Chapter 7: Summary, Conclusions and Recommendations: The chapter concludes the research based on the findings. The main findings of the research will be discussed around the five hypotheses of this thesis. The implications of the findings are then discussed. Finally, the contributions and limitations of the study are outlined, and possibilities for future research are identified.

1.12. CONCLUSION

In this chapter, background information about the current state of the general market situation (setting of the research problem) was provided. The research objectives and accompanying questions were formulated; providing a basis upon which the study will be carried out. This chapter also provided the parameters within which the research study will be conducted with clear indications on possible limitations. The next chapter focuses on the literature review that will yield a solid theoretical foundation for the study.

CHAPTER 2 : LITERATURE REVIEW

2.0. INTRODUCTION

The principal purpose of a literature review is to identify, evaluate, and synthesize existing literature from scholars, researchers and practitioners in order to provide evidence for the existence of a research gap which current research will attempt to close (Saunders & Lewis, 2012). An effective literature review helps in the creation of good starting point for advancing further knowledge in the field of study while also uncovering new frontiers for research and knowledge building (Collis & Hussey, 2013). This chapter reviews the literature on globalization and sustainable marketing strategies. The literature on globalization and its impact on marketing strategy is reviewed first followed by a review on competitive strategy literature from various authors while closely guided by Porter's competitive strategies. These two streams of literature are then integrated within the context of the clothing and textile sector.

2.1. GLOBALIZATION-A CRITIQUE

The use and application of the term "globalization" has become very frequent and growing in popularity (Kaplinsky, 2013). However, its use is not restricted to one context hence the confusion in agreeing to one definition (Carmody (2010). Kaplinsky (2013) draws a direct link between globalization and the collapse of geographical boundaries; made redundant by technology. Carmody (2010) defines globalization in terms of the extent to which markets, services and capital have become more integrated. This growing economic interdependence is major evidence of the presence of globalization in our midst (Carmody, 2010). Knight (2000:25) observes that "in order to understand globalization, a holistic approach to the definition is needed which encompasses socio-economic, political and technology factors for a comprehensive definition of globalization." In close reference to the challenges of globalization in developing economies, Klein (2007:13) argues that "the globalization processes are powered by neo-liberal policies which have the aim of radically reforming national economic and welfare systems and the imposition of a form of super-capitalism that brings profits to investors and shareholders." However, in defense of globalization, Ivanov and Webster (2013) and Bhagwati (2004) idolize globalization for having created a global platform which fosters economic prosperity, political freedom, and high mobility of labour. The high mobility of goods, labour and capital means that globalization cannot be viewed in a narrow perspective but should rather take a much wider view to encompass political and cultural connotations which are influencing the behaviour of markets and peoples all around the world (World Bank Group 2012). Stiglitz (2002:54) however argues that "whenever information is imperfect and

markets incomplete, and especially in developing countries, then the invisible hand works most imperfectly. He further states that, “the concern becomes maintaining an advantage by increasing a firm’s customer base through internationalization efforts, and / or by improving products and services to meet or exceed those provided by the importation of a foreign company’s products or services” (Stiglitz, 2002:55). In order to counter these challenges however, an entrepreneurial stance which considers globalization as a new business arena demanding the creation of new strategies is required (Kanter, 2015; Akpor-Robaro, 2012; Gorodnichenko et al, 2010). Evidence from the review of available streams of literature on globalization shows the absence of common convergence towards a universal definition of what globalization really is (Glatzer, 2012). Despite this difficulty, “the various definitions do permit a comprehensive understanding of globalization that is extensive enough to allow us to see what lies at the core of the thoughts of those thinking about the concept in modern discourse” (Machida, 2012:440).

2.2. THE EFFECT OF GLOBALIZATION

McMillan and Rodrik (2011) note that “in spite of the notable concerns about the effect of globalization by some countries, the very diverse outcomes are influenced by the manner in which countries integrate into the global economy.” The conflicting views on globalization present a common thread of argument in the literature resulting in the creation of a double edged sword of the concept, with opportunities tempting entrepreneurs to capitalize on globalization while threats requiring well developed entrepreneurial skills to seize and configure existing opportunities (Foellmi & Oechslin, 2010). In a recent study, Foellmi and Oechslin (2010) concluded that globalization is responsible for the ever increasing income inequality within social classes. The authors noted that “economic integration favours the richest entrepreneurs by providing them with new investment opportunities and relieving them from lending to poorer entrepreneurs through an underdeveloped financial system” (Foellmi & Oechslin, 2010:18). Therefore, the global presence of a company is a key requirement for its success considering the integrated nature of markets and how global business is now structured (Foellmi & Oechslin, 2010). As a caution however, Gupta and Govindarajan (2001:477) noted that “a global presence in global markets by itself does not guarantee global competitive advantages but must be converted into global competitive advantage for it to be meaningful.” This requires the creation of globally-focused strategies driven by sharp planning and well-polished analytical skills, purposeful thinking and a well-coordinated implementation strategy (Sundaram et al., 2011). According to Bhagwati (2004:13), “the complacent view that there is nothing new about globalization is simply wrong.” This challenge is more evident in Zimbabwe’s clothing and textile industry (Mlambo, 2006). Therefore, any attempt to fight globalization will not only be futile but a

tragically wrong attempt to fight the impossible since the driving forces of globalization are much stronger than the opposing forces (Bhagwati, 2004; Kwon et al., 2011; Friedman, 2011).

2.3. GLOBALIZATION AS AN OPPORTUNITY

It is important to note that the characteristic nature of globalization is that it breaks up existing social and economic situations currently in existence; replacing them with new systems which in many cases positively or negatively affect the conduct of global business (Whiteford & Wright-St Clair, 2004; Bhagwati, 2004). The IMF (2001) notes that while many debates have largely focused on assessing the threats of globalization, debates should be balanced and extended to consider globalization as an opportunity. Bhagwati (2004:15) notes that “globalization can be said to be economically benign; playing the significant role of enhancing economic prosperity and offering a new beacon of hope to developing countries.” Henry and Springborg (2010) argue that increased globalization will result in more nations competing with one another thus increasing economic development which subsequently increases the disposable income of people in developing countries. Developing countries should therefore ride on the globalization wave in order to make their economies more stable and ready to compete with other countries on the global stage (Henry & Springborg, 2010). The rapid movement of capital from investor countries to host countries primarily domiciled in Africa, presents a critical opportunity created by globalization (Aurifeille, 2006). Similarly, Aurifeille (2006:21) asserts that “developing countries have also benefited in terms of increased financing through loans and grants from developed countries.” As a caution however, Chan and Scarritt (2000:45) argue that “large capital inflows often result in appreciation of exchange rates and inflationary pressures that impact on a country’s current account thereby thwarting the progress of the economy.” However, the advent has seen countries specializing, thus promoting the comparative advantage (Aurifeille, 2006). The challenges of globalization can be minimized through concentrating in what one is good at rather spreading one’s resources widely and thinly (Aurifeille, 2006). Aurifeille (2006:23) contends that “such a development not only gives developing countries an opportunity to prosper economically but also presents an opportunity to obtain goods and services that may otherwise be expensive to produce in their own countries.” Most studies on the concept of globalization concur that globalization promotes the intensity of competition due to the unrestricted movement of goods and services between countries (Aurifeille, 2006; Henry & Springborg, 2010). The transfer of technological know-how has taken an integral part in the discourse on globalization (Grégoire & Shepherd, 2012). However, Narula and Dunning (2010:265) assert that “even though the technological integration of developing economies has increased, the disparities between the different countries are quite significant.” In order to remain relevant and play catch up with the rest of the world, developing

countries need to increase their levels of innovation and drastically improve their methods of production (Narula & Dunning, 2010). Fu et al. (2011:1205) state that “information technology (IT) in particular has caused existing industry structures to crumble thus creating a new business environment which requires new business methods.” This has resulted in the creation of competitive advantages obtained through access to new methods used to outperform rivals (Montobbio & Sterzi, 2013). The Internet is helping companies reduce marketing costs and changing the way companies do business (Fu et al., 2011; Narula & Dunning, 2010). It affects a firm’s growth ability by increasing its ability to expand its existing business scope and penetrate traditionally blocked (Nam & Barnett, 2011). Information technology helps to create many new inter-relationships among businesses and expanding the scope of industries in which a firm must compete to achieve competitive advantage (Porter, 2010). In this context, the rapid uptake of advanced process technologies has helped many upcoming companies to compete with global giants (Nam & Barnett, 2011; Fu et al., 2011). Companies which are positioned to adapt to these new technologies have appreciated the importance of globalization while some are yet to redefine their competitive strategies (Audretsch et al., 2014). Audretsch et al (2014:303) assert that “organizational performance depends on how information systems resource is integrated with organizational, technical, and business resource in order to mitigate the effects of globalization.”

2.4. GLOBALIZATION AS A THREAT

2.4.1. Increased inequality

According to Kaplinsky (2013), globalization has only helped in propagating the interests of the developed world at the expense of the developing economies. The dismantling of trade barriers in many developing countries over the past 20 years has exposed them to foreign technologies which to some is a blessing while to others is a curse (Docquier & Rapoport, 2012). Kaplinsky (2013) notes that there is a deliberate disregard of developing countries’ contributions when effects of globalization are discussed at various international fora. The IMF (2000) also shares the same view and suggests that the high levels of income inequality across the globe are a direct result of globalization. The reality is that developed countries command a much bigger voice in influencing political and economic policies across the globe; particularly in many countries across Africa (Kaplinsky, 2013). The situation has been worsened by Multi-national Corporations operating in developing countries (Wei, 2013). According to Robert and Lajtha (2002:185), “these multinational companies take advantage of the cheap labour that can be obtained from developing countries to increase their own competitiveness”. Studies conducted by the World Economic Outlook (2000) indicate that while evidence show a substantial increase in the income per capita recorded in the past decade, a substantial income gap exist between the developed and

developing countries (IMF, 2000). This evidence exposes the negative effects of globalization (Jaumotte & Papageorgiou, 2013).

2.4.2. Increased control by developed countries

Trade liberalization has increased the level of control over developing countries by developed countries through their foreign policies (Sassen, 2013). Zedillo (2007:37) also notes that “these policies are often seemingly meant to address particular developing countries’ interests while in fact they are meant to advance the interests of the developed countries.” Unfortunately, developing countries are expected to comply as failure to do so usually result in the withdrawal of financial assistance or other punitive economic moves (Sassen, 2013). Asongu, (2014) notes that countries which receive such aid often do not have the freedom to spend the money in projects of their choice as such decisions are made by the donor country. It has been further noted that “while the concept of dominance is true, it is the example of the struggle for dominance that characterizes societies as one society strives to outdo the other for purposes of achieving dominance” (Joseph, 2003:44). Wei (2013) argues that it can be argued with great conviction that challenges faced by developing countries cannot solely be blamed on globalization but also increased control by donor countries.

2.4.3. Competition and the threat to workforce

Research suggests that the utilization of advanced technology alone is not a guarantee of success in the global market as companies must consider the concept of economies of scale which are better understood by the developed world with access to many cheap resources (Islam & Meade, 2012). This strategically positions global companies at a position to outcompete the developing world through the supply of lowly priced products such as clothing and textiles (Islam & Meade, 2012). Such a development has led to a plethora of unintended consequences, including the closure of many companies in developing countries (IMF, 2000). This exacerbates the current challenges as the development agenda of developing countries now largely depends on the benevolence of developed countries (Ariely, 2012). As noted by Whiteford and Wright-St Clair (2004:45), “companies should rationalize production so as to ensure that they are as efficient as possible to compete with others in the market.” One of the major challenges which affects the growth of developing economies is the simplicity with which individuals are able to move from one country to another (IMF, 2004). This has a direct impact on the human resources pool of developing countries as experienced and qualified personnel are migrating to developed countries in large numbers where they are assured of green pastures (Labeledz & Berry, 2013). Globalization has thus created a new international workforce which requires cultural adjustment and functional knowledge on the part of

management (Akanbi & Itiola, 2013). The high labour mobility has thus created an uneven playing field in the globalization discourse (Akanbi & Itiola, 2013). Consequently, even in cases where corporates want to modernize their operations in the face of globalization, experienced personnel to operate such technologies may not be available from the domestic market, thus finding an opportunity to blame globalization for their current misfortunes (Akanbi & Itiola, 2013).

2.4.5. Globalization and unemployment

Many authors argue that globalization has resulted in an increase in the levels of unemployment as the demand for low skills manpower domiciled in developing countries is declining as many companies instead acquire advanced technology (Spence, 2011; IMF, 2000; Anyanwu, 2013). “The international demand for workers with specialized skills has increased while increasing unemployment to the low skilled labour often found in the clothing and textile sectors of the economy” (IMF, 2000). The reason is that the specialized skilled worker is now in high demand in order to work side by side with the advanced technology which works well in the presence of such highly skilled manpower (Golub & Hayat 2014; Adams & Sakyi, 2012). Therefore, it can be argued that the process of globalization leads to higher levels of unemployment particularly in developing countries and in industries where low skills have traditionally been in high demand such as in the clothing and textile sector (Golub & Hayat 2014; Monga, 2013). However, in contrast, Scholte (2000:34) asserts that “it is not certain whether cross border production will lead to the loss of job security and lower wages.” Globalization is thus not necessarily disadvantaging the workers (Scholte, 2000). Beck (2000: 17) also agrees that “it is mainly the labour intensive and lowly skilled workers whose demand is diminishing worldwide due to the competition in the world economy and therefore it can be argued that globalization has led to unemployment in many developing economies.” A research on globalization and its effect on poverty alleviation by Collier and Dollar (2002), noted that due to globalization, levels of poverty across countries in the developing world are likely to decline by half by the end of year 2015. A related study by The World Bank Development Research group (2002) which focused on the effect economic integration and trade liberalization found results which support the assertions by Collier and Dollar (2002). Okeke and Nwal (2013:70) posit that “despite the notable challenges of unemployment in many African states, increased international trade facilitated by the free movement of international capital helps to reduce poverty and unemployment across the world thus ratifying the importance of globalization.”

2.5. RESPONDING TO GLOBAL TRENDS

2.5.1 Protectionism and globalization

There is still intense debate on whether liberal trade policies are good for growth or not (Schularick & Solomou, 2011). Skeptics often point to the late nineteenth century as a period when protectionist policies promoted economic development (Schularick & Solomou, 2011). However, some authors argue that “while some positive cross-sectional correlation exists between tariffs and growth, this may reflect unobserved country traits rather than a causal relation” (Hillebrand et al., 2010:6). While globalization seeks to terminate the concept of protectionism through creating a flat world, a new breed of protectionist measures have emerged, commonly referred to as “policy slippage” by the WTO (Hillebrand et al., 2010). These measures are deliberately designed to protect local industries from undue competition from companies originating from developed countries (Erixon, & Sally, 2010). Protection against cotton and clothing import has been cited in literature as a common phenomenon across the globe mainly due to the vulnerable nature of the sector which employs low skilled labour (Erixon & Sally, 2010). Such moves to protect markets are not without justification particularly so in developing countries (Garmann, 2014). These protectionist measures are often meant to boost domestic output and/or prevent the collapse of domestic companies in the face of globalization are indeed rampant (Everett, 2015). For example, the rapid growth and development of the South African clothing and textile industry was largely due to State support through a number of policy frameworks (Bonnin, 2011; Kaplinsky, 2013). The support primarily came in two forms (Morris & Barnes 2014). Firstly, financial support provided through the Industrial Development Corporation; and secondly, the state provided support through direct protection of the sector through stringent tariffs which discouraged imported of finished clothing products (Morris & Barnes 2014). Under such circumstances, the active role of national policy in influencing business strategy becomes more evident and beneficial to companies and the nation at large (Moyo, 2014; Chirisa & Dumba, 2012).

2.5.2. The role of strategy

The complexity of globalization and the challenges it presents to entrepreneurs creates a sense of uncertainty (Zehir et al., 2012). Managers are therefore expected to be more creative and entrepreneurial in mind if they are to manage the impact of globalization (Patel & Chavda, 2013). In support, Knight (2000) proposes that in uncertain and complex environments, managers must assume strong entrepreneurial postures in strategy making since globalization is indeed one such uncertain environment. Knight (2000:28) further notes that “such an entrepreneurial posture is required to successfully activate a marketing strategy.” The potential of such recommended strategies is well supported by empirical

evidence which clearly asserts that effective marketing strategies are at the center of the success of any company the global market place (Zou & Cavusgil, 2002). A strong marketing leadership positioned to drive the strategy into the future of globalization is however needed (Kapferer, 2012). The assertion by Knight (2000:27) follows a research with firms on their application of marketing strategy which confirmed the existence of a strong relationship between style of leadership and ability to manage the effect of globalization resulting in improved company performance. A number of authors have also carried out researches which link marketing strategy and the overall performance of an organization (Wang & Verma, 2012; Zou & Cavusgil, 2002; Patel & Chavda, 2013). In all these cases, the common result points to the link between company performances and the overall business strategy used (Shilke et al., 2009; Patel & Chavda, 2013). Shilke, Reiman & Thomas (2009:29) define company performance as “a multiple theoretical construct, which is defined by three dimensions namely, commercial performance (sales volume, sales increase, etc.), financial performance (profitability, return on investment, profit growth), and performance, related to consumer reaction.” On the other hand, a research by Zou and Cavusgil (2002:53) revealed that “global marketing strategy (GMS) is affected by external globalization drivers and internal drivers such as international experience and global orientation of the firm, and that GMS in turn impacts positively on financial and strategic performance in a sample of companies competing in global industries.” For strategy to succeed, company passiveness in the identification of opportunities and implementation of strategy must be replaced with proactive globalization strategies which recognize the dynamic nature of the global market place (Solberg & Durrieu, 2006; Wang & Verma, 2012). “Seeking to implement the company’s strategy effectively, especially in a global environment, it is necessary to move from management control to management of company performance” (Nita, 2008:56). This ratifies the notion that “if a company wants to improve its sales indicators, it should give more attention to the alignment of its marketing strategy while profitability is achieved through the use of generic strategies” (Leonidou, Katsikeas & Samiee, 2002:53). Nita (2008:57) suggests six different “dimensions of strategy based on segmentation, coordination, transnational restructurers, technological innovations, global differentiation and low cost.” Timmor and Zif (2005) suggest a 3D framework made up of key triple elements of adaptation, innovation and involvement. However, through combining a number of factors, Zou and Cavusgil (2002) call for the radical adaptation of the marketing mix elements in pursuance of marketing strategy which guarantees success in the global market place. The authors extend this notion by developing what they term “the global marketing strategy (GMS) which include factors such as configuration; coordination and integration of activities” (Zou & Cavusgil, 2002:45). Their thesis largely informs this particular research.

2.6. MARKETING STRATEGY

Marketing strategy is the art of organizing and allocation of resources by a firm designed generate profit from customers (Kim et al., 2012). Aaker (2009) asserts that marketing strategy is closely associated with the traditional marketing mix elements and how they relate to customer needs and wants. There are many definitions of the term ‘strategy’ but many authors define it as a way how a company positions itself to gain an unassailable competitive advantage in the marketplace (e.g. Ferrell & Hartline, 2012; Morgan et al., 2012; Kim et al., 2012). Marketing strategy’s primary objective is to create a competitive company which is better positioned to deploy resources at its disposal more effectively and efficiently (Aaker, 2012). “The central focus of a strategy is for the organization to achieve the right fit with the external environment” (Walker, 2011:14). Through aligning strategy to the broader context, the firm is able to develop marketing plans which allows it to offer the right product to the right market and thus gain a competitive advantage (Brodrechtova, 2008; Morgan, 2012). Aaker (2009:67) posits that “a marketing strategy provides an overall vision of how to correctly position products in the marketplace while accounting for both internal and external constraints.” Basing his arguments on one of the oldest models in the field of marketing strategy, Porter (1981) commands companies to utilize their “competitive advantages” of cost leadership, focus and differentiation in order to out-compete their rivals. Walker (2011:55) argues that “firms should pursue competitive advantages through synergy and a well-integrated program of marketing mix elements.” Brodrechtova (2008:453) explains marketing strategy as “a strategic roadmap used by a company to deploy its resources in line with its corporate objectives.” In order to generate economic value and keep the firm ahead of its competitors, several authors call for the effective manipulation of marketing elements (Adis, 2010; Slater et al., 2010). Several streams of marketing strategy literature also suggest that firms need to keep on acquiring specialized resources which are critical in defining their competitive positions (e.g. Hansen, 2013; Hunt, 2000; Kim et al., 2012). “These specialized combinations of capabilities and assets create competences which lead to organizational competitiveness” (Madhavaram & Hunt, 2008:69). Kim et al. (2012) suggest that a firm has a sustained competitive advantage when it is able to implement a unique value-creating strategy which current competitors are unable to duplicate. Global competitiveness in terms of quality, price and supply chain management are critical in order to create viability in the clothing and textiles industry (Kruger & Ramdass, 2011). “To survive the impact of the globalization of markets and maintain their current status, the clothing and textile industry around the world needs to be aware of changes in the market place and respond by implementing innovative strategies that improve their competitive status” (Kohnert, 2010:57). Lasting solutions to the clothing and textile companies in Africa largely depend on their ability to address product (Kruger & Ramdass, 2011). The accomplishment of an effective marketing

strategy invariably relate to the ‘dimensions’ of the product or service offered as it represents the primary reason for the need to purchase (Tangtong et al, 2010) as these “dimensions are an important part of the marketing mix and must therefore be adapted to the existing product design” (Tangtong et al., 2010:162). Therefore, achieving competitiveness through products requires designing and adapting it to meet the demands of both the domestic and international market (Lee & Griffith 2004). More critically, the issues of quality and attributes need to be holistically addressed if success is to be guaranteed (Lages et al., 2004). In support of this assertion, Morgan et al., (2004: 97) revealed that “product qualities is a key determinant for performance and thus improvement in the company’s share of the market.” It is therefore not surprising why product quality and product innovation are seldomly cited by academics and managers as some of the key determinants in the success and general performance of a company (Tangtong et al., 2010). However, the dynamic nature of globalization which alters market structures and trading conditions demands that companies rethink strategy and innovation as they search for new opportunities (Madichie & Saheed, 2009).

2.7. Marketing strategy making and innovation

Marketing strategy denotes how well blended a firm’s marketing mix elements are in relation to the target market served (Porter, 2010). The extent to which these elements are coordinated affect the firm’s performance (Mintzberg & Lampel, 2012). Marketing strategy making is thus such a complex feat composed of processes, routines and activities as marketing plans are designed and executed in order to achieve organizational objectives (Baker, 2014). The key to strategy making is a thorough understanding of the business environment in which one is operating (Porter, 2010). This is achieved through a systematic analysis of the business environment in which the company operates in order to prepare it for competition (Baker, 2014). It requires a great deal of innovation (Baker, 2014). “Such innovations must be rare and valuable capabilities” (Eisenhardt & Martin, 2000:1115). These innovations may take various forms ranging from the creation of unique marketing strategies or novel products and services (Varadarajan, 2010). However, one of the critical tasks of marketing is to link these innovations to the requirements of the target market served (Varadarajan, 2010). Zaharia et al. (2010) state that “the major objective of innovation is creating new markets for the organization in a way which also meets the demands of the consumers.” This can be through “enhanced strategies and new ways of meeting the target market requirements” (Maciariello, 2009:38). Therefore, the issue of innovation in marketing strategy making is becoming a topical issue in strategy amidst the challenges of globalization and must be considered as a new element of the marketing mix which should be used for the creation of unique advantages and superior performance against competition (Varadarajan, 2010).

2.8. Internal firm's characteristics

The firm's internal resource endowments are some of the key characteristics which may enable or disable strategy making as a company pursues international marketing (Tantong et al., 2010). Ethnocentrically oriented firms use a similar marketing strategy across all the countries as the home market while polycentrically oriented companies take the differences across markets into consideration (Calantone et al., 2006). As pointed out by Tantong et al. (2010:159), "companies with geocentric orientation see the world as potential market, recognizing regional differences without taking into consideration national boundaries, normally they offer their product universally with only some superficial adaptations." Numerous studies confirm that openness to innovation facilitates the product adaptation strategy (Calantone et al., 2006). Research has also pointed out that managers with bigger international experience are better positioned to analyze the market situation and execute sustainable marketing strategies (Slater et al., 2010). Research further supports the notion that the creativity of immigrant managers whose characteristics are likely to be valuable, rare, and unique can be used for the creation of competitive advantages as their understanding of foreign markets can be utilized effectively (Slater et al., 2010). The active participation of companies seeking international marketing opportunities creates international experience; indeed an invaluable soft asset which must be fully utilized (Calantone et al., 2006; Dow & Larimo, 2009). The literature supports the argument that experience in the global market place helps fortify the overall marketing strategy even though risks increase as one moves from one country to the other (Slater et al., 2010). In this context, in the face of globalization and enormous resource disadvantages, the only way for newcomers and companies from developing countries to succeed is through continuous upgrading of their internal capabilities (Lee, 2010). However, it is imperative that not only should internal factors be considered but also external factors (Slater et al., 2010; Kim & Mauborgne, 2015).

2.9. External environment

Besides the firm's internal environment, external variables also have to be considered since they help define the degree of company competitiveness and the nature and potential of the business environment in which the company operates (Kim & Mauborgne, 2015). The need to study the influence of the external environment on strategy has huge support in literature (e.g. Gabrielsson et al., 2012; Nasir & Altinbasak, 2009). For example, the political and legal environment created by the host governments can impose some restrictions which affect the competitiveness of the company (Gul, et al., 2011). Anecdotal evidence suggests that favourable regulations and consumer stability generally give more opportunity for growth (O'Cass & Weerawardena, 2010). This is primary so in view of the ever changing consumer tastes and

cultural traits fuelled by the globalization wave (López-Duarte & Vidal-Suárez, 2010). The divergent tastes and habits of consumers which vary among the different local cultures are among some of the main obstacles for marketing and the quest for a standardized global product (Nasir & Altinbasak, 2009). However, as a result of globalization, companies are expected to consider similarities across the cultural convergence gap in order to promote the use of a standardized marketing strategy which help reduce marketing cost and increase overall competitiveness (Schilke et al., 2009). Therefore, the question of strategic fit comes into play (Carpenter et al., 2012). There is still no single universal strategy that can fit all companies as each company has to consider both internal and external forces which affect its own activities and align its strategy accordingly (Virvilaite et al., 2011; Gabrielsson et al., 2012). Recent studies emphasize the importance of a “strategic fit” between marketing strategy and the business environment so as to achieve superior performance (Virvilaite et al., 2011; Gabrielsson et al., 2012). The industry-based view, further stresses the need to align company strategy and its broader environment (Gabrielsson et al., 2012). In other words, external factors determine the firm's strategy, which in turn affects its performance (Kim & Mauborgne, 2015; Leonidou et al., 2002). Pressures exerted by the external environment must be dealt with in order for a firm to survive and prosper (Kim & Mauborgne, 2015). Even though firms largely depend on the external environment, this undue dependence causes serious challenges and companies should learn to manage their dependence through creating unique competitive strategies (Gabrielsson et al., 2012). The challenge for the international firm is to determine which specific strategy elements are feasible or desirable to adapt, under what conditions and to what degree (Dow & Larimo, 2009). This study examined the effect of external factors on marketing strategy in the clothing and textile sector.

2.10. Strategy in the global market- a focus on the clothing and textiles

While there is no doubt about the degree of the impact of the external environment on strategy, unique strategies peculiar to the clothing and textile sector must be created (Niinimäki & Hassi, 2011; Gereffi & Frederick, 2010). This is particularly so because of the historical role that the sector plays in the industrialization process of any nation (Gibbon et al., 2008). It forms the first step on the ladder to development (Gibbon et al., 2008). The advent of globalization has unfortunately created a new and challenging situation where companies from developing countries now find it difficult to compete with companies from the highly industrialized countries (Gereffi & Frederick, 2010). Firms from low-wage industrialized countries have distorted competition in the clothing and textile industry thus threatening the survival of companies from third world countries (Roberts & Thoburn, 2002). In order to mitigate these challenges, effective marketing strategies which focus on cost reduction, quality and efficiency must be

adopted (Goworek, 2011). This is particularly so since “the modern day consumer no longer want standardized products but demands personalization” (Powers & Loyka, 2010:69). Various streams of literature argue that a positive relationship exist between adaptation and profitability; thus ratifying the significance of addressing consumers’ preferences and tastes (e.g. Zou & Cavusgil, 2002; Powers & Loyka, 2010; Lishchenko et al., 2011). Therefore, adaptation has the ability to give a company a sustainable competitive advantage (Lishchenko et al., 2011). A number of studies suggest that proponents of globalization (often called “born globals”) are more willing to adopt standardization as a strategy than some traditional companies who are yet to accept the realities of globalization (Dow & Larimo, 2009; Gabrielsson et al., 2012). They view such a stance as allowing them to pursue a low cost leadership strategy as they offer global products through a standardized strategy (Gabrielsson et al., 2012). In addition, the low cost leadership strategy can be applied when consumers seek to maximize value (Gao et al., 2010; Teece, 2010). Besides addressing costs and customer considerations, companies need to pursue collaboration with competition (Hawkins, 2010). This is important particularly with respect to clothing and textiles firms in developing countries who need to pursue horizontal integration (Morris & Barnes 2014). These horizontal marketing structures should be seen “rapidly displacing these conventional marketing channels as companies seek more cooperation than competition” (Hawkins, 2010:257). “Collaboration is one of these alternative strategies and is defined literally as working together for a common interest or voluntary cooperation between firms involving exchange, sharing of resources, or joint development of products, technologies or services” (Hawkins, 2010:258). In the global market place, focus should not be placed on ‘blind competition’ but on cooperation with competition where necessary (Buch-Hansen & Wigger, 2010). “Firms must respond to globalization by making marketing and operational changes which are designed to create more value to the consumer though at a reduced cost to the company” (Taplin et al., 2003:1033). This change in focus can be made possible by investing heavily in technology which creates improved quality and added value to the consumer (Buch-Hansen & Wigger, 2010).

2.11. GAINING COMPETITIVE ADVANTAGE

The theory of competitive advantage has received extensive coverage in practice and business management literature (Besanko et al., 2010; and Boehlje, 2013). Sirmon et al. (2011:1400) argue that “a vibrant corporate strategy is an essential management tool and is important to a firm’s overall performance and achievement of a performance advantage.” Porter (1985:55) argues that “superior performance can be achieved in a competitive industry through the pursuit of a generic strategy, which he defines as the development of an overall cost leadership, differentiation, or focus approach to industry

competition.” The author further argues that a company has to be explicit in terms of the strategy chosen or else it will be ‘stuck in the middle’ and will not perform effectively compared to companies which choose a specific generic competitive strategy (Porter, 2011; Porter & Kramer, 2011). There is need to choose a well-defined strategy to follow irrespective of the size of the company (Porter, 2011). Reason and Nicolescu (2002) suggest that in the case of small companies principally from developing economies of the world, the strategy should be focused on identifying niches which require specialized attention. Indeed, as suggested by Knight (2000:27), “the pursuance of the quality objective is one sure way for sustainably surviving in the global market place and must be treated as a vital goal under globalization.” Rather than routing for head to head competition with big international corporations which have very distinct and unique advantages, small companies in developing countries should consider niching (McGrath, 2013). Porter (2011) advocates for a dynamic strategy given the impact of globalization. This will help improve chances of survival of clothing and textile firms from vulnerable economies across the world (Morris & Barnes, 2014). Such a strategy will enable companies to improve their competitive status and help position them to partake in the global marketing arena amidst the challenges posed by globalization (Zhao, 2014; Paton, 2005). This, however, can only be achieved through a combination of an astute leadership whose quest to pursue principles of total quality management designed to create outstanding value to the consumer is unquestionable (Porter & Kramer, 2011). “Organizations need to develop an advantage that is sustainable, leading them into the future, rather than the focal point being operational efficiency” (Hill 2000:48). Whatever strategy the company pursues, it must be grounded in the philosophy of continuous improvement as modern day customers’ demands are many and are seeking to deal with innovative companies more than before (Reed et al., 2012). Aligning strategy to market requirements is the only sustainable marketing strategy left (Palmer et al., 2015). This will help guarantee the future of the clothing and textile companies in Africa and other developing nations (Chirisa & Dumba, 2012).

2.12. ACHIEVING COMPETITIVENESS THROUGH RESOURCES

A company’s resources may be deployed to achieve competitive advantages in a congested market space in line with the resource-based view (RBV) (Barney, 2012). These resources and capabilities include both tangible and intangible resources whose existence and strategic use help in the creation of unique advantages tangible (Buller & McEvoy, 2012; Barney et al., 2011). What necessitates the achievement of reasonable performance and profit outcomes is because of the uniqueness, scarcity, value, inimitability, and non-substitutability of the organization’s internal capabilities (Barney, 2012). Barney et al., (2011:1305) note that “resources and capabilities ultimately define the company’s competitive

advantage,” which is not only generic in nature but rather sustainable (Porter, 2004). In order to achieve this, company resources and capabilities must be pooled together and organized in a way which provides long term benefits (Barney et al., 2011). However, differences across companies in terms of capability and resource endowment explain the heterogeneity of the RBV framework (Barney et al., 2011; Eisenhardt & Martin, 2000). In the face of globalization, companies have to continuously revise their strategies and re-engineer themselves as the global business environment also shift (Eisenhardt & Martin, 2000). “The capability to innovate has the potential to become a source of competitive advantage since innovations are knowledge-based, socially complex attributes unique to the company” (Foss, 2011:1416). Campbell et al. (2012) argue that the major differentiating factor between success and failure is the speed and innovative and unique resources used for the building unique capabilities in order to achieve a quantum leap ahead of competition. Strategic company resources are vital in the overall cost leadership drive of the company (Christmann, 2000). They may also be used to build a strong corporate reputation relative to competition (Campbell et al., 2012). Since competitive advantage is closely related with the general performance, a carefully planned utilization of a company’s resources can thus improve its financial performance amidst the notable challenges of globalization (Sirmon et al., 2011; Leonidou et al., 2013). Existing resources in the clothing and textile industry must be identified and utilized in order to seize the existing opportunities in the global market place (Chirisa & Dumba, 2012).

2.13. COMPETITIVE STRATEGY

The competitive strategy framework is an important tool for appraising the attractiveness (or lack thereof) of a particular business environment (Salunke et al., 2011). It is based on four generic strategies (Porter, 1985). Porter (1985) argued that in order to achieve competitiveness, a company has a choice of four strategies based on the competitive advantage sought against how those advantages will be achieved through cost reduction and differentiation. Peng (2013) notes that any company which applies these strategies will be able to outperform its rivals. However, this framework “only performs better when companies concerned are positioned to configure their resource base according to the new typology which recognizes the market scope and the basis through which the advantage is achieved” (Campbell-Hunt 2000:133). Based on this evidence and while building on Porter’s (1985) model, (Campbell-Hunt, 2000) developed an extended typology which identifies a set of nine possible competitive strategies as shown in Table 2.1 below.

Table 2.1: The extended model of competitive advantage

| Market Scope Approach | | | |
|-----------------------|-----------------|-----------------------|-----------------------------|
| Basis of Advantage | Broad | Focus | Market-niche |
| Simultaneous | Simultaneity | Focused Simultaneity | Mass Customization |
| Differentiation | Differentiation | Differentiation Focus | Multi-niche differentiation |
| Cost leadership | Cost Leadership | Cost Focus | Multi-niche cost leadership |

Source: Campbell-Hunt, 2000.

The major departure point from Campbell-Hunt's (2000) modified model is the need for companies to consider a diverse range of competitive options while the same time learning from other competing companies. Campbell-Hunt (2000:135) asserts that "collaboration may present a crucial gap through which domestic firms may use to escape the challenges of globalization" as "collaborating with other companies (domestic or multinational) would allow companies to learn from others, thus accumulating experiences, leverage resources, and share risks." Therefore, "firms in emerging economies may wish to fully utilize this approach as they pursue their global strategies" (Campbell-Hunt 2000:147).

2.14. Porter 5 Forces Model -The Concept of Competitiveness

Although there are many models for analyzing the industry competitive environment, Porter's Fives Forces Model remains one of the most dominant and popular model to be used by academics and practitioners (Indiatsy et al., 2014). The model is an illustration of how the "Five" competitive forces can be used to explain the competitive position of a company in any industry (Eskandari et al., 2015). The Five forces are grouped as the threat of new entrants, bargaining power of buyers, supplier power, threat of substitutes, and rivalry among the already established firms (Eskandari et al., 2015). Eskandari et al., (2015) note that the intensity of each of these forces determines the expected level of profitability of a company. As the intensity increases, profitability is reduced since the company attempts to defend its position and existence in the market (Hove & Masocha, 2014). The threat of new entrants for example,

affect existing companies as any new entrant will strive to secure a sizable market share of the market thus affecting the profits of existing companies (Hove & Masocha, 2014). The challenge is for existing companies to erect barriers to entry (Hove & Masocha, 2014). According to Porter (1985) major barriers to entry may come in the form of economies of scale and differentiation. These factors prevent potential competitors by giving them a significant cost disadvantage and a high capital requirement in various ways (Indiatsy et al., 2014). Supplier power can be curtailed through backward integration and widening sources of supply. The various strategies are explained on Table 2.2 below.

Table 2.2: Porter's Generic Strategies

| Industry Force | Generic Strategies | | |
|-------------------------------|--|---|---|
| | Cost Leadership | Differentiation | Focus |
| Entry barrier | Ability to cut price in retaliation deters potential entrants. | Customer loyalty can discourage potential entrants. | Focusing develops core competencies that can act as an entry barrier. |
| Buyer power | Ability to offer lower price to powerful buyers. | Large buyers have less power to negotiate because of few close alternatives. | Large buyers have less power to negotiate because of few alternatives. |
| Supplier power | Better insulated from powerful suppliers. | Better able to pass on supplier price increases to customers. | Suppliers have power because of low volumes, but a differentiation-focused firm is better able to pass on supplier price increases. |
| Threat of substitute products | Can use low price to defend against substitutes. | Customer's become attached to differentiating attributes, reducing threat of substitutes. | Specialized products & core competency protect against substitutes. |
| Rivalry | Better able to compete on price. | Brand loyalty to keep customers from rivals | Rivals cannot meet differentiation-focused customer needs. |

Source: Porter, 2003

2.14.1. A critique of Porter's 5 Forces Model

Though Porter's (1985) Five Forces model has been within academic and business circles since the early eighties, there is now an urgent need to upgrade it in order to reflect new realities and competitive forces facing business (Jarzabkowski & Kaplan, 2015; Johnson et al., 2008; Mohapatra, 2012). Porter's (1985) framework is premised on the five forces that influence competition and threaten the company to

make a profit and survive in the competitive environment (Jarzabkowski & Kaplan, 2015). In his arguments, what makes a market attractive largely depends on how the market is structured which in turn influences the way how a business reacts through the various strategies at its disposal (Jarzabkowski & Kaplan, 2015). According to Porter (1985:137), “the awareness of these forces can help a company stake out a position in its industry that is less vulnerable to attack.” However, recent criticisms of this model for achieving competitiveness has largely centered on the effect of the changing environment and that in its current form, the model focuses on a ‘static’ market (Jarzabkowski & Kaplan, 2015). The reality however, is that industry conditions have drastically changed and new realities are at play which calls for a thorough re-look at a model which has served industry quite well for all these past years (Zhang & London, 2013; Conklin & Tapp, 2000). Several criticisms centre on the fact that the model assumes an industry in which competition is perfect and all the variables are known (Zhang & London, 2013; Vining, 2011). It does not take into consideration the effect of time; assuming industry conditions will remain static for the foreseeable future making it more non-applicable to contemporary companies operating in dynamic environments where competition is unpredictable (Allio & Fahey, 2012). Therefore the dimension of time should have been considered (Dulčić et al., 2012) as this allows managers to make ‘time related’ decisions (Allio & Fahey, 2012). Making use of the framework without considering external factors will not make the organization competitive (Jarzabkowski & Kaplan, 2015) but they should also consider the effect of the rapid changes in the business environment (Hill & Jones, 2008). The literature reveals that modern companies must not be ‘slaves’ of the Five Forces model but must consider contemporary factors which affect the competitive environment (Jarzabkowski & Kaplan, 2015; Zhang & London, 2013; Grant, 2011). It is thus important to see how the model can be overhauled in order to include the role of technology; especially information technology which has transformed the face of marketing in recent years (Karagiannopoulos et al., 2005). This is a fatal omission in the existing model and many authors acknowledge the deficiency of Porter’s (1985) Model “because of the missing attention to digitalization, globalization and deregulation” (Johnson, 2014). Information technology has become a key variable to consider when implementing marketing strategies and business planning in general (Johnson, 2014). It has been noted that information technology has drastically changed the rules of competition in more ways than one and a radical shift towards adaptation is needed particularly so by all the companies who are yet to embrace new technologies in the businesses (Mohapatra, 2012). Furthermore, it has become apparent that the way how an organization utilizes/deloys its resources and capabilities largely determines how competitive it will be and this omission, should also be considered when using the Five Forces Model (Rivard et al., 2006). In addition to the above mentioned factors, it paramount to consider the role of the government in determining the competitiveness of a company

(Zhang & London, 2013). Zhang and London (2013) assert that the role of government must be considered as the sixth force within the model (Mohapatra, 2012). This is because not only do government policies influence all the other factors, but also directly influence internal company strategies (Mohapatra, 2012). Government's intervention; whether through their regulatory policies or direct support, remains a powerful force which affect strategy and must be taken as such (Macmillan & Tampoe 2000). Many authors believe that while the validity of Porter's Model cannot be overemphasized, its renewal is also urgent (e.g. Jarzabkowski & Kaplan, 2015; Walder, 2012; Mohapatra, 2012). Achieving competitiveness in the clothing and textile industry in Zimbabwe requires a critical look at a model which industry has learnt to trust all these years.

2.15. SUSTAINABLE COMPETITIVE ADVANTAGE

The route to an above average performance in the market is not determined by the presence of a mere strategy but depends on how sustainable the crafted strategy is (Porter, 1980). In order to achieve sustainability, the competitive advantage must be relied upon over a long period of time so that it can be characterized as a 'sustainable competitive advantage' (SCA) (Kumar et al., 2011; Peteraf et al., 2012). The major defining characteristic of a 'sustained' competitive advantage is on how long a company may rely on it before competition overtakes it (Laszlo & Zhexembayeva, 2011). However, in contrast, Barney (1991) argues that "the word 'sustained' does not signify time but refers to the organisation's ability to have a strategy in place that cannot be replicated by current or potential competitors." Gebauer et al. (2011:1275) argue that "companies have sustainable competitive advantage when they consistently produce products and employ systems with attributes which correspond to the key buying criteria for the majority of the customers in their targeted market". Many authors suggest that iterative competitive advantages must be pursued (e.g. Du et al., 2011; Kim et al., 2012; Nyaga & Whipple, 2011). Gebauer et al. (2011:1276) calls this strategic technique "renewable or leverageable competitive advantage meaning using one temporary position of strength to leapfrog into another". Sustaining a competitive advantage in the global market place demands companies to continuously review the way how their core competencies are utilized leading to the creation of unique advantages consistent with globalization (Nyaga & Whipple 2011). Based on the literature above, perhaps the urgent call is to assess the extent to which clothing and textile companies have sought to assess and fully utilize their competitive advantages as the effect of globalization take their toll.

2.16. IMPORTANCE OF STANDARDIZATION

The need for the use of common (standardized marketing strategies) has never been as acute as it is now (Karlicek et al., 2013). When marketing activities are coordinated, a number of benefits can be achieved (Karlicek et al., 2013; Kesavan et al., 2014; Baffour & Amal, 2011). Keegan and Green (2000:35) argue that, “through adopting the strategy of standardization, global marketing solutions which assist in creating company sustainability on global stage can be achieved.” Besides, “there also exist the possibilities to adapt the activities that have been carried out in one country successfully in other countries thus reducing operating costs as a company pursues its global marketing activities” (Johansson, 2000:57). Research has indicated that when a standardized product is offered, it generates confidence from the consumer (Madar & Neacsu, 2010). Kotler and Armstrong (2008:27) suggest that “companies should think globally but act locally; by seeking a tradeoff between standardization and adaptation.” Literature suggests that in view of the impending challenges posed by globalization, global sales networks created during the expansion drive of the company must be used in a standardized manner for sustenance and competitive advantage (Karlicek et al., 2013). In the process of pursuing this strategy, “companies eventually acquire a competitive advantage that is difficult to copy and can be relied upon over a long period through cost reduction” (Karlicek et al., 2013:140). The decrease in operating costs creates a huge saving which should be translated into customer value thus improving the company’s competitive position in the global market place (Madar & Neacsu, 2010). Cunningham and Ferrell (2015) support the use of standardized marketing strategies as companies expand their market bases through the process of market development. An important motivation for pursuing this strategy is the quest to produce high quality products and services at reduced costs (Cunningham & Ferrell, 2015; Zou & Cavusgil, 2002; Karlicek et al., 2013). It can therefore be argued that “the standardization strategy often utilize the relationship that exists among markets of different countries and competitive advantages acquired in different countries” (Karlicek et al., 2013:142). Many authors suggest that proper configuration and alignment of activities enable a company to use specific competitive advantages (e.g., Ferrell, 2015; Zou & Cavusgil, 2002). In order for a standardized marketing strategy to be effective, changes to the marketing strategy must be instituted as company moves from one global market to the other (Svensson, 2001). Svensson (2001:8) suggests that “the most viable standardization option is achieved through using an approach that combines elements of standardization and adaptation to create a glocal marketing strategy.” Many authors are of the view that since the glocal strategy does not neglect the local market as a company pursues international marketing; the strategy is best suited under the conditions of globalization (Chinomona & Sibanda, 2012; Svensson, 2001) as shown on Table 2.3 below:

Table 2.3: The concept of glocal marketing

| Global marketing | Glocal marketing | Local and domestic marketing | International, and multinational marketing |
|--|--|---|--|
| Strives to improve marketing activities in terms of: | Strive to improve marketing activities in terms of: | Strive to improve marketing activities in terms of: | Strive to improve marketing activities in terms of: |
| (i.e. exclusively) - Standardization - Homogenization - Similarity - Diffusion - Dependence - Synchronization - Integration | (i.e. balance and harmony) -Standardization versus adaptation, -Homogenization versus tailoring, - Similarity versus difference, -Concentration versus diffusion, -Dependence versus independence, -Synchronization versus flexibility | (i.e. exclusively) - Adaptation - Tailoring - Difference - Concentration - Independence - Flexibility - Separation | (i.e. primarily) - Standardization (i.e. secondarily) - Homogenization - Adaptation - Similarity - Tailoring - Concentration - Difference - Dependence - Diffusion - Synchronization Independence - Integration - Flexibility - Separation |

Source: Svensson, 2001

2.17. THE IMPORTANCE OF INTEGRATION IN MARKETING

Business process integration is concerned with the overall coordination of business processes and activities in the outsourced environment (Burgelman & Doz, 2013). This involves effective division of tasks across units and consequent coordination to execute the tasks within the organization. When internal elements of an organization are closely linked to one another, it enables it to coordinate its strategies with much ease and success (Dangelico et al., 2013; Burgelman & Doz, 2013; Prajogo & Olhager, 2012). It is argued that “since coordination is an information processing activity and closely related to communication and shared meaning, companies with closely coordinated systems of operation are better poised to enjoy the benefits of globalization” (Hong et al., 2015:140). The literature suggests that “lack of congruence and unity of purpose results in discord and subsequent failure to capture existing opportunities or deal with the current challenges of globalization” (Hong et al., 2015:141). An integrated pattern of organizational behaviour which seeks to create synergistic benefits across the length and breadth of the company must be put in place as a company pursues global marketing opportunities (Nakata et al, 2011). Chimhanzi (2004:77) suggests that “cross-unit working relationships have a key role to play in the successful implementation of marketing decision as implementation effectiveness is

affected negatively by conflict and positively by communication and specifically, interpersonal, not written.” This general interconnectedness is made possible through the direct involvement and commitment of top management as the entire organization works towards achieving a common objective of sustaining operations in the face of globalization (Zhao et al., 2011; Luo et al., 2012). When marketing strategies are aligned to existing company resources, the major benefit realized is synergy; a critical attribute for challenging the effect globalization (Chimhanzi & Morgans, 2005; Narayanan et al., 2011). Clothing and textile companies in Sub Saharan Africa need to consider integration of business processes as an option to mitigate the debilitating effects of globalization (Goriwondo et al., 2012).

2.18. INTEGRATION – THE CONCEPT OF DYNAMIC CAPABILITIES

The literature on dynamic capabilities has grown in importance as the impact of globalization becomes more evident (Fischer et al., 2010). Dynamic capabilities are defined as “routines within the firm’s managerial and organizational processes that can be applied to gain, release, integrate and reconfigure resources” (Teece, 2014:14). They are positioned within the ambit of the organization so as to allow prompt deployment to drive the organization into the future in response to the existing changes in business environment (Kindström et al., 2013). “These capabilities are not only designed to match a company’s resource base in response to the evolving customer demands and market trends, but also to give a company the chance to reconfigure its business through innovation and collaboration with all its stakeholders to include customers and competition” (Teece, 2014:16). The conceptualization of the dynamic capabilities concept is done with a rapidly changing business environment in mind and globalization can be viewed as such (Wilden et al., 2013; Prange & Verdier, 2011). This assertion is further ratified by Eisenhardt and Martin (2000) who argue that the concept firmly fits into the current situation where globalization is rapidly changing the marketing landscape. There is a heightened need for companies in rapidly evolving markets of developing countries to effectively utilize their resources as a direct response to the changes taking place on the global marketing arena (Eisenhardt & Martin, 2000). Some researchers (e.g. Cavusgil & Knight, 2015; Prasnikar et al., 2008; Prange & Verdier, 2011) posit that there is an urgent need for company executives to critique their companies’ strategic abilities and their relationship with the company’s marketing capabilities as the true realities of globalization are slowly manifesting. A broad definition of the organization’s dynamic capabilities is needed as the general tendency in the literature has been to focus on technology and product related aspects (Lisboa et al., 2011; Teece, 2014). The service component must also be considered (Prasnikar et al., 2008). Effective utilization of dynamic capabilities in the current situation requires that the service component of the product is considered not as an optional extra but rather a key element of an organization’s dynamic

capabilities arsenal necessary for success and competitiveness in the presence of the forces of globalization (Den Hertog et al., 2010; Fischer et al., 2010). Teece (2014:13) notes that “firms must take the service aspect into account; including deliberately seeking to gather information on customer preference and tastes.” It is argued that “gathering information about customers and involving them in the creation of products (co-creation) is particularly an important basis for the development and provision of services in a more sustainable way” (Edvardsson et al., 2006:57). Kindström and Kowalkowski (2009:158) advocates for “the creation of efficient internal customer feedback loops which if utilized will help create sustainable competitiveness.” Cavusgil and Knight (2015) however argue that while the identification of the dynamic capabilities is paramount, it is not an easy process. Vargo and Lusch (2008) also posit that the sensing of dynamic capabilities is often ‘complex’ and sometimes ‘understandable’ as this often requires a closer engagement with customers if one is to get a deeper understanding of the concept. Without an existing compact business model, seizing and exploiting opportunities will be a futile attempt (Teece, 2010). The internal processes of the company must be consciously ready to facilitate the process of seizing and exploitation thereof (Chesbrough, 2010; Teece, 2010). As clearly pointed out, the highly dynamic global business environment no longer requires complacency but concerted efforts on the part of management to reconfigure and align business strategy to the new realities of globalization (Teece, 2010). According to Kindström (2013), this requires breaking the embedded path dependencies which retard strategy implementation. The extent to which Zimbabwean companies have utilized their dynamic capabilities to mitigate the effect of globalization remains a mystery which the study will seek to discover. It has thus been conceptualized that dynamic capabilities play a crucial moderating role in the discourse of survival through marketing strategy in the age of globalization.

2.19. ROLE OF COUNTRY POLICIES IN STRATEGY

While many company executives would wish to see the State assuming a minimum role (often restricted to regulatory) in trade and commerce, the new reality demands that the State actively participate in creating an enabling business environment particularly so for companies in developing economies (Weller, 2014). However, the role of managing competition through the subsequent creation of competitive strategies should be left to individual companies as countries (the State or policy) are not in any degree of competition; contrary to the common belief (Krugman, 1994). Brown and Ainley (2009:17) states that “the State simply connects various stakeholders from different background while regulating the industry for the benefits of its corporate citizens.” Giddens (2000) posits that “what policy should do however is to strengthen and modernize institutions which are at the centre of driving trade and commerce in order to comply with the dictates of the fast-paced global environment.” Since globalization is a

permanent feature in the business discourse, Giddens (2000:25) notes that “our runaway world does not need less, but more government.” In close support, Stiglitz (2002:57) notes that “an important task of a government is to protect jobs and vulnerable sectors of the economy such the clothing and textile industry.” Therefore, protectionism must be seen as a way of protecting jobs and subsequent improvement of the well- being of the country’s citizens (Anderson et al., 2014). The role of national policy is to provide a national vision which guides the conduct of business (Moyo, 2014). Within the globalization discourse, policy-makers should be highly critical of the market conditions in order to serve industry from total collapse (Moyo, 2014; Chirisa & Dumba, 2012). The negative global economic outlook continue to create knock-on effects on emerging and developing economies (Manzungu, 2012). The impact of these turbulences on global markets are currently being transmitted to developing countries such as Zimbabwe amplified by increased globalization and regionalism (Mpofu, 2013). In essence, the lack of effective policy instruments to absorb both the domestic and external shocks, relegates Zimbabwean policy makers to mere observers who pray that global developments remain favourable (Mpofu, 2013). Therefore, in this context, instances of policy emulation are not dissuaded but rather encouraged; especially by all policy makers in the developing world (Chirisa & Dumba, 2012). Over the past ten years, Zimbabwe has opened itself considerably to the influences of the global economy through a process of liberalization (Zindiye et al, 2012). It embarked on this course so as to raise its growth rate by stimulating investment (Zindiye et al., 2012). However, due to the poor performance of its economy it did reap the anticipated benefits (Ndlovu & Heath, 2013). Ndlovu and Heath (2013) note that liberalization was introduced in Zimbabwe before macroeconomic stability hence its failure to realize any meaningful benefits, While some of this can be traced to lack of capacity of companies in the industry, a good measure of it can be ascribed to political and legislation policies which run at cross purpose with business strategy (Moyo, 2014). The obtaining context requires a critique of the role of government policy and its relationship marketing strategies implemented and suggested by companies in the clothing and textile sector (Moyo, 2014).

2.20. ROLE OF INFORMATION TECHNOLOGY

Technology is the engine that drives the globalization wave and should therefore be an integral component of a company’s current and future plans (Knight, 2000). Levitt (1983:95) long predicted that “technological advances and technical standardization are expected to drive globalization.” Therefore “globalization is changing the ways in which knowledge is produced, converted to technology and the technology transformed into goods and services” (Knight, 2000:16). It is quite evident that the current processes of globalization are made possible because of technology (Blázquez, 2014). Nayak et al. (2015:4) asserts that “the survival of companies is firmly attached to how well they embrace modern

technology to improve the efficiency of their operations and thus gain competitive advantage.” These views are also shared by Ngai et al., (2013) who note that the extent of technological usage of a company directly corresponds with its success and chances to capture existing opportunities on the global marketplace. Lui (2015) however argue that it is not only the availability of technology that matters for the success of a company but also the amount and quality of internal skills adapted to apply available technology for competitive advantage. As the goal of competitiveness through technology is pursued, it must be noted that technology is not the only variable which matter but also the quality of entrepreneurial posture (Knight, 2000; Ali & Habib, 2012). Ali and Habib (2012) propose that the technological and marketing capabilities of a company must be evaluated simultaneously as the firm seeks to build new dynamic capabilities which create future value. Plieth et al. (2012:125) suggest that “companies domiciled in developing economies often lack the resources and procedures to successfully compete at a global level.” A radical shift in thinking by the companies is needed through adopting a more entrepreneurial thinking which demands the creation and use of innovative strategies which help drive the company into the future amidst the challenges of globalization (Plieth et al., 2012; Braga, 2014). Even though there is overwhelming evidence about the relationship between the use of modern technology and the ability of a company to build future value, the assertion will have to be empirically tested through this study.

2.21. CHAPTER SUMMARY

Based on the literature above, several gaps have been identified. For example, there is need for a deeper understanding of the link between marketing strategy and the role that national policy plays in the context of clothing and textile companies in Zimbabwe as companies seek to survive. The seemingly diverse concepts of strategy and national policy have been proven through the literature and anecdotal evidence that a globalized world does not need less but more of national policy in order to guarantee survival of clothing and textile companies in Zimbabwe. Furthermore, the study hypothesized the existence of a relationship between adoption of technology and the ability of a company to survive through the effects of globalization. While there is strong convergence support for the hypothesis, it has to be put to test in order to prove or disapprove it. The literature also suggests the need to close existing gaps with respect to the concept of competitiveness in general and industry competitive in particular. This requires understanding the concept of globalization and how organizational resources can be deployed in order to revive the once vibrant clothing and textile industry in Zimbabwe.

In this chapter, relevant literature relating to globalization and its impact on marketing strategy was reviewed. The chapter began by highlighting its significance in this research study. In-depth literature review on globalization, forms of globalization, role of policy, marketing strategy and the creation of sustainable competitive advantages in a globalized world was sought and made available. As a result, the chapter helped in ratifying the existence of the research problem and gap in literature thus justifying the study as a potential contributor to the body of knowledge. Building on the information gathered from this chapter, the following chapter explores theories relating to the subject and how these theories can help frame this researcher's conceptual framework leading to a structured methodological approach in solving the research problem.

CHAPTER 3 : THEORETICAL AND CONCEPTUAL FRAMEWORK

3.0. INTRODUCTION

This chapter provides the theoretical and conceptual frameworks of the study. Theories relating to globalization and marketing strategy are discussed as a prelude to the creation of a practical conceptual framework. The conceptual framework sets the stage for a structured research methodology while building on the theoretical literature available. As is the case with the complexity of defining globalization, theorizing it is equally a mammoth task as disagreements among scholars persist (Reitan, 2012). Since many countries are still engaged in a futile attempt to resist globalization, theorizing it may help clarify this phenomenon (Appelbaum & Robinson, 2005) and help them to actively participate in the globalization discourse rather than resisting it (Bhagwati, 2004). In this thesis, theories relating to globalization are reviewed first followed by theories relating to marketing strategy in the global market place.

3.1 THEORIES OF GLOBALIZATION

3.1.1 World-system theory

The world-system theory is regarded as the main paradigm which explains globalization as we know it today (Wallerstein, 2011; Arrighi, 2005). It is premised on the notion that technological advancements have created a common village in which business activities should be conducted (Everett, 2015; Appelbaum and Robinson, 2005). Countries no longer live in isolation (Everett, 2015) but belong to a larger family within a common village (Arrighi, 2005). The major driver is the internet and other related technologies which have broken physical boundaries replacing them with virtual borders (Appelbaum & Robinson, 2005). The world system theory has however created many challenges for developing nations' economies as they find it challenging to compete in a common village where similar rules of the game are applied (Arrighi, 2005).

3.1.2. Theories of global capitalism

This theory challenges the general nature of globalization noting that smaller nations are at the receiving end as large multi-national corporations are expanding their business interests across borders without hindrance thus propagating the concept of capitalism (Robinson, 2012). Some researchers believe that the main driving force behind globalization is the capitalistic persuasion which characterize developed countries (Robinson, 2012; Palan, 2013; Appelbaum & Robinson, 2005). Global economic structures are created to pursue business, thence the term 'global capitalism (Appelbaum & Robinson, 2005).

Furthermore, Hardt and Negri (2004:34) describe global capitalism theory as “an empire of global capitalism.” This is a common thinking held by many in developing countries (Robinson, 2012).

3.1.3. The network society

The primary focus of this theory is on the role of technology in driving globalization (Castells, 2011). Castells (2011) links the theory to the rapid rate of acquisition and use of technology in order to drive trade and commerce. Castells (2011) views globalization as representing a new ‘age of information which results in the subsequent creation of a networked company. The company must therefore ensure that it is appropriately positioned to actively participate or risk the potential of expanding the digital divide (Martinez-Fernandez et al., 2012).

3.2. ADOPTED THEORY

While there are many theories relating to globalization, this thesis is closely guided by the propositions of the world system and the network society theories of globalization. As noted, these two theories “promote diversity in the face of economic forces that encourage uniformity” (Bhagwati, 2004:45). The world system theory; for example is better suited to this research as it further promote the notion that due the advancements in levels of integration, the existence of individual countries, isolated from the rest of the global family of countries has become a thing of the past (Baylis et al., 2013; Wallerstein, 2011; Bhagwati, 2004). According to Bhagwati (2004:55), “globalization should be defended as it plays a significant role of enhancing economic prosperity and offering a new beacon of hope to developing countries.” This implies the elimination of trade barriers so as to create a common trading platform (Baylis et al, 2013). This new development is seen as an opportunity which allows developing country companies to access world markets where they can freely conduct trade and commerce (Robinson, 2011). Despite the numerous challenges faced by companies worldwide; particularly those from developing countries, “the world system theory advances the notion that everybody benefits in one way or the other” (Aurifeille, 2006:66). Countries can apply the concept of specialization as a way of enhancing their competitiveness (Madichie & Saheed, 2009).

3.3. THEORY OF GLOBAL MARKETING STRATEGY

Having noted the theories of globalization cited above, it is prudent to accept that marketing in the global arena remains a challenge and sustainable global marketing strategies are needed” (Zou & Cavusgil, 2002:43). The extant literature suggests that by default, every company is engaging in global marketing in one way or another due to globalization (Cavusgil & Knight, 2015). The global marketing strategy

model developed by Zou and Cavusgil (2002) is a model which has been adopted by many companies to guide their global marketing endeavours (Cui et al., 2014; Zhou et al., 2012). The model holds that “the nature of the external global conditions and the preparedness of a company to pursue global opportunities are the key factors which determine the success of any success in today’s global market place” (Zou & Cavusgil, 2002:41). The authors argue that due to globalization, all companies irrespective of their sizes, business orientation or location must adopt a global marketing strategy (Zou & Cavusgil, 2002). The major underlying notion considered by the model is that since globalization has created a common village, companies should not seek to differentiate between domestic and international consumers and hence the need for standardization (Cavusgil & Knight, 2015; Zou & Cavusgil, 2002). The perspective of standardization is well supported by many authors (Kamakura et al., 2012; Akaka et al., 2013; Keegan, 2000). Zou & Cavusgil (2002:41) propose that “since there is a convergence of cultures and demand is getting similar around the globe, the need for a company to ensure that its marketing programs across different countries are standardized has become acute.” Table 3.1 summarizes the main theoretical logic, the key variables, and the causes and effects associated with these three perspectives.

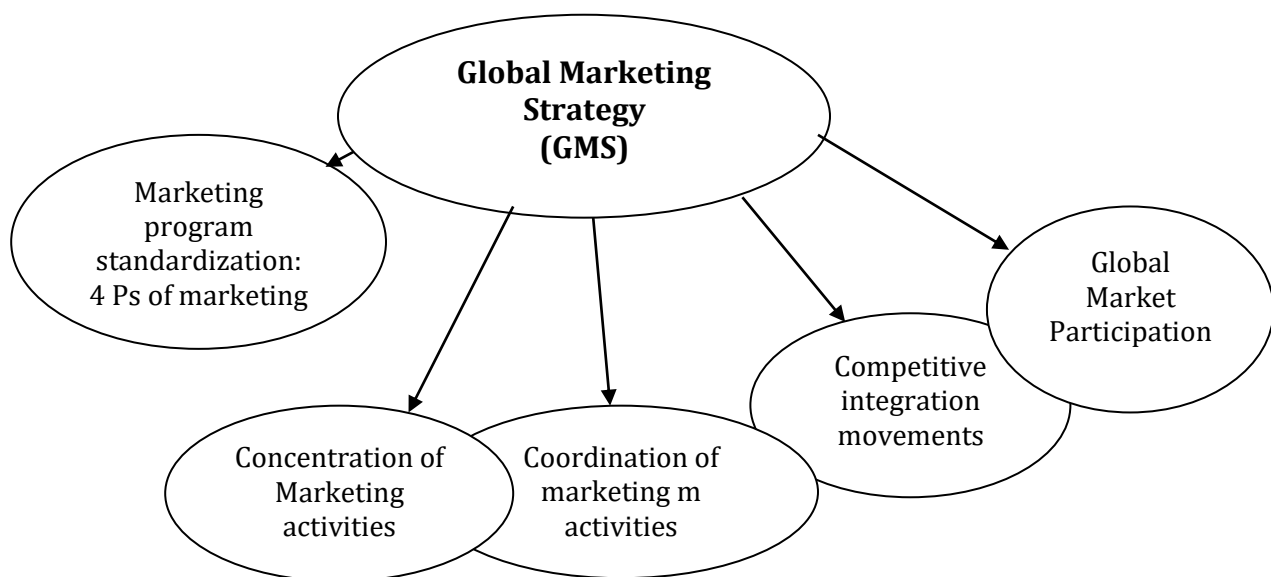
Table 3.1: Major Perspectives of Global Marketing Strategy (GMS)

| Perspective | Comparative Advantage | Key Variables | Antecedents | Effects |
|--|---|---|--|--|
| Standardization perspective Authors: Cavusgil & Knight, (2015); Ryan, (2014). | Scale Economies - Low-cost - Simplification | Standardization of the marketing mix | Convergence of cultures - Low trade barriers - Technological advances - Orientation of firm | Efficiency - Consistency - Transfer of ideas |
| Configuration coordination perspective Authors: Zhao et al, (2011); Patriotta et al, (2013) | Comparative advantage - Interdependency - Specialization | Concentration of value-chain activities - Coordination of value chain activities | Low trade barriers - Technological advances - Orientation of the firm - International experience | Efficiency - Synergies |
| Integration perspective Authors: Czinkota & Ronkainen, (2012); Zou and Cavusgil (1996). | Integrated production in subsidiaries - Rationalization - Global competitive environment idea | Global movements integration - Global market participation | Low trade barriers - Global orientation of the firm - International experience - Integrated markets | Efficiency increase - Integration as international strength |

Source: Zou and Cavusgil (2002, p. 41).

The second major perspective considered by Zou and Cavusgil (2002) is configuration and coordination of the various internal value creating activities of a company. The literature supports the notion of coordination of strategy to mitigate the impact of globalization (Porter, 2011). By choosing to operate in the global market place, companies thus tacitly agree to exploit the various opportunities which exist in different markets in which they operate and this invariably requires the configuration of their value-chain activities in an optimal way and coordinate them accordingly (Patriotta et al, 2013). The third perspective of Zou and Cavusgil's (2002) GMS model is based on integration which is indeed a key success factor for a company with a global reach as supported by various streams of literature (e.g. Lusch & Vargo, 2014; Hill et al, 2013; Zou & Cavusgil, 2002). Integration as a perspective is considered the 'essence' of the GMS model. Zou and Cavusgil (2002:43) propose "a combination of these three perspectives in a single model to measure a global marketing strategy of a firm." The GMS model guides this research because of its holistic nature and empirical validity. Each one of the global marketing strategy concept was defined by Zou and Cavusgil (2002), as shown in Figure 3.1 below:

Figure 3.1: Single vision of the Global Marketing Strategy



Source: Adapted from Zou and Cavusgil (2002:43)

3.4. ACHIEVING COMPETITIVENESS

According to Porter (2001:73), "a firm may possess two distinctive types of competitive advantages namely: low cost or differentiation, which can be used to either target industry-wide market or a focused segment." In the global context it is important for a company to decide how to spread the activities in the value chain among countries. Table 3.2 below shows a modified global version of the confrontational

matrix (TOWS analysis), which seeks to explore the appropriate marketing strategies which can be crafted by firms in the clothing and textile sector in the face of global opportunities and threats.

Table 3.2: Global TOWS Analysis

| Zimbabwe's Clothing and Textile Sector | | |
|---|--|---|
| | Strengths | Weaknesses |
| Global Opportunities | How do we use our strengths to capture existing opportunities? | How do we make use of opportunities to reduce our weaknesses? |
| Global Threats | How do we use our strengths to overcome threats? | How do we overcome threats by guarding against weaknesses? |

Source: Researcher's conception

3.5. THE CONCEPTUAL FRAMEWORK

In light of the literature reviewed above, the following conceptual framework (Figure 3.3) is created. According to Smyth (2004:168) the role of a conceptual framework “is to provide a set of broadly stated ideas and theories that help a researcher to properly identify the problem in order to correctly position one’s arguments of research.” Consequently, a well-planned conceptual framework allows the researcher to find the link between the reviewed literature and the gap which will be closed by the current research presented as a visual representation of how the researcher will navigate in the research while pursuing the goal of solving the existing problem (Shields & Rangarajan, 2013). The construction of the framework may take various forms highlighting the main variables of interest to the researcher and how they are interlinked (Koopmans et al., 2011), through the use of circles combined with narrations to convey meaning and rationale of the framework (Hamilton & Selen 2004).

3.5.1 Models for competitiveness

The quest to achieve competitiveness in global markets where ‘cut throat’ competition exists remains one of the key challenges of business executives (Dusa, 2014). Several models of competitiveness have been suggested (Dusa, 2014). The model by Man et al. (2002) covers four constructs of company competitiveness namely, (external factors, internal factors, entrepreneur profile, and firm performance); three competitiveness dimensions namely (potential, performance, process), and four competitiveness characteristics namely, (durability, controllability, relativity, and dynamism). However, the

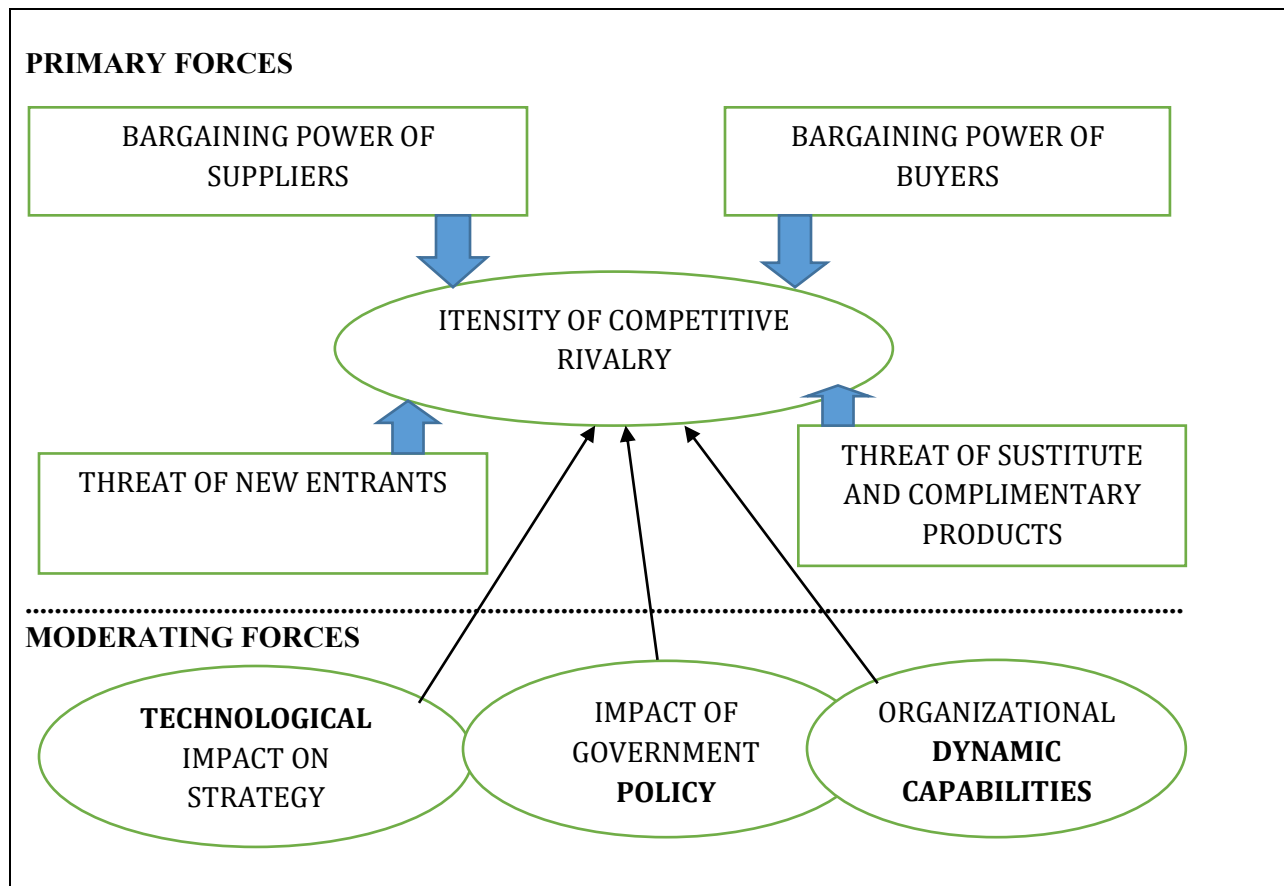
aforementioned has not been empirically tested. Sirikrai and Tang (2006) proposed a framework of competitiveness which combines external drivers, internal drivers (RBV-based), and financial and non-financial performance indicators. The external factors were divided into industry conditions and governmental roles, while the internal factors were mainly operational. The model of Toppinen et al. (2007) considered resources and capabilities, marketing strategies and industry key factors. Chew et al. (2008), built up a framework for the Chinese SMEs' competitive strategies, which included strategic alliances, innovation and differentiation. Yan (2010) showed the significance of cost reduction, differentiation, innovation, strategic alliances and the environment. Awuah and Amal (2011) considered the drivers for company competitiveness in less developed countries such as innovation, learning, and internationalization. All suggested models combine different factors of company competitiveness without narrating the effect of globalization on them (Singh et al., 2008). As Singh et al. (2008) observed, a holistic approach has not been adopted to analyze the competitiveness of companies in the global context. Therefore, by borrowing from Zou and Cavusgil's (2002) global marketing strategy, explained above, this research is thus conceptualized as outlined below.

3.5.2. Competitiveness through conceptualizing Porter's Model

Although there are many models for analyzing the industry competitive environment, Porter's Fives Forces Model remains one of the most dominant and popular model used by academics and practitioners (Indiatsy et al., 2014). The model is an illustration of how the "Five" competitive forces can be used to explain the competitive position of a company in any industry (Eskandari et al., 2015). The Five Forces are grouped as the threat of new entrants, bargaining power of buyers, supplier power, threat of substitutes, and rivalry among the already established firms (Eskandari et al., 2015). Eskandari et al., (2015) note that the intensity of each of these forces determines the expected level of profitability of a company. As the intensity increases, profitability is reduced as the company attempts to defend its position and existence in the market (Hove & Masocha, 2014). The threat of new entrants for example, affect existing companies as any new entrant will strive to secure a sizable market share of the market thus affecting the profits of existing companies (Hove & Masocha, 2014). The challenge is for existing companies to erect barriers to entry (Hove & Masocha, 2014). According to Porter (1985) major barriers to entry may come in the form of economies of scale and differentiation. These factors prevent potential competitors by giving them a significant cost disadvantage and a high capital requirement in various ways (Indiatsy et al., 2014). The reviewed literature however shows that while the validity of Porter's Model cannot be overemphasized, its renewal is also urgent (Mohapatra, 2012). There are three additional forces

to consider as conceptualized below in line with available literature. Figure 3.2 below is a conceptualization of the above arguments.

Figure 3.2: The Contemporary Model for Competitive Analysis (CMCA)



Source: Researcher's own conceptualization

In the conceptualization above, the five forces are retained as the primary forces while the impact of technology, policy and organizational dynamic capabilities are considered the as regulating forces. The regulating forces do not play a minor role but in fact are the major forces since they influence the outcomes of the primary forces (Weller, 2014). Firstly, it has been noted that government policy is a major force which demands to be included in the model as Mohapatra (2012:274) states that “individual forces and their collective impact will change as the government policies and macroeconomic and environment conditions change.” Various streams of literature suggest the need to consider the role of the government in determining the competitiveness of a company (e.g. Anderson et al, 2014; Chirisa & Dumba, 2012). The role of national policies in defining industry competitiveness must be incorporated as the sixth force within the model (Mohapatra, 2012). This is because not only do government policies

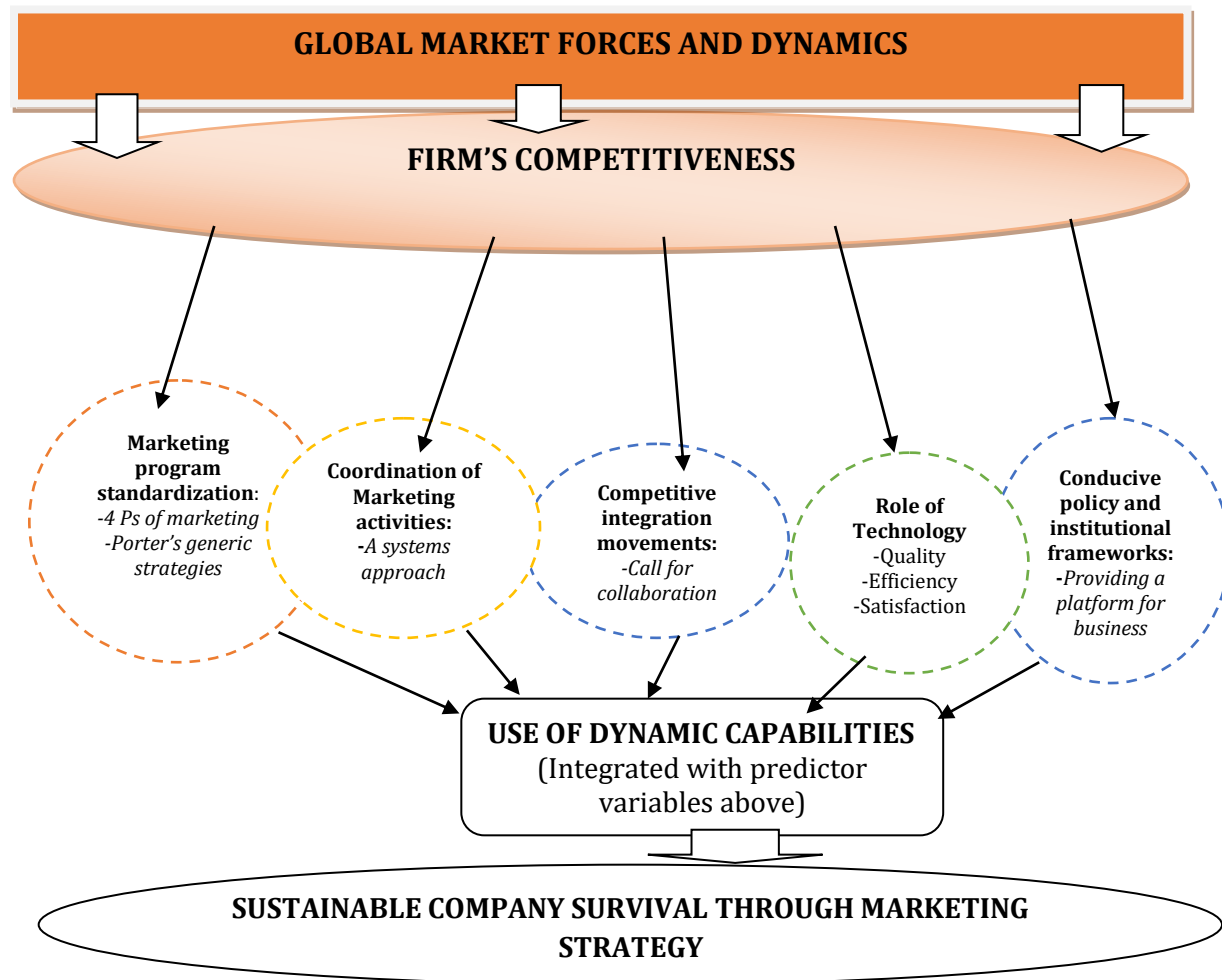
influence all the other factors, but it has now been seen to assume a central role in defining company strategy (Anderson et al., 2014). Achieving competitiveness without the inclusion of Information Technology (IT) in the modern era of marketing is unthinkable (Lui, 2015). However, the model of Porter does not include IT as a separate competitive force. “Information technology was only considered as a means of supporting the five forces” (Andriotis, 2004:134). One reason cited by Porter for ignoring the inclusion of the IT forces could be the fact that the ‘old economy’ only used IT for implementing changes not as a tool for achieving competitiveness in the market place (Lui, 2015; Ali & Habib, 2012). However, times have since changed and the role of technology has equally evolved hence the need for treating it as a separate force. Today, new technology is one of the most important drivers for change (Ngai et al., 2013). Friedman (2005) states that globalization still has an increasing impact on business organization and practice. Effective utilization of dynamic capabilities in the current situation requires that it is not considered an optional extra but rather a key element of an organization’s dynamic capabilities arsenal necessary for success and competitiveness in the presence of the forces of globalization (Den Hertog et al., 2010). The highly dynamic global business environment no longer requires complacency, but concerted efforts on the part of management to reconfigure and align business strategy to the new realities of globalization (Fischer et al., 2010). This requires the effective use of a company’s dynamic capabilities in order to propel itself into the future (Kindström, 2010). The obtaining context requires a critique of the role of the regulating forces as conceptualized and assessing their effect on the creation of sustainable marketing strategies in the clothing and textiles sector (Moyo, 2014).

3.6. RESEARCH CONCEPTUALIZATION

Having noted the aforementioned argument in section 3.5.2 above, this research thus builds on the GMS conceptual model developed by Zou and Cavusgil (2002) which model is considered to provide an adequate framework due to its holistic nature and empirical validity. The GMS model holds that “external globalizing conditions, global orientation and international experience drive a firm’s global marketing strategy” (Zou & Cavusgil, 2002:44-45). This research provides answers to the following fundamental question: “How can Zimbabwean companies operating in the clothing and textile sector craft sustainable marketing strategies in the face of globalization.” In this regard, the extended GMS model conceptualized below will form the basis of this thesis.

An exploration on how global market forces affect marketing strategy is explored. Issues regarding the global marketing strategy within the local market context; such as that pertaining to the Zimbabwean clothing and textiles companies are also dealt with. The model is as outlined in Figure 3.3 below:

Figure 3.3: Conceptualization of the marketing strategies in the global context



Source: Researcher's own conception

The conceptual framework above extends the GMS model (Zou & Cavusgil, 2002) by adding three additional predictor variables with an overarching perspective of dynamic capabilities approach (Teece, 2014).

3.7. RESEARCH HYPOTHESES

3.7.1 Marketing Program Standardization

The reviewed literature in Chapter 2 of this study revealed the need for the use of common (standardized marketing strategies) due to the presence of globalization (Karlicek et al., 2013). Various researchers support the notion that when marketing activities are coordinated, a number of benefits can be achieved (e.g. Karlicek et al., 2013; Kesavan et al, 2014; Baffour & Amal, 2011). Keegan and Green (2000:35)

argue that “the strategy of standardization has the ability to combine other activities and strategies with universal marketing solutions that help to achieve global success”. Besides, “there also exist possibilities to adapt the activities that have been carried out in one country successfully in other countries thus reducing operating costs as a company pursues its global marketing activities” (Johansson, 2000:57). In the process of pursuing this strategy, “companies eventually acquire a competitive advantage that is difficult to copy and can be relied upon over a long period” (Baffour & Amal, 2011:122). In addition, the decrease in operating costs creates a huge saving which should be translated into customer value thus improving the company’s competitive position in the global market place (Wei & Rashad 2014; Madar & Neacsu, 2010). Cunningham and Ferrell (2015) support the use of standardized marketing strategies as companies expand their market bases through the process of market development. An important motivation for pursuing this strategy is the quest to produce high quality products and services at reduced costs (Cunningham & Ferrell, 2015; Zou & Cavusgil, 2002; Karlicek et al., 2013). It can therefore be argued that “the standardization strategy often utilize the relationship that exists among markets of different countries and competitive advantages acquired in different countries” (Madar & Neacsu, 2010:56). Various streams of literature support the notion that proper configuration and alignment of activities enable a company to achieve some competitive advantages (e.g., Ferrell, 2015; Zou & Cavusgil, 2002). In order for the standardized marketing strategy to be effective, changes to the marketing strategy must be instituted (Svensson, 2001). Svensson (2000:8) suggests that “the most viable standardization option is achieved through using an approach that combines elements of standardization and adaptation to create a glocal marketing strategy.” Many researchers are of the view that since the glocal strategy does not neglect the local market as a company pursues international marketing; the strategy is best suited under the conditions of globalization (Chinomona & Sibanda, 2012; Svensson; 2001).

On the basis of the literature outlined in this section, the following hypothesis is formulated:

H1: The use of a standardized approach to marketing positively influence the sustainable existence of a company in the face of globalization.

3.7.2. Coordination of marketing activities

Besides the benefits achieved through standardization, several benefits also exist when the internal elements of an organization are closely linked to one another (Bendoly et al., 2012). It is argued that “since coordination is an information processing activity and closely related to communication and shared meaning, companies with closely coordinated systems of operation are better poised to enjoy the benefits of globalization” (Taxen, 2003:195). Reviewed literature suggests that “lack of congruence and unity of purpose results in discord and subsequent failure to capture existing opportunities or deal with the current

challenges of globalization” (Hoegl et al., 2004:41). An integrated pattern of organizational behaviour which seeks to create synergistic benefits across the length and breadth of the company must be put in place as a company looks for global marketing opportunities (Zhao et al., 2011; Patriotta et al., 2013). Chimhanzi (2004:77) suggests that “cross-unit working relationships have a key role to play in the successful implementation of marketing decision as implementation effectiveness is affected negatively by conflict and positively by communication and specifically, interpersonal communication.” In addition, the general interconnectedness is made possible through the direct involvement and commitment of top management as the entire organization works towards achieving a common objective of sustaining operations in the face of globalization (Chimhanzi, 2004). The reviewed literature suggests that “lack of congruence and unity of purpose results in discord and subsequent failure to capture existing opportunities or deal with the current challenges of globalization” (Hong et al., 2015:141). When marketing strategies are aligned with existing company resources, the firm becomes more competitive (Chimhanzi & Morgans, 2005). On the basis of these observations, the second hypothesis is formulated as follows:

H 2: Successful marketing strategy planning and implementation positively influence the degree of internal coordination of activities in view of global competition.

3.7.3. Collaboration and the concept of co-alliance.

Despite the strategic significance of coordination, it is important for companies to cooperate through co-alliances with competition so as to remain relevant in the current global market place. Strategic alliances “are long-term collaborative arrangements between two or more firms to execute specific transactions for mutual gain and to maximize performance through cost reduction, knowledge acquisition, and/or market expansion” (Peng, 2009:57). This may be particularly useful in the context of Zimbabwe’s clothing and textile sector where co-marketing alliances may indeed provide the answer to the current challenges faced by companies (Chirisa & Dumba, 2012). They have become increasingly important as vehicles for cost reduction, learning, market entry, innovation, and growth (Peng, 2006). Schweizer (2005:41) notes that “distinct from a traditional value chain analysis which centers on a single company and serves as a unit of analysis, the use of multiple firms and their resources and capabilities in the context of how they can address issues of globalization is more holistic.” Consequently, the unit of analysis has changed from focusing on a single company to focusing on a value network of suppliers, partners and customers (Schweizer, 2005). In this study, the influence of co-marketing alliances as a strategy to mitigate the impact of globalization on the clothing and textile sector in Zimbabwe is considered. As companies collaborate, each may be assigned to do what they know best (concept of specialization) resulting in

reduced costs which enable organizations to compete with other companies in the global village (Chirisa & Dumba, 2012). The industry-based view, notes that a robust competitive strategy considers a firm's relationship to its environment (Gabrielsson et al., 2012). In other words, external factors determine the firm's strategy, which in turn affects its performance (Kim & Mauborgne, 2015). Pressures exerted by the external environment must be dealt with in order for a firm to survive and prosper (Kim & Mauborgne, 2015). Even though firms largely depend on the external environment, this undue dependence causes serious challenges and companies should learn to manage their dependence through creating unique competitive strategies (Gabrielsson et al., 2012). Therefore, in the global market place, focus should not be placed on 'blind competition' but on cooperation with competition where necessary (Buch-Hansen & Wigger, 2010; Gibbon, 2002).

Thus, the next hypothesis is proposed as:

H 3: The degree of collaboration among competing companies positively influence the success of the company's marketing strategies in the context of globalization

3.7.4. Role of Technology

Reviewed literature noted technology as the engine that drives the globalization wave and suggested reasons why it should be an integral component of a company's current and future plans (Knight, 2000). A holistic marketing strategy must consider how technology fits into the company's global plan in view of the impact of globalization (Blázquez, 2014). Since Levitt (1983:95) long predicted that "technological advances and technical standardization are expected to drive globalization," it is quite evident that "the survival of companies is firmly attached to how well they embrace modern technology to improve the efficiency of their operations and thus gain competitive advantage" (Knight, 2000:16). It is quite evident that the current processes of globalization are made possible because of technology (Blázquez, 2014). As a result, "the survival of companies is firmly attached to how well they embrace modern technology to improve the efficiency of their operations and thus gain competitive advantage" (Nayak et al., 2015:4). These views are also shared by Ngai et al., (2013), who note that the extent of technological usage of a company, directly corresponds with its success and chances to capture existing opportunities on the global marketplace. Lui (2015) however argue that it is not only the availability of technology that matters for the success of a company but rather the amount and quality of internal skills adapted to apply available technology for competitive advantage. As the goal of competitiveness through technology is pursued, the entrepreneurial posture must also be improved (Knight, 2000; Ali & Habib, 2012). Ali & Habib (2012) propose that the technological and marketing capabilities of a company must be evaluated simultaneously as the firm seeks to build new dynamic capabilities which create future value. Research shows that since

the advent of the internet, many consumers prefer to conduct business on the internet and therefore global on-line sales are increasing every year (Ngai et al., 2013). Kotler and Armstrong (2005:55) argue that “every new technology replaces an older technology and that technological environment is highly dynamic as new technologies render old ones obsolete while it also creates new markets and opportunities.” Thompson and Martin (2010) argue that technology has the capacity to create a competitive advantage to the organization. New technology can thus provide a useful input to organizations as they seek to remain relevant in the global market place (Thompson & Martin, 2010). It is possible that technology is employed to alter the demand for an organization’s products and services (Ali & Habib, 2012). However, if a company is complacent and does not analyze its business environment, a change in technology can destroy it through shifting demand (Blázquez, 2014). Plieth et al, (2012:125) suggest that “companies domiciled in developing economies often lack the resources and procedures to successfully compete at a global level.” In order to minimize this notable risk, a radical shift in thinking is needed through a well-coordinated adoption of modern business technologies (Plieth et al, 2012). Therefore, it is hypothesized that:

H 4: The extent to which modern technologies are used by a company as part of its overall marketing strategy positively influence its success in view of global market competition.

3.7.5. The role of policy in strategy

While many company executives would wish to see the State assuming a minimum role (often restricted to regulatory) in trade and commerce, the new reality demands that the State actively participate in creating an enabling business environment while at the same time ‘evening the playing field’ particularly so for companies in developing economies (Weller, 2014). However, the role of managing competition through the subsequent creation of competitive strategies should be left to individual companies as countries the State is not in any degree of competition; contrary to the common belief (Krugman, 1994). Brown and Ainley (2009:17) states that “the State simply connects various stakeholders from different background while regulating the industry for the benefits of its corporate citizens.” Protectionism must be seen as a way of protecting jobs and subsequent improvement of the well- being of the country’s citizens (Anderson et al., 2014). Due to the effect of globalization, national policy-makers should be aware of the changes in the broader global market place and create policies which positively comply with the changes in a way which fosters business growth (Moyo, 2014). In a globalizing world, policy-makers should be aware of the developments that take place simultaneously in the different domains, and the increasing interconnectedness needs to be the starting point for sustainable global policies (Moyo, 2014). The negative global economic outlook continue to create knock-on effects on emerging and developing

economies (Manzungu, 2012). The impact of these turbulences on global markets are currently being transmitted to developing countries such as Zimbabwe particularly amplified by increased globalization (Mpofu, 2013). In essence, the lack of effective policy instruments to absorb both the domestic and external shocks, relegates Zimbabwean policy makers to mere observers who pray that global developments remain favourable (Mpofu, 2013). Therefore, in this context, instances of policy emulation are not dissuaded but rather encouraged, especially by all policy makers in the developing world (Chirisa & Dumba, 2012).

Thus the fifth and final hypothesis is formulated as follows:

H 5: The existence of enabling national policies positively influence the sustainable implementation of marketing strategies in the clothing textile industry.

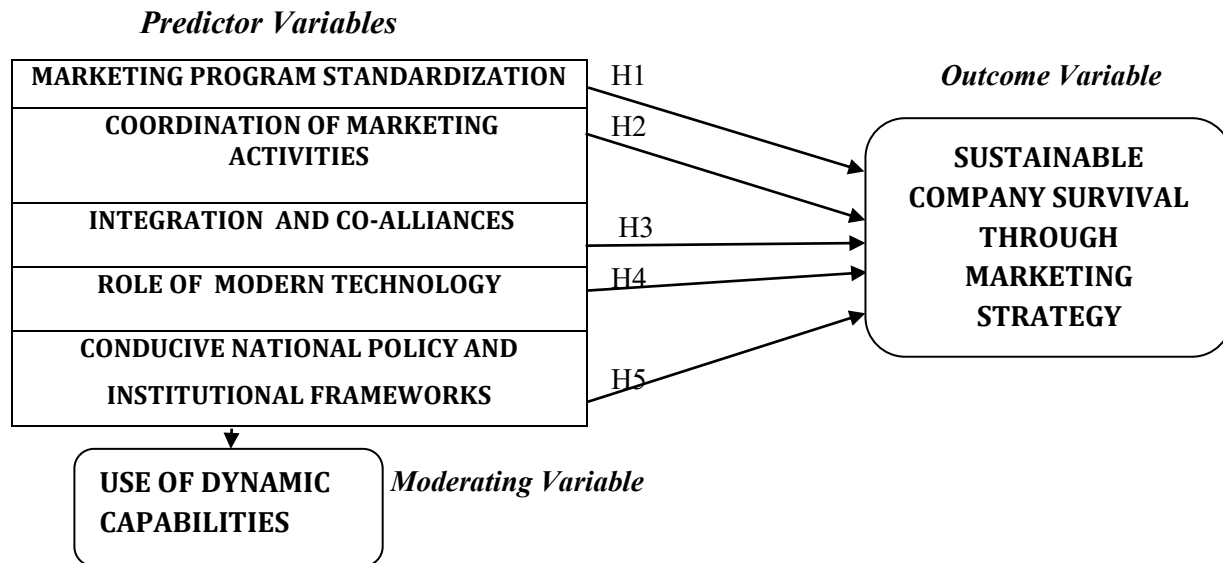
3.7.6 Use of company dynamic capabilities

The mediating role of the dynamic capabilities approach should be considered by every company operating in dynamic business environments (Teece, 2014). Literature on dynamic capabilities has grown in importance as the impact of globalization becomes more evident (Den Hertog et al., 2010; Fischer et al., 2010). As already noted from the reviewed literature (Chapter 2 of this thesis) dynamic capabilities are defined as “routines within the firm’s managerial and organizational processes that can be applied to gain, release, integrate and reconfigure resources” (Teece, 2014:15) and are positioned within the ambit of the organization so as to allow prompt deployment to drive the organization into the future in response to the existing changes in business environment (Winter, 2003). Teece (2014:14) asserts that “these capabilities are not only designed to match a company’s resource base in response to the evolving customer demands and market trends, but also to give a company the chance to reconfigure its business through innovation and collaboration with all its stakeholders to include customers and competition.” The conceptualization of the dynamic capabilities concept is done with a rapidly changing business environment in mind and globalization can be viewed as such (Wilden et al., 2013; Prange & Verdier, 2011). This assertion is ratified by Eisenhardt & Martin (2000) who argue that the concept firmly fits into the current situation where globalization is rapidly changing the marketing landscape. Effective utilization of dynamic capabilities in the current situation requires that the service component of the product is not considered an optional extra but rather a key element of an organization’s dynamic capabilities arsenal necessary for success and competitiveness in the presence of the forces of globalization (Den Hertog et al., 2010; Fischer et al., 2010). As clearly pointed out, the highly dynamic global business environment no longer require complacency but concerted efforts on the part of management to reconfigure and align business strategy to the new realities of globalization (Teece, 2014).

3.8. RESEARCH MODEL

On the basis of the conceptual framework, the research model is developed as shown on Figure 3.5 below. Five predictor variables and one outcome variable are shown in the research model below in line with reviewed literature. The use of dynamic capabilities is considered a moderating factor since it cuts across all the five constructs. The relationship between the constructs and the outcome variable will be empirically tested through inferential statistical analysis and Structural Equation Modelling. The proposed research model is shown in Figure 3.4 below:

Figure 3.4: Research Model



3.9. CHAPTER SUMMARY

Theorizing the concept of globalization helps in obtaining a deeper understanding of how companies must react to the effects associated with the concept. In this study, five hypotheses were formulated as informed by the Global Marketing Strategy model suggested by Zou and Cavusgil (2002). This was deliberately done after reviewing various streams of literature which pointed to the suitability of the model as a framework in critiquing the effect of globalization on marketing strategy. In its current form, Zou and Cavusgil's (2002) model assumes that in order to effectively compete in the global market place, marketing strategies have to be standardized, internal processes coordinated and companies should seek for co-alliances with competition. These three factors were incorporated in the research conceptualization as well as in the research model. However, after reviewing several streams of literature, two additional factors were identified as they have been confirmed to have substantial effect on the sustainability of

companies in the face of globalization. The two factors are, the effect of national policy and role of modern technology in shaping the competitiveness of companies in the clothing and textile industry. In total, these five constructs formed the latent variables in the research model shown in Figure 3.4 above. The research model provides an unambiguous depiction of the relationships between the latent and measured variables. In this study, five latent constructs which address the issue of marketing strategy are related to how they can assist in creating company sustainability considering the effect of globalization. The five hypotheses were formulated after reviewing supporting literature.

In summary, this chapter provided an expose of the theoretical frameworks relating to globalization and marketing strategy. This helped in providing bedrock upon which the conceptual framework was built. The conceptual framework and research model discussed above enables the researcher to find links between the existing literature and the research goals outlined in Chapter 1 of this thesis. The next chapter; Chapter 4, will discuss the research methodology.

CHAPTER 4: RESEARCH METHODOLOGY

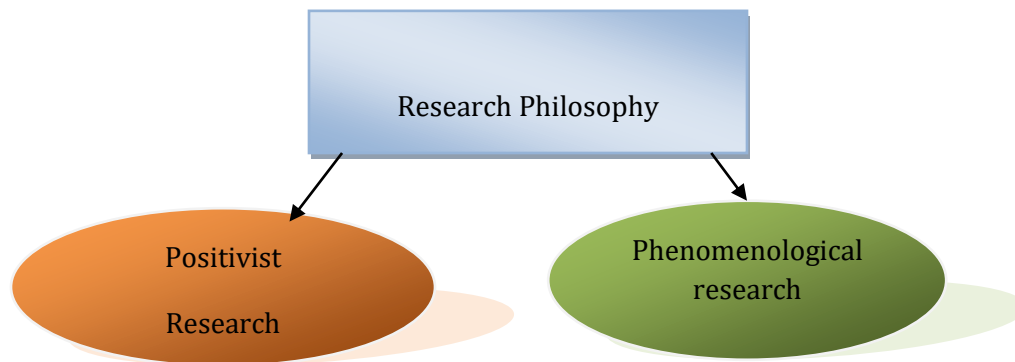
4.0. INTRODUCTION

The main objective of the chapter is to discuss the research methodology used to collect and analyze the data to test the hypotheses developed and validate the research model. This chapter borrows heavily from Saunders' (2007) Research Onion. First, the research philosophy and research designs will be explained while data collection methods used to gather relevant data on the effects of globalization on the clothing and textile industry in Zimbabwe will be addressed. Sampling issues and data collection procedures will be addressed so as to ensure that relevant data is collected for further analysis in the subsequent chapter.

4.1. RESEARCH PHILOSOPHY

When carrying a research, one should have a belief that shapes one's interaction with the world around him (Mkansi & Acheampong, 2012). Therefore variations in beliefs are likely to exist from one researcher to the other (Saunders *et al.*, 2007). Despite these notable differences, certain standards and rules (called paradigms) are expected to guide the researcher's actions. A research paradigm is a broad view of the research environment and therefore should be considered as the 'soul' of the research (Mkansi & Acheampong, 2012). There are basically two research paradigms which can be chosen namely; positivist and phenomenological philosophy or paradigm (Saunders *et al.*, 2007). Figure 4.1 below explains the two major philosophies as suggested by Easterby-Smith *et al.* (1991).

Figure 4.1: Research philosophy alternatives.



Source: Easterby-Smith et al., 1991:27

Since paradigms are patterns which explain the researcher's beliefs and practices that help in directing the conduct of research, this study utilized a mixed methodological approach to explore the effects of globalization on marketing strategies. It was deliberate that both qualitative and quantitative methodologies were used due to the nature of the research problem under study. The qualitative

methodology is premised on the notion that there can never be one truth as there are indeed several truths and multiple realities and thus a broad approach to solving the research problem was needed (Weaver and Olson, 2006). The major aim of the research was to gather field evidence through direct interaction with all the stakeholders directly concerned with the effect of globalization on marketing strategy, thus the justification for the use of both a positivist and phenomenological paradigms. Table 4.1 below shows the major differences between a positivist and interpretative paradigm.

Table 4.1: Summary of the Research Paradigms

| Characteristic | Positivist View | Interpretive View |
|-------------------------------|---|---|
| Purpose | The researcher will predict and explain the effects of globalization on marketing strategies. | The researcher will interview the stakeholders and recognize the value and depth of the individual content |
| Beliefs | <ul style="list-style-type: none"> • One truth exists • Must be objective | <ul style="list-style-type: none"> • Many truths and realities • Different people have different perceptions, needs and experiences |
| Research Methods | Quantitative | Qualitative |
| What Study Data is Based Upon | Measurable outcomes from questionnaire data | Descriptive, explanatory and contextual words of interview data |
| Study Sample | Clear and precise inclusion and exclusion data | Representatives who are able to provide expertise from different points of view. |

Source: Saunders (2007)

It was deemed necessary to combine both paradigms due to the complex nature of this particular study, as no one particular paradigm could holistically provide answers to all the research questions outlined in this study. By so doing, it was possible to have a comprehensive qualitative understanding of the challenges of globalization in the clothing and textile sector while preserving the opportunity to statistically the collected data.

4.2. MIXED RESEARCH

Mixed research involves “mixing or combining quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study so as to offset the weaknesses of one method with the strength of the other” (Johnson & Onwuegbuzie, 2004:16). Data analysis has to be done in a manner which acknowledges the central role played by each methodology (Teddle & Tashakkori, 2009). The

researcher compared findings from the qualitative data with the quantitative results and complementarity and contradictions which emerged from the two analytical strands were thus noted (Bazeley, 2009). According to Teddlie and Tashakkori (2009:25) “although the two sets of analyses are independent, each provides an understanding of the phenomenon under investigation.” Therefore, in this particular research, a quantitative analysis was done first followed by a qualitative analysis upon which the results were compared to assess complementarity (O’Leary, 2013).

4.2.1. Data Triangulation

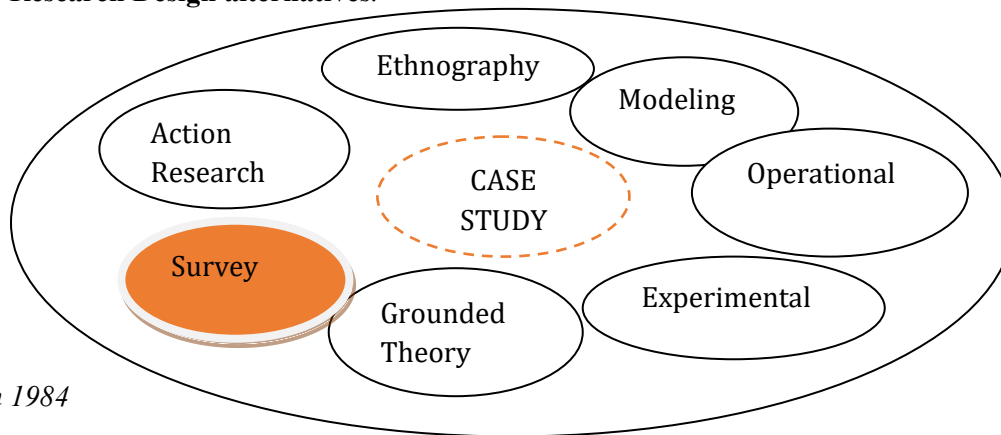
While several methods of triangulation exist, the research used methodological triangulation (Taylor, Kermode & Roberts, 2007). According to Taylor, Kermode, and Roberts (2007) it is a method which involves the use of two or more research methods in one study at the level of data collection or design. In this study, for example, data from stakeholders’ interviews and customers were utilised to reinforce the results from quantitative research. Various streams of literature support the use methodological triangulation due to the richness of the findings created through the complimentary process where one methods weaknesses are offset by the strength of the other (Wilson, 2014; Kahlke, 2014). The term triangulation “refers to the use of multiple methods and measures of an empirical phenomenon in order to overcome problems of bias and validity” (Scandura &Williams, 2000:1253). The growing popularity of triangulation as a method of research is because of the desire of researchers to confirm the validity of the studies conducted through using multiple sources of data (Yin, 2013). Methodological triangulation in this research was thus driven by the same desire of validating the research findings. Triangulation helps to increase the confidence levels in research findings (Kahlke, 2014). The general argument advanced by triangulation is the quest to maximize the richness and validity of the data thereby increasing its reliability (Dumbili, 2014). Because of the criticisms leveled against qualitative research, “triangulation is now seen as a method which closes this gap as it seeks to ‘validate’ qualitative research evidence” (Brannen, 2005:175). Triangulation was the major approach used to evaluate the outcome of this study. The views of the interview participants were triangulated with the survey results and the discussion reports which formed part of discourse analysis. The main objective of this particular study was the need to expand knowledge on marketing strategy in a global context while relying on existing theories and models in order to overcome the challenges of globalization through a mixed research methodology.

4.3. RESEARCH DESIGN

The preliminary process for conducting any research demands providing a strategy which helps attain the objectives of the study (Babbie, 2015). This blueprint which exposes the relationships between data and

the theory that underpins the research is called the research design (Babbie, 2015). The exploratory nature of qualitative research does not necessarily call researchers to hold views about the phenomenon under study, but requires some amount of theoretical understanding which helps to direct and focus the study (Wilson, 2014). In view of this, the study was guided by the research question: *What sustainable competitive strategies can Zimbabwean clothing and textile companies employ to mitigate the impact of globalization on the sector?* Though the question is by and large qualitative, the general design was mixed for reasons already cited above. Figure 4.2 below shows the various research design alternatives available.

Figure 4.2: Research Design alternatives.



Source: Yin 1984

The nature of the research question and the general objectives of the research must be considered in choosing the research design (Wilson, 2014). Surveys are appropriate when large volumes of data are gathered in order for a quantitative analysis of the data to take place. On the other hand case studies seek to understand a social phenomenon within a particular setting, for example the clothing and textile sector. Therefore, given the nature of the research problem as outlined, it was decided to select the case study as being the most appropriate for this research project.

4.5. CASE STUDY DESIGN

Yin (2013:13) supports the use of case studies in research and he defines it as “an empirical inquiry that investigates a contemporary phenomenon within its real-life context.” This was achieved through systematically selecting companies and relevant stakeholders who could help in providing relevant data in an attempt to provide solutions to the research problem. The overall aim of adopting a case study strategy in this research was to obtain a deeper understanding of the complexities of marketing strategy in the context of globalization while focusing on a single case of study (the clothing and textile sector). The clothing and textile sector is one sector which evidently reflects the impact of globalization on vulnerable

sectors of the economy in developing countries. As pointed out in the literature, several factors explain why the clothing and textile sector is the most vulnerable in the face of globalization (Goriwondo et al., 2012). Thus, the selection of this case study was not based on a random choice, but rather considered decision based on several factors including some revealed in the literature. It was also noted that results from this case study can be projected over other sectors therefore satisfying the replication characteristic often demanded when case studies are used in research (Denscombe, 2014). Several factors were also considered in the actual selection of the case study including size of the company, number of employees, geographic dispersion of its branches and the nature of business. This was deliberately done in order to ensure comparability and generalizability of the research results.

4.6. RESEARCH PROCEDURE

The study was designed in two stages. The first stage of the study was exploratory to determine the effects of globalization on the clothing and textile industry in general with the main aim of isolating any possible pointers attributable to the demise of the clothing and textile industry. In-depth interviews with policy makers, management, staff and a selected few customers were used for this purpose. In the second stage, a descriptive research design was used to identify the detailed underlying dimensions of globalization through in-depth interaction with informants for the purposes of generating relevant theories relating to globalization as a phenomenon. The study was designed in such a way that both qualitative and quantitative data could be obtained from relevant stakeholders in the clothing and textile industry. The use of multiple research methods (methodological triangulation) is gaining massive momentum in modern research studies in order to validate research data by offsetting the weaknesses of one method through the strengths of the other. Qualitative research data obtained through the use of in-depth interviews was later analyzed through simple statistical methods after themes were generated in order to bring clarity and meaning to research findings. In addition, secondary data from both internal and external publications was extensively used. The researcher had unhindered access to most of the companies' internal records which showed a remarkable decline in business within the sector; largely attributed to the invasion of the local market by traders of Asian origin.

The sample for this research was drawn from companies in the clothing and textile industry, industry association representatives, consumers and government officials. Detailed interview guides and well-designed questionnaires were designed, tested and applied to gather data. In some instances, a tape recorder was used to record verbal responses for further analysis with the consent of respondents. The final analysis of data was done through a combination of both qualitative and quantitative methods.

4.7. POPULATION

The population in this study was defined as all companies in the clothing and textile industry in Zimbabwe irrespective of size or scale of operation. This broad definition of the population was deliberate to allow the researcher to choose representative companies which took part in this research from a wider population. It was pleasing to note that the challenges faced by the clothing and textiles industry due to the effects of globalization were largely homogeneous and hence research results obtained are expected to be representative and indeed a true representative of the over the 120 companies in this sector. The Zimbabwe Clothing Manufacturers' Association and The Zimbabwe Textiles Manufacturers' Association were helpful in providing a complete database of existing companies in this sector.

4.8. SAMPLING

Researches cannot be conducted by interviewing all elements of the population hence the need for the use of a sample (Gibbs et al., 2015). Sampling techniques are divided into two categories namely; probability and non-probability (Rea & Parker, 2014). Probability sampling techniques are more scientific since every element of the population has an equal or known chance of being selected in the sample (Bryman & Bell, 2015). Examples of probability sampling techniques include, simple random sampling, systematic sampling and cluster sampling technique (Bryman & Bell, 2015). Non- probability sampling techniques are subjective methods used for choosing samples; often relying on one's judgment (Bryman & Bell, 2015). Using a two-stage cluster sampling technique, data was collected from 127 respondents in the clothing and textile sector. Cluster sampling is a sampling technique used in research when relatively homogeneous groupings are evident in a statistical population (Thompson, 2012). It is a probability sampling technique (Lei et al., 2012). First, the clusters have to be identified and representatives chosen from these related groupings called clusters. In this case, the clothing and textiles sector was divided into various sectors ranging from clothing retailers to clothing manufactures from where the representative companies were chosen. The second stage involved a simple selection of company representatives from the identified clusters. This was done until the required sample size was obtained.

4.8.1. Sample Size determination

The research relied on the guidelines provided by Krejcie and Morgan's (1970) model of sample size determination for the selection of industry participants while other respondents were clustered as explained above. According to the 2013 records from the Zimbabwe Clothing Manufactures Association (Table: 1.1), the total number of companies in the sector currently stands at 120. Using recommendations from Krejcie and Morgan's (1970) model for sample size determination, the sample size should be 92.

This was followed. However, not all companies agreed to participate leaving a total of 75 companies taking part in the research. The limited number of representatives was largely due to the fact that some of the targeted companies flatly refused to participate in the research or were in the process of winding down their businesses.

4.9. SELECTION OF PARTICIPANTS

4.9.1. Policy makers

In order to obtain in-depth information about the effects of globalization and also making sure that all the stated objectives of the research have been adequately represented through the sample chosen, the researcher chose respondents across the entire spectrum; from policy makers to ordinary consumers. At policy level, the researcher identified a total of eight representatives from the three ministries which are directly involved in the promotion of trade and the setting up of institutional frameworks which help guide trade in Zimbabwe. It is critical to note that while most Zimbabweans were quick to blame countries of Asian origin for destroying the once vibrant clothing and textile industry, policy makers are also accomplices in this feat, and thus their involvement in the research was quite critical.

4.9.2. Industry representatives

A total of 75 representatives from the clothing and textile divisions (including retailers) were chosen through a two stage cluster sampling technique. The limited number of representatives was largely due to the fact that some of the targeted companies flatly refused to participate in the research or were in the process of winding down their businesses. The researcher also noted the relevance of interviewing industry association representatives who are in fact the voices of the clothing and textile sector. In this case, the Clothing and Textile Association of Zimbabwe provided valuable information about the challenges faced by the industry and suggested the way forward. The participation of relevant retailers in this research helped in providing insightful information about the challenging environment they are operating in following the influx of clothing and textile goods of Chinese origin. The information provided was relevant and can indeed help policy makers in adopting some of the recommendations which will assist in curbing potential job losses and total collapse of the sector.

4.9.3. Consumers

The researcher felt that it was imperative that authentic accounts from the general public be obtained detailing their feelings about whether globalization has helped their cause or not. In order to get a balanced view, thirty six questionnaires were randomly distributed to selected residents who live in low

and high density locations respectively. This was based on the assumption that the extent of the effects of globalization can be interpreted differently by people due to their residential locations since income levels and life styles differ naturally by residential neighbourhoods.

4.10. DATA COLLECTION TOOLS

It has been argued that “in order to increase the validity and reliability of research results, careful planning of how to collect the data is needed (Larsen, 2015). This study focused on the need to identify possible sustainable competitive strategies which could be used by Zimbabwean clothing and textile companies to mitigate the impact of globalization on the sector. Based on this understanding, the following five central concepts were selected to serve as building blocks for this study: standardization of marketing strategies, relevance of coordination, integration strategies for competitive advantage, role of technology and the role of country policy in fostering sustainable marketing strategy. These five key concepts also guided the data collection process. Data was collected through semi-structured interviews, questionnaires and through discourse analysis. It has been argued that collecting data “through multiple methods serves as a tool for triangulation, and combining qualitative data can be synergistic” (Jogulu & Pansiri, 2011:690). In the same vein, the aim of this study was to gain evidence from multiple sources by using multiple instruments. Because the two-fold objectives of this study namely, identifying the impact of globalization and linking this to marketing strategy, it necessitated using different types of data collection instruments.

4.10.1. The questionnaire

The questionnaire was an important tool through which research data was obtained. In order to achieve this, questions were structured in a way which could easily be understood by participants. Therefore, the use of technical jargon was completely avoided through simplifying all questions so as to guarantee that the required information is obtained without distortion. A pilot questionnaire was developed and distributed to peers at the researcher’s University for a preliminary review, a situation which helped the researcher address some seemingly unimportant aspects such as the correct sequencing of questions. Thereafter, the reviewed questionnaire was administered to a selected number of customers in a field pilot test to assess if the responses given matched the intended objectives of the questions. The refined questionnaire was then produced as outlined in Appendix A. The structure was such that general questions appeared first, gradually progressing to questions which had a direct effect on the research problem under exploration. All questions were closely aligned to the research objectives of this study. The majority of the questions asked were qualitative in nature (though presented in a semi- structured way

to allow for easy quantitative analysis) with only a few closed ended questions presented during the introductory stages of the research. Questionnaires were prepared and administered to all the identified respondents ranging from senior government officials in relevant ministries who articulated policy issues, to ordinary users who themselves are facing the same challenges of globalization and its discontents. Selection of consumer representative was done by creating two distinct clusters based on location. The demographic structure of Zimbabwe basically has two groups of social classes namely, the poor who live in the townships and the rich who live in affluent suburbs. To this end, representatives for the poor and rich were drawn from the high density townships and low density suburbs respectively. Matters of policy were articulated by government officials from the Ministries of Industry and Trade, Finance and Regional Integration and Development. Officials explained how policy making and implementation was affected in the past decade due to the political and economic instability the country faced at the time. They also highlighted how they intended to revive the manufacturing sector through some mitigation strategies designed to save it from the rampaging effects of globalization. The researcher had the opportunity to interrogate officials on the impact of previous IMF and World Bank sponsored programmes, such as ESAP, on the development or lack of it of the clothing and textile industry in Zimbabwe. Open –ended questions were used as they enabled respondents to give detailed information in line with the dictates of a phenomenological research of this nature. Respondents were presented with similar questions which guaranteed uniformity of responses across all the sampled units. Since all questions were pre-coded, collation of responses and analysis of data was made easy.

4.10.1.1. Questionnaire pilot testing

The researcher needed to develop a tool that would accurately and consistently assess the effect of globalization on marketing strategies. These two critical and fundamental requirements of a measurement tool (validity and reliability) need to be proven before its use (De Vaus, 2013). Many authors suggest that the measuring instrument must be tested to assess its validity and reliability. This was achieved through distributing 35 questionnaires to a randomly selected clothing and textiles companies in Harare, where the researcher is based. The results of this pilot study were analyzed to assess instrument reliability through the use of Cronbach's Alpha statistics. A high reliability alpha value of 0.89, indicating that the instrument could be relied upon when conducting the full study was obtained.

4.10.1.2. Questionnaire Design

The research objectives stated formed the basis upon which the questionnaire was drafted. The rationale for this was that only relevant questions were supposed to be asked and in order to achieve this, research

questions were structured around respective objectives. The general design of the questionnaire was semi-structured with a combination of pre-coded quantitative questions and qualitative questions which demanded explanations. The first section of the questionnaire demanded the provision of demographic information of each respondent which included basic information on issues such as age, gender, and work experience etc. These simple preliminary demographic questions were vital as they helped in obtaining maximum cooperation with the respondent thus driving to complete answering all the questions. The second area of focus was on the relevance of standardization in the crafting of sustainable competitive strategies. These questions specifically requested respondents to highlight the relevance of standardizing their marketing strategies in view of the challenges on marketing in the global market place. The third subject matter area covered the importance of coordination in organizations within the context of globalization. In this area the informants were asked to describe and detail how typical successful organizations should be organized and coordinated in order to guarantee success in view of the impact of globalization. The fourth interview area included three general questions on communication and cooperation between different stakeholders within the program. The fifth interview area focused on interfaces and information exchange between industry and policy with the aim of creating an environment which promotes the creation of sustainable business strategies in the face of globalization as outlined in Appendix A of this thesis.

4.10.1.3. Validity and reliability of the research instrument

When an instrument is able to produce stable and consistent results, it is said to be reliable (Tavakol & Dennick, 2011). This internal consistency is a pre-requisite if the research results are to be considered reliable (Bryman & Bell, 2015). “Internal consistency describes the extent to which all the items in a test measure the same concept or construct and hence it is connected to the inter-relatedness of the items within the test” (Bryman & Bell, 2015:55). Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are (Drost, 2011). Therefore, researchers are expected to determine the internal consistency of the research instrument in order for the obtained results to be trusted and accepted as valid (Tavakol & Dennick, 2011). Dunn, Baguley and Brunsden (2014) note that Cronbach’s coefficient alpha is the most commonly used measurement to assess the degree internal consistency. In this study, the coefficient alpha used is the Cronbach’s coefficient alpha. Cronbach’s alpha is a reliability coefficient that measures the degree of internal consistency or homogeneity between variables. This coefficient varies from 0 to 1 and a value less than 0.7 generally indicates unsatisfactory internal consistency reliability (Connelly, 2011). Acceptable reliability estimates range from 0.70 to 0.80 (Tavakol & Dennick, 2011). Alpha is an important concept in

the evaluation of assessments and questionnaires. It is mandatory that researchers estimate this quantity to add validity and accuracy to the interpretation of their data. High quality tests are important to evaluate the reliability of data supplied in an examination or a research study. Consistent with the above statement, the reliability of research instrument was achieved through preliminary pilot testing of the questionnaire among a few selected company representatives. Subsequent ‘testing’ of the questionnaire was done through calculating the Cronbach’s Alpha using the Statistical Package for Social Sciences (SPSS) and this measurement was thus used to confirm the reliability of the research instrument used. To establish internal validity the researcher made sure that other factors or explanations of the relationships between variables were ruled out. For example, selection bias was not as a potential threat to internal validity and this was minimized through widening the scope of the selection of industry participants which covered all major towns in the country, in line with the research plan. Selection effects were identified as a threat to external validity in this research study. For this reason, data triangulation was used in order to control bias and establish valid propositions because traditional scientific techniques are incompatible with this alternate epistemology. By so doing, triangulation strengthened the study and thus increased its validity.

4.10.2. Interview guide

The interview guide was a useful tool for conducting in-depth interviews with key government officials and other industry players (Appendix B). The main purpose of the guide was to give direction to this researcher in order to ensure that all the relevant issues are addressed. The guide also allowed the researcher to follow through unclear answers by probing further and record the responses.

4.11.3. Audio recorders

All depth interviews were recorded to allow the researcher to further analyze respondents’ responses. These interviews were conducted prior to obtaining interviewee consent for audio recording the interviews. The recorded interviews played a crucial role in helping the researcher to conduct discourse analysis which later formed part of the qualitative responses of the study. The researcher found a lot of valuable research information hidden in some of the simplest words people say in research. For example, most respondents argued that government has to “do something” to serve the industry, without elaborating further even when this researcher probed such unclear responses. Upon further analysis of this discourse however, valuable findings were made. Recordings gave the researcher ample time to analyze the data and create meaning in such instances where some respondents felt uneasy to verbalize their inner feelings.

4.11. CONTACTING PARTICIPANTS AND PRELIMINARY DISCUSSIONS

In order to get a broad understanding on marketing strategy in a global marketplace, a deliberate decision to interview individuals with a direct interest and interaction with matters of marketing was made. Contacts and preliminary discussions with the representatives of several organizations were conducted through appointments. The selected organizations were approached by phone and e-mail (for the cover letter see Appendix C), followed by face-to-face discussions with representatives of the organizations. In-depth interviews and discussions with these representatives were conducted during the period February to May 2013. The in-depth interviews, as well as the discussions were conducted with the assistance of two qualified research assistants. Notes were taken during all the interviews.

4.12. ETHICAL CONSIDERATIONS

The reality of research is that by deciding to interview and gather data from participants, one is in fact entering the private spaces of the individuals concerned (Silverman, 2000). Therefore, it is paramount in such circumstances that issues of ethics in research and confidentiality are given due attention. In this regard, the following issues were addressed to manage ethical issues in this research:

- a) **Informed Consent:** All recruited participants had to complete informed consent forms which clearly specified the purpose of the research and that the participants were willingly participating without any undue influence. This expression of consent meant that the participants had full knowledge of what they were participating in. This was indeed the preliminary step towards addressing ethical issues of this research.
- b) **Honest and Trust:** The researcher committed to guarantee that research results were not to be used for any other purpose other than academic. Furthermore, research participants' confidential personal details were not to be divulged without obtaining express consent from them. This assurance was important in ensuring the solicitation of honest and credible information from the participants. Therefore, all questionnaires provided a guarantee an assurance on confidentiality.
- c) **Use of electronic devices:** Electronic devices such as audio recorders were used after requesting participants' consent to have the interviews recorded. No recordings were done without having obtained the consent of the concerned participants. These recorded interviews were important since they allowed the researcher to critically assess the responses and extract meaning at a later date.
- d) **Ethical clearance:** In line with the regulations of the University, an ethical clearance certificates was obtained as a prelude to the research. Since issues of ethics are of great concern to the University as well as research participants, the researcher had to make a new application for ethical clearance each time there was an amendment to the research instrument, no matter how small the amendment.

- e) Privacy and anonymity: All participants who requested privacy or anonymity were granted that right. Most of the participants requested that their names be withheld when data is finally analyzed. Their requests were also granted. In some instances, some participants did not want to provide information in a group but preferred to do in the privacy of their offices.

4.13. DATA COLLECTION METHODS

4.13.1. Interviews

Malhotra and Birks (2000:46), define an in-depth interview as “an instructed, direct interview in which a single respondent is probed by a highly skilled interviewer to uncover underlying motives beliefs and attitudes on a topic.” In this research, interview guide was crucial in gathering qualitative research information about the effects of globalization on the clothing and textile industry from policy makers, industry players, retailers and end users. The interviews provided insightful information on how the clothing industry is affected or benefits from globalization. The diversity of the respondents selected was deliberate as issues concerning the effects of globalization are better interpreted differently by different people. For example, data from residents staying in high density areas might be completely different from the results that could be obtained from those who live in low density areas; hence the selection of consumers by location was meant to capture the different views in this regard. The researcher was closely guided by some of the literature gathered which, like in this case clearly pointed out the fact that income distribution (one of the effects of globalization) might be a key factor at play where one group of people might be insulated from the effects of globalization while the another group is fully exposed.

In all cases, interviews were conducted at the interviewees’ work places and residents respectively and the researcher discovered that the environment allowed the respondents to articulate their views freely as they felt they were in charge of the entire interview process due to what this researcher termed ‘home advantage’. The solicitation of in-depth information was made possible through probing and following up on any leads which enabled the researcher to gather valuable insights. In-depth Interviews allowed the researcher to use simple equipment for gathering data which comprised primarily the audio recorder and an interview guide. The interviewees were given the assurance that all information provided was only meant for the purposes of the researcher and would not be used for any other purpose. This was as a result of the fact that many interviewees felt uneasy due to the presence of the tape recorder. After explaining its harmless presence however, most interviewees were relaxed and participated were found to freely. Audio recorded interviews were paramount for discourse analysis in the later chapters of my thesis. However, the major shortcomings noted in carrying out the in-depth interviews related to the time it took the researcher to complete all the ten scheduled interviews. In some cases, the interview went on for more

than an hour and the researcher was carefully not to influence responses in any way as this would affect the outcome of the research. (See Appendix B for the depth interview guide).

A choice of two types of interviews existed; namely structured and unstructured interviews. The application and use of any one of these two is largely influenced by the design of the questionnaire. Structured interviews generally rely on the use of structured questionnaires while semi-structured interviews are characterized by the use of open ended questions. The semi structured format of interview is widely preferred because it allows the researcher follow up on unclear responses so as to unearth further information (Bryman & Bell, 2015). This concept of probing is common in qualitative researches. The semi structured nature of the interviews conducted meant that while respondents answered specific questions, the researcher had the capacity to enrich the interviews through probing unclear responses. The purpose of the interviews was to gain a full and detailed account from an informant about his or her the experiences of the problem under study. The data collected through semi-structured interviews and questionnaire forms was conducted. During this period, 12 to 15 informants were interviewed per month. The interviews were conducted by the researcher with the aid of a team of 2 qualified research assistants. Initial discussions with respondents led to minor refinement of the questionnaire for and interview frame by removing a few questions which were noted as irrelevant while this also provided an opportunity to add new questions in line with research objectives. At the beginning of all the interviews the focus and purpose of the research were explained to the participants. In addition, the concept of globalization and marketing strategy were also defined in order to avoid misunderstandings. The interview form was divided into five distinct subject matter areas in accordance with the research objectives and five research hypotheses. Firstly, the questions on the background information of the participant covered the participant's position in the organization, work history, and experience. These preliminary demographic questions were vital as they helped in "breaking the ice" and thus obtain maximum cooperation with the respondent. Secondly, the participants were asked to focus on the specific questions and answer the questions as instructed. The second subject matter area covered the relevance of standardization in the crafting of sustainable competitive strategies. These questions specifically requested respondents to highlight the relevance of standardizing their marketing strategies in view of the challenges on marketing in the global market place. The third subject matter area covered the importance of coordination in organizations within the context of globalization. In this area, participants were asked to describe and detail how typical successful organizations should be organized and coordinated in order to guarantee success in view of the impact of globalization. The fourth interview area included three general questions on communication and cooperation between different stakeholders within the program. The fifth interview area focused on interfaces and information exchange between industry and policy with the aim

of creating an environment which promotes the creation of sustainable business strategies in the face of globalization. Notes were taken during all the interviews.

4.13.1.1. Interviewing Formats

The choice of an interview format is influenced by a number of factors ranging from the desire to align the format with the research objectives to issues relating to the desire to minimize costs. Therefore, one can choose to conduct interviews in a group or in a one-on-one set up; which is common with most qualitative researches. In this instance, because of the geographical spread of the main participants in the research, one-on-one interviews with company executives and representatives were done. Their experiences were captured directly on the semi structured questionnaire while the researcher also complimented through making field notes. The in-depth analysis of the data was accomplished through re-reading transcribed interviews and field notes while utilizing the same time to code all the data obtained through the interview transcriptions. These codes generally allowed the classification of recorded data into themes.

4.13.2. Documentary Evidence

Documents provide valuable data in their own right as an alternative to questioners, interviews or observation. Books, journals, records, letters, memos, government publications and other official statistics are an important source of data which were used in carrying out this research. While some of the documents were easily accessible, a negotiated access was needed to some of the data sources that were considered restricted; especially in cases where government officials were interviewed. However, all documentary sources of data were scrutinized to assess their authenticity, credibility, representativeness, meaning and content.

4.13.2.1. Sources of documentary data

Letters and memos

Private correspondence between the clothing and textiles companies and their representative associations was thoroughly scrutinized in order to gather relevant information relating to a number of issues, which included was not limited to issues on how the association should play an advocacy role in influencing government policy makers to enact laws which can protect the industry. These recommendations were so well thought out that the researcher relied heavily on them in drawing some of the recommendations of this study. Copies of replies from relevant government ministries were also analyzed; extracting data about government's recommendations on the way forward. However, negotiating access to the

correspondences which some companies felt were private, was more difficult for the researcher as some argued that the communication was written to specific people rather than for a broader public.

Government publications and official statistics

The researcher had unlimited access to government publications from the various Ministries, primarily from the Ministries of Finance and Industry and Commerce. The Ministry of Finance's various policy documents ranging from the post-independence economic blue prints such as the Zimbabwe Programme for Social and Economic Transformation (ZIMPREST), Short Term Economic Recovery Programme and the current Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET) were such valuable sources of research data. A chronological study and analysis of these documents helped to explain the challenges in policy making with a particular focus on issues relating to policy consistency; a factor which has been blamed for some of the challenges of faced by the clothing and textile industry. The Zimbabwe Statistical Office (ZimStat) and the country's trade promotion body, ZimTrade, provided insightful information supported by well researched data. Government publications, policy documents and official statistics were used. Documentary source of information from government was considered authoritative since it is produced by the state where large resources and committed and experts used in the collection of such data hence raising its credibility. The analysis of policy documents provided detailed information on the part of government's commitment and its capacity in drafting industry-friendly policy documents needed for guaranteeing the sustainable operations of many local companies in the face of imminent threats from globalization.

Books and journals

The published sources (particularly journals) contained an accumulated wisdom upon which this study was built. The reviewed journals contained the latest cutting-edge ideas which helped shape the direction of the study. Other complimentary publications; such as newsletters produced by the Confederation of Zimbabwe Industries (CZI) had rich information on its membership's views and propositions with regard the issue of addressing the impact of the transition from a decade of non-activity (1998-2008) to the current period where multi-currencies are used when conducting business. Documented literature from such organizations as the Zimbabwe Clothing and Textile Manufacturers Association contained valuable research information relating to the activities, challenges and opportunities within the clothing and textile industry in Zimbabwe.

The internet

Due to the easy access of data from the internet, its use helped in providing important documentary data. However, the authorship, credibility and authenticity of internet documents was relatively difficult to establish and therefore needed to be subjected to the researcher's own quality audit. Documentary data sources obtained through this way were thoroughly subjected to tests of recency and relevance before they were used.

Newspapers and magazines

Substantial amounts of data were obtained through newspaper articles which related to issues on globalization and business were of great importance in this research thesis. Weekly articles such as Talking Business which appear in the Zimbabwe Herald were quite insightful. They supplied good up-to-date information. However, all articles were singularly put under thorough analysis to validate their claims and also vet their authorship.

Summary on documentary sources of data

The researcher had easy access to documentary data sources ranging from government publications detailing policy issues on the clothing and textile industry to industry related documents as well as company specific documents. The data obtained from documentary sources is permanent and therefore the researcher could make reference to it from time to time. Therefore, permanency of data is one of the major advantages of documentary sources of data. However, on the contrary, some sources of documentary data may not be credible enough and therefore the challenge was for this researcher to thoroughly assess the credibility of all documentary data sources. While data might have been easily obtained from documents, its relevance to the clothing and textile industry needed to be scrutinized. The researcher ensured that all the data obtained was relevant to the case study. The researcher had to critically analyze the primary purpose for which the document was produced in order to validate its claims.

4.13.3. Data from observations

Observation is the technique of gathering data through direct contact with an object—usually another human being. Observations were used to complement and clarify data derived from participant interviews. Participants' nonverbal indications were carefully noted during the field studies; especially in some instances where it was necessary to assess the type of clothing and textile general consumers buy.

This is in view of the impact of globalization on consumers' disposable income which has invariably created a shift in demand towards the much cheaper though not so durable clothes from Asian countries. Data from these sources allowed inferences to be made. In addition, observational notes were also recorded during interviews. These notes (called memos) were eventually analyzed together the rest of the interview transcriptions. Patton (2002:43) however cautions that "skilled observation is the result of training and focus. The production of useful observational data differs from ordinary, everyday observation. A skilled observer is able to identify and describe observations that will contribute to a clarified and satiated description." This was thus taken into consideration.

The researcher thus observed the behaviour, emotions and other important intrinsic behavioral aspects of management staff, policy makers and the selected consumers during field interviews. While there are two kinds of observations used in the social sciences, that is, systematic and participant observation, this research opted for participant observation as the researcher wanted to leave the setting natural. The data gathered provided holistic explanations incorporating the relationships between various factors. However, the researcher remained cautious of the potential hazard of participant observation physically, legally, socially and psychologically. There was a constant danger of violating the ethical issues arising from the absence of consent on the part of those being observed. However, all observations took place successfully and valuable research information was obtained.

4.13.4. Discussions

Discussions were held with various stakeholders including government representatives, consumers, staff and management of the respective companies. Both informal and formal discussions were held and these yielded insightful information.

4.13.4.1. Informal discussions

These were unplanned and took the form of impromptu discussions at shopping centers or other recreational areas during the field research. The benefits of such discussions were that respondents provided information freely as there was no indication that they are participating in a research study.

4.13.4.2. Formal discussions

These are planned discussions which focused on relevant issues relating to the effects of globalization on Zimbabwe's clothing and textile industry. Such discussions were held with the company leadership and consumers to provide the researcher with valuable information on what the residents thought about effects of globalization on companies and communities respectively. Similar discussions were also conducted

with government officials in order to obtain balanced information. Collecting data through discussions enabled the researcher to gain valuable insights while no equipment was used. It was a very flexible method which also guaranteed a high response rate. However, data analysis was difficult because of the non-standard responses.

4.13.5. Discourse Analysis

Discourse refers to expressing oneself using words. “Given the power of the written and spoken word, discourse analysis is necessary for describing, interpreting, analysing, and critiquing social life reflected in text” (Fairclough, 2002:5). The main purpose of discourse is to explore social relationships, knowledge and belief systems as they are shaped by language and words expressed by the concerned participants. As pointed by Fairclough (2002:4), “discourse analysis tries to unite and determine the relationship between the actual text and the larger social context that bears upon the text.” Therefore in this regard, all print and recorded text was analyzed; carefully critiquing the words said in order to extract meaning.

4.14. DATA REDUCTION

Field data collected can only be meaningful and useful “if it is selected, focused, simplified and transforming from written-field notes to transcriptions” (Evans, 2011:285). The data consisted of transcribed interviews, interview notes, questionnaire form responses, observational notes and secondary data. All data collected was initially captured in excel sheets before being transferred to an SPSS file.

4.15. DATA PRESENTATION AND ANALYSIS TOOLS

Data analysis is a systematic search for meaning. Miles and Huberman (1994:48) note that data analysis requires “organizing and interrogating data in ways that allow researchers to see patterns, identify themes, discover relationships, develop explanations, make interpretations, mount critiques, or generate theories.” It often involves synthesis, evaluation, interpretation, categorization, hypothesizing, comparison, and pattern finding (Peck, Olsen, & Devore, 2015). The collected data was analyzed qualitatively and quantitatively.

4.15.1. Quantitative data Analysis

The data gathered was analyzed through the use of both descriptive and inferential. General descriptive statistics included charts, tables, graphs and diagrams. These helped in providing information for further inferential analysis. This was done using the Categorical Principal Component Analysis (CATPCA). The

results from were analyzed further to confirms the identified relationships using the Structural Equation Modelling (SEM) technique. Data entry and initial analysis was done in SPSS 16. Further analysis was done using the Stata 12 statistical software. The use of Stata 12 was specifically for the Structural Equation Modeling (SEM). SEM is gaining popularity especially in cases where one is studying causal models involving multiple constructs with multiple indicators (Chinomona & Surujal, 2012). Structural equation modeling (SEM) is a comprehensive statistical approach to testing hypotheses about relations among observed and latent variables (Markus, 2012). It is a methodology for representing, estimating, and testing a theoretical network of (mostly) linear relations between variables. Following a two-step model building (Markus, 2012), the measurement model was assessed prior to testing the structural model. In this study, five constructs and their effect on the outcome variable are analyzed. In SEM, the term ‘measurement model’ refers to the relationships or linkages between the latent variables and their manifest variables (Markus, 2012). Considering the relatively small sample size of the study, the use of SEM was found more appropriate in measuring the effect of the various marketing strategies in order to ensure sustainability of companies in the global business environment.

4.15.2: Qualitative data analysis

Data from interviews and other qualitative sources was analyzed through critically evaluating the meaning of all the recorded responses. This was immediately followed by qualitative discourse analysis. The process of discourse analysis was marked by the use of inductive reasoning, by which themes and categories emerged from the data through the researcher’s careful examination and constant comparison. To this end, verbatim responses were analyzed in their original state to extract information critical for decision making. To this end agreement matrices were used to simply the presentation of qualitative results. The analysis of the various constructs was done in line with the research objectives stated in the study.

4.15.2. Mixed data analysis

Analyzing research data requires that the researcher performs data reduction, display and verify (Miles & Huberman, 1994). In contrast, Yin (2013:33) notes that “two methods for analyzing qualitative data exist namely; through deriving a theory or describing a case.” The theory driven approach relies on the use of knowledge on existing theories in order to create initial propositions (Yin, 2013). On the other hand, case description strategy requires a detailed critique of case descriptions upon which conclusions will be drawn (Yin, 2013). Due to the relatively large amount of data and the nature of the data, the study relied mainly on the mixed research methodology strategy (Grbich, 2012). While themes generated

allowed a quantitative analysis of some seemingly qualitative data, emphasis was placed on analyzing the experiences of the participants verbatim. Research indicates that there has been rapid growth in the use of qualitative methods (e.g. Denscombe, 2014; Ritchie et al., 2013). This is true partly because of the increased dissatisfaction with the quantitative or scientific approach that has dominated research in recent years. Reason and Rowan (1981: 90) express their dissatisfaction with the overreliance on qualitative research as they stated:

“There is too much measurement going on. Some things which are numerically precise are not true; and some things which are not numerical are true. Orthodox research produces results which are statistically significant but humanly insignificant; in human inquiry it is much better to be deeply interesting than accurately boring.”

This view was well supported by the research as qualitative discourse analysis indeed managed to gather some valuable insights into the effect of globalization on marketing strategy in the clothing and textile sector.

4.16. DRAWING CONCLUSIONS AND VERIFICATION

In order to give meaning to the findings, conclusions must be drawn. In this study, the main method used to draw these conclusions was through comparing the results from quantitative analysis with those obtained from qualitative research. The role of quantitative data in this study was not to provide a justification for valid and generalizable results in a larger population, but rather to enhance the comparability of data. In this study the analysis of quantitative data was limited to the use of descriptive analysis as well as inferential. In addition, conclusions have also been drawn on the basis of observed relations between the key concepts in the study. Comparison of the findings with existing literature increased the internal validity, generalizability, and theoretical level of findings that are based on a limited number of cases.

4.17. LIMITATIONS OF THE RESEARCH

A number of limitations of the current study must be kept in mind when interpreting the research findings. Firstly, the current study examined the Zimbabwean firms' perspective of potential marketing strategies in the global context, rather than a direct comparison of the Zimbabwean companies with companies in other countries. Secondly, the researcher faced financial limitations which critically impacted the depth of the research. However, this was overcome through carefully planning all the field trips in order to manage costs without compromising the quality of the research. This enabled the researcher to make key insightful conclusions and recommendations.

4.18. CHAPTER SUMMARY

When planning to undertake research it is important that one considers and make explicit the research methodology to be used, including the principles that drive the selection and use of specific research methods. Therefore, the distinction between research methodology and research methods must be explained. A research methodology is the study of how research is done, how research problems are investigated, and how knowledge is gained. In other words, methodology is about the principles that guide the research. The research methodology why certain research methods are used and how the entire research was executed. “It refers to the rationale and the philosophical assumptions that underlie any natural, social or human science study, whether articulated or not” (McGregor & Murnane (2010:420). Similarly, research methods are the tools, techniques or processes that are used in research. These may come in the form of, for example, surveys or interviews.

In this chapter, the research methodology was spelt out. The research philosophy and research design used were explained followed by a detailed discussion on the data collection methods used. The chapter provided details on how interviews were conducted. In addition, the chapter also discussed how the research participants were drawn for purposes of conducting the interviews while at the same time highlighting ethical issues observed during the research. Limitations of the research and how they were overcome were also discussed in the chapter. The next chapter analyzes the data gathered in order to extract information useful in decision making.

CHAPTER 5 : DATA ANALYSIS AND PRESENTATION

5.0. INTRODUCTION

The purpose of this chapter is to present and analyze the data in relation to the study objectives, and in order to extract meaning for decision making, and to close the identified research gaps. The data analysis relied on the use of both qualitative and quantitative techniques. The quantitative data is presented first, followed by a critical analysis of qualitative data. The critical review of the qualitative responses was to allow for a deeper understanding of the feelings and thoughts of the respondents about the effects of globalization on marketing strategy. Various depictions (graphs, charts, tables, figures) are used to reducing data into information. While working closely with a statistician, all data was analyzed using the Statistical Package for Social Scientists (SPSS). The qualitative data was primarily analyzed through content and discourse analysis.

5.1 RESPONSE RATE

Data collection involved the distribution of questionnaires to the targeted respondents. While 148 questionnaires were sent out to the sampled companies, consumers and policy makers from the key Ministries, only 136 were returned with varying response rates across the sampled groups. From the 136 questionnaires, 9 were not completed in full and were discarded as unusable leaving only 127 usable questionnaires. This translated into a satisfactory overall response rate of 85.8% as shown in Table 5.1 below.

Table 5.1: Response Rate

| <i>Sample Group</i> | Expected Response | Actual Response |
|--|--------------------------|------------------------|
| <i>Clothing manufacturing companies</i> | 30 | 27 |
| <i>Textile manufacturing companies</i> | 30 | 25 |
| <i>Clothing retailers</i> | 17 | 13 |
| <i>Textile retailers</i> | 12 | 10 |
| <i>Industry Association representatives</i> | 15 | 13 |
| <i>Consumers</i> | 36 | 32 |
| <i>Policy makers in key government departments</i> | 8 | 7 |
| <i>Total questionnaires</i> | 148 | 127 |
| <i>Response Rate</i> | 100% | 85.8% |

Source: Compiled from primary data

5.2 INSTRUMENT RELIABILITY

In this study, the Cronbach's coefficient alpha which is a reliability coefficient that measures the degree of internal consistency or homogeneity between variables, was used. This coefficient varies from 0 to 1 and a value less than 0.7 generally indicates unsatisfactory internal consistency reliability (Connelly, 2011). Acceptable reliability estimates range from 0.70 to 0.80 (Tavakol & Dennick, 2011). After running the data for each of the themes using SPSS, the output results indicated that all the measures had high reliability standards with an average reliability coefficient of 0.779 as shown in Table 5.2 below.

Table 5.2: Instrument Reliability Analysis by Research Themes

| Theme | Cronbach's Alpha | No. of Items |
|--|------------------|--------------|
| 1. Benefits of increasing globalization of markets | 0.762 | 7 |
| 2. Challenges of globalization | 0.743 | 7 |
| 3. Sustainable marketing strategies to adapt | 0.839 | 14 |
| 4. Benefits of standardized marketing strategy | 0.732 | 18 |
| 5. Benefits of coordination | 0.816 | 8 |
| 6. Benefits of competitive integration | 0.764 | 7 |
| 7. Role of advanced technology | 0.788 | 6 |
| 8. Impact of government policies | 0.784 | 18 |
| Average reliability coefficient | 0.779 | 85 |

Source: Compiled from primary data

5.3 QUANTITATIVE DATA ANALYSIS

Quantitative research is the numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena reflected (Creswell, 2013), and mathematical methods for data analysis are used. The analysis of the quantitative data is limited to the use of two distinct statistical methods. Firstly, a descriptive analysis is used to provide descriptive statistics and secondly, inferential statistics are used to extract detailed meaning of all the measured constructs. Two methods are used in this context, namely; the Categorical Principal Component Analysis and Structural Equation Modelling.

5.3.1 Preliminary Information

This section covers the preliminary information relating to the clothing and textile companies as well as the study participants who were included in the final sample. The section covers the business classification of the clothing and textile companies, positions of the study participants in their respective

companies as well as the length of time that the clothing and textile companies had been in business at the time of this study. Sample selection was largely influenced by recommendation from Krejcie and Morgan's (1970) model.

5.3.1.1 Business Classification

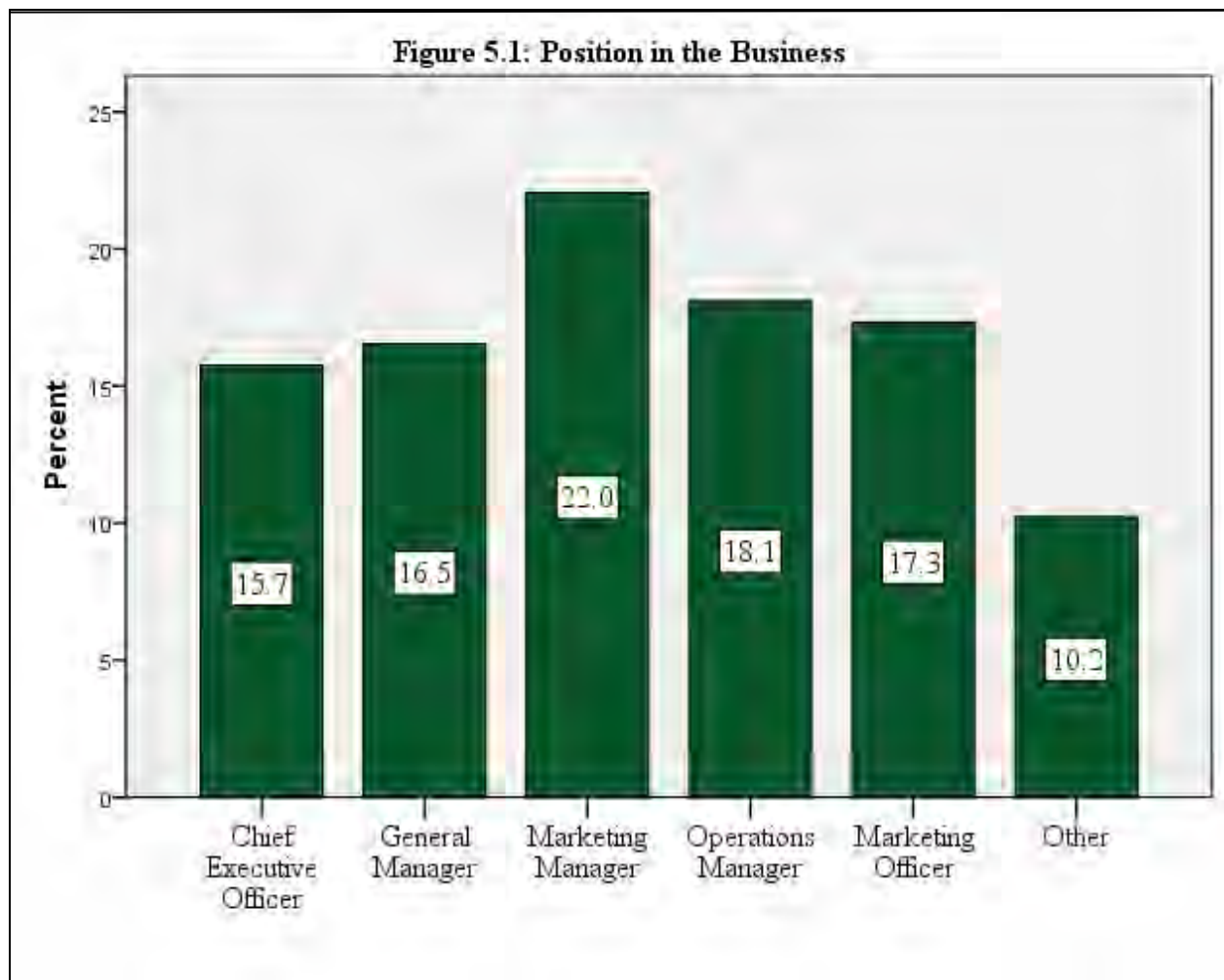
Out of 127 participants, 21.3% were drawn from clothing manufacturing companies, 19.7% came from textile manufacturers, 10.2% were clothing retailers, 7.9% were textile retailers while 40.9% collectively represented industry associations, consumers and policy makers in key government departments as these participants were considered key stakeholders in the clothing and textile sector.

The results show that the key stakeholders in the clothing and textile industry were adequately represented. This reality helped in improving the chances of obtaining balanced views on how the clothing and textile sector companies could craft sustainable marketing strategies that could enable the sector to effectively withstand the adverse effects of globalization. For example, the clothing and textile companies were expected to provide insights into how they could alter their internal operations to strengthen the sector, consumers would inform and guide marketing strategies through understanding their tastes and preferences as well as other factors that guide their buying behaviour. More importantly, government representatives included in the study were expected to provide solutions to the external challenges that the sector faced including but not limited to accommodative policy pronouncements.

5.3.1.2 Position in the Business

Figure 5.1 illustrates that the majority (22%) of the respondents were marketing managers, followed by general managers with a 16.5% representation in the study sample.

Figure 5.1: Position in Business



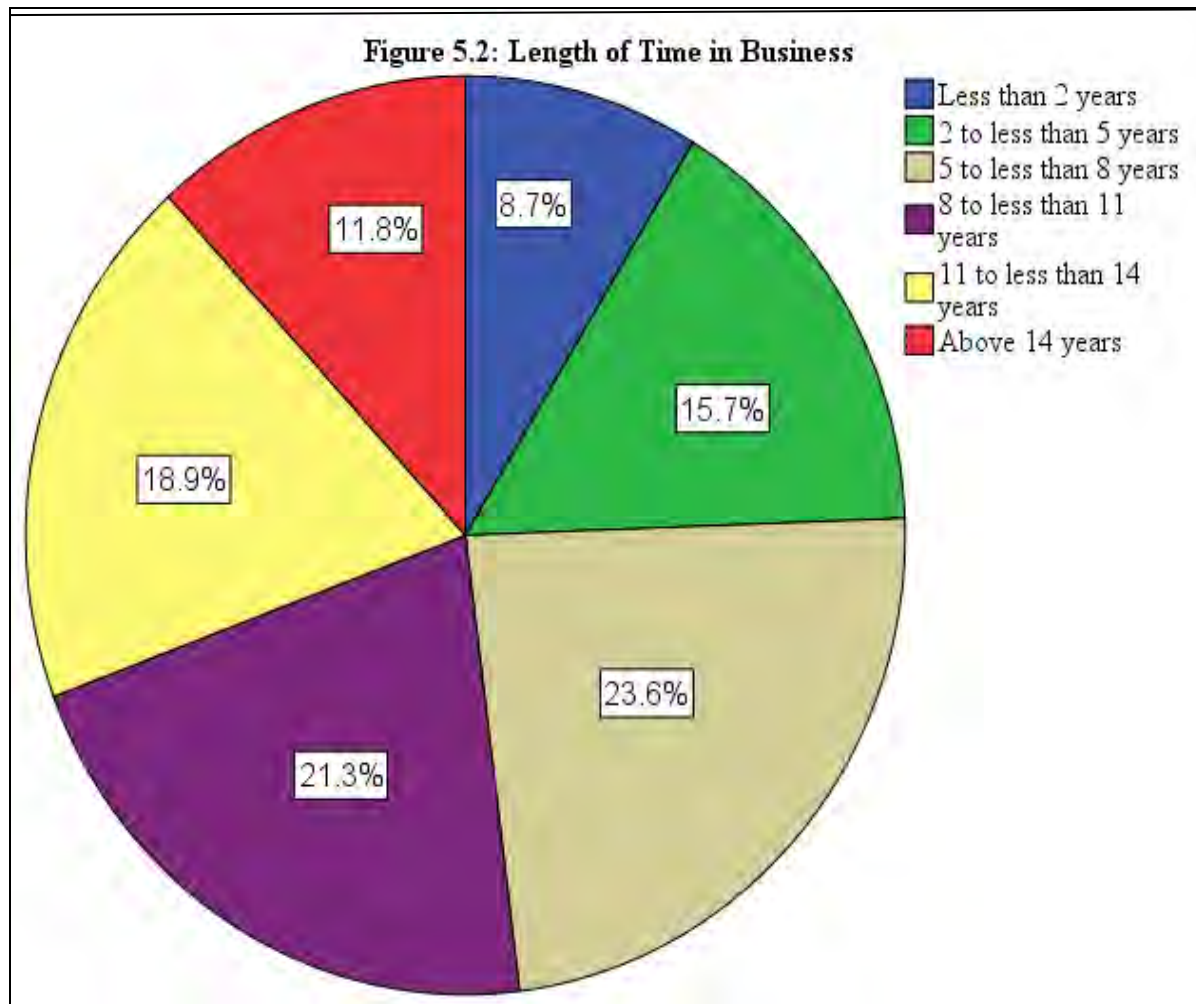
Source: Compiled from primary data

An analysis of the positions of the respondents shows a satisfactory end-to-end representation in as far as the strategic decision making process is concerned in the context of crafting sustainable marketing strategies in general. The participation of some Chief Executive Officers and other senior staff in this study helped to provide insightful policy-related recommendations necessary for crafting of sustainable marketing strategies. In the same vein, marketing managers, operations managers and marketing officers were important in providing insights into the marketing tactics necessary to develop competitive advantages to ensure survival in the globalized clothing and textile business.

5.3.1.3 Length of Time in Business

The study participants were asked to indicate the number of years that their respective companies had been in business, and six predefined ranges were provided and the results were as illustrated in Figure 5.2 below.

Figure 5.2: Length of Time in business



Source: Compiled from primary data

An analysis of these results shows that a cumulative majority (75.6%) of the companies had been in existence for at least 5 years. It could therefore be deduced that most of the companies included in this study had survived the hyperinflationary decade that affected Zimbabwe from the year 2000 to 2008. These companies again managed to survive the multicurrency period of 2009-2013 wherein the impact of globalization took its peak in the clothing and textile sector as international competition was attracted by

the use of stable currencies such as the USD dollar, South African rand and Botswana pula among other currencies. Given the significant differences in the operating environments (hyperinflationary decade vs multicurrency period), it naturally follows that these companies were able to adjust their marketing strategies to suit the changing operating landscape, albeit the challenging economic landscape. Therefore, this study benefits from tapping into the knowledge on specific marketing strategies which were employed by the companies which continued to survive in the face of globalization.

5.3.2 Effects of Globalization

5.3.2.1 Benefits of Increasing Interconnectedness of Markets

The respondents were asked to indicate their level of agreement or disagreement with respect to pre-established benefits that related to the globalization of the clothing and textile markets. A Likert scale was used to rate the benefits. The frequency count for each of the rating categories was expressed as a percentage of the total number of respondents in order to show the relative extent of agreement or disagreement among the respondents. The results are as shown in Table 5.3 below.

Table 5.3: Benefits of Increasing Interconnectedness of Markets

| Benefit | Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|---|----------------|-------|-----------|----------|-------------------|
| Has assisted increased participation in international markets | 29.1% | 32.3% | 10.2% | 15.0% | 13.4% |
| Helps in the transfer of technology | 33.9% | 37.8% | 7.1% | 11.0% | 10.2% |
| Helps in creating employment | 6.3% | 10.2% | 8.7% | 33.1% | 41.7% |
| Has resulted in the improvement of living standards of people | 13.4% | 16.5% | 7.9% | 33.1% | 29.1% |
| Has resulted in access to foreign markets | 33.1% | 27.6% | 16.5% | 14.2% | 8.7% |
| Has resulted in increased foreign direct investment (FDI). | 11.8% | 7.9% | 18.1% | 28.3% | 33.9% |
| Has helped to improve product quality | 19.7% | 18.9% | 19.7% | 20.5% | 21.3% |

Source: Primary Data

The majority (61.4%) of the respondents agreed that globalization assisted increased participation in international markets, while 28.4% of the respondents were in disagreement. In the same vein, 60.7% of the respondents also indicated that globalization has the positive effect of facilitating access to foreign markets. Therefore, results show that one of the major benefits of globalization is the ability of companies in the clothing and textile sector to explore market development initiatives that can improve their revenue streams. It follows that although globalization of the markets could ordinarily be associated with constrained growth of the local clothing and textile sector, it presents an opportunity for companies to shift focus to the export market. In light of this observation, clothing and textile companies are expected to rethink their marketing strategies accordingly.

Regarding whether globalization of the clothing and textile markets resulted in the transfer of technology from the developed and highly industrialized nations to the developing and less industrialized countries, the general feeling among the study participants was that the interconnectedness of the markets indeed improved the use of advanced technologies by developing countries. This was supported by the vast

majority (71.7%) of the respondents with 33.9% strongly agreeing and 37.8% agreeing. The results also show that 7.1% of the respondents were uncertain while 21.2% of the respondents were in disagreement.

With regards to the creation of employment as a benefit of the increasing interconnectedness of the clothing and textile markets, 33.1% of the respondents disagreed, but 41.7% strongly disagreed. This translated to a cumulative majority (74.8%) of the respondents being in disagreement. This can most probably be explained by the fact that the nature of involvement of foreign companies in the clothing and textile sector in Zimbabwe has been restricted to exporting rather than the establishment of clothing and textile production factories that would create sustainable employment. This was confirmed by the finding that as high as 62.2% of the respondents who disagreed with the statement that “globalization resulted in increased FDI in the clothing and textile sectors in Zimbabwe.” This development can be explained by the relatively harsh operating environment that prevails in Zimbabwe.

However, the importation of the cheap clothing and textile products into the country provided some level of employment for those who are involved in the trading of the products. This was supported by a cumulative 18.9% of the respondents. In line with the understanding that the level of employment in a country is a source of livelihood for the general population is closely related to the living standards of the people, the results show that a cumulative 62.2% of the respondents felt that the globalization of the clothing and textile markets did not improve the living standards of Zimbabweans. This can be related to the rampant closure of the clothing and textile sectors as evidenced by statistics provided in the introductory section of this study.

The results also show mixed views on whether the increasing interconnectedness of the clothing and textile sector resulted in the improvement of product quality. Only 38.6% of the respondents were in agreement, while 41.8% were in disagreement. The respondents who were in disagreement could probably have been motivated by the widely held view that globalization of the clothing markets is normally associated with dumping of cheap and substandard products calculated to suffocate the productive sectors of the target countries and eventually make the host country a market of the products.

5.3.2.2 Challenges of Globalization

The respondents were provided with brief statements that described some of the challenges of globalization and they were requested to show their extent of agreement or disagreement with each statement on a Likert scale that ranged from strongly agree (=5) to strongly disagree (=1). The analysis of the data was done by expressing the frequency count of each rating as a percentage of the total number of respondents. The aim was to enable the grouping of participants into those in agreement and those in

disagreement, so that the relative position of the participants could be established. The results of this exercise were as shown in Table 5.4 below. .

Table 5.4: Challenges of Globalization

| Challenge | Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|--|----------------|-------|-----------|----------|-------------------|
| Causes prices of local products to increase | 5.5% | 13.4% | 7.1% | 46.5% | 27.6% |
| Reduces employees' disposal incomes | 30.7% | 34.6% | 8.7% | 14.2% | 11.8% |
| Results in unfair competition | 47.2% | 36.2% | 8.7% | 5.5% | 2.4% |
| Forces the closure of local companies | 35.4% | 37.8% | 7.1% | 12.6% | 7.1% |
| Only benefits developed economies | 33.1% | 27.6% | 16.5% | 14.2% | 8.7% |
| Results in the influx of cheap commodities | 40.2% | 26.8% | 6.3% | 11.8% | 15.0% |
| There are no visible benefits to local companies | 15.0% | 20.5% | 25.2% | 22.0% | 17.3% |

Source: Primary Data

The results in Table 5.5 above show that the majority (74.1%) of the respondents were in disagreement that globalization causes prices of local products to increase, while only 18.9% agreed. This can be explained by the fact that globalization in the clothing and textile sector is normally associated with dumping of poor quality and second hand clothes from the emerging markets and developed countries. As a result, downward pressure on prices is created. The results also show that there was a general agreement that globalization reduces employees' disposal income following support from 65.3% of the respondents. The result testifies the widespread closure of companies or the scaling down on operations accompanied with massive cost containment measures.

It was also ascertained that the vast majority (83.4%) of the respondents agreed that globalization of the markets resulted in unfair competition for the local clothing and textile companies.

Furthermore, a cumulative 73.2% of the participants either strongly agreed (35.4%) or agreed (37.8%) that globalization forced the closure of local companies in the clothing and textile sector. This was

closely linked to the challenge that globalization only benefits the developed countries particularly when viewed in the context of variations in the levels of technology and other cost structures. The general explanation was that the clothing and textile sector faced challenges which invariably resulted in the closure of companies especially on account of stiff competition from cheap imports that continued to flood the markets in the developing countries and in the process making locally manufactured clothing and textile products uncompetitive. The results pertaining to the statement that ‘globalization has no visible benefits to local companies’ appeared mixed considering that 35.5% of the respondents were in agreement while 39.3% were in disagreement.

5.3.3 Sustainable Marketing Strategies to adapt to Globalization

The study asked respondents to indicate their level of agreement or disagreement with respect to 14 pre-established marketing strategies that the clothing and textile companies could adopt to mitigate the effects of globalization. The rating scale ranged from strongly disagree (=1) to strongly agree (=5). To provide an indication of the relative level of agreement or disagreement among the respondents regarding the predefined marketing strategies, descriptive statistics were used. More specifically, the minimum, maximum, mean (average) and standard deviation for each potential marketing strategy were calculated and the results were as illustrated in Table 5.5. The mean indicates relative centrality in the views of the respondents with a mean above 3 generally suggesting that the majority of the respondents agreed while a mean less than 3 would indicate that the participants were in general disagreement that the relevant marketing strategy would be beneficial for the clothing and textile sector as an instrument to reduce the adverse effects of globalization. The standard deviation would give an indication of the level of spread of the actual ratings from the mean for each marketing strategy.

Table 5.5: Descriptive Statistics for Marketing Strategies

| Descriptive Statistics | | | | | |
|---|-----|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Improved internal working systems | 127 | 1.00 | 5.00 | 3.6299 | 1.25864 |
| Reduce costs through cost leadership | 127 | 1.00 | 5.00 | 3.6299 | 1.25864 |
| Use of/investment in advanced technology | 127 | 1.00 | 5.00 | 3.6220 | 1.27198 |
| Exploit value chains through collaboration | 127 | 1.00 | 5.00 | 3.6220 | 1.27198 |
| Improve product quality | 127 | 1.00 | 5.00 | 3.6063 | 1.29809 |
| Advocacy and lobbying | 127 | 2.00 | 5.00 | 2.6535 | .87630 |
| Relationship marketing | 127 | 2.00 | 5.00 | 2.6299 | .88014 |
| Aggressive marketing and selling | 127 | 1.00 | 5.00 | 2.6063 | .90989 |
| Standardise marketing strategies | 127 | 1.00 | 5.00 | 2.6063 | .90989 |
| Effective product positioning strategies | 127 | 1.00 | 5.00 | 2.0630 | 1.20678 |
| Differentiating | 127 | 1.00 | 5.00 | 2.0551 | 1.21045 |
| Emphasise customer personal tastes and customisation | 127 | 1.00 | 5.00 | 2.0551 | 1.21045 |
| Niche marketing | 127 | 1.00 | 5.00 | 2.0472 | 1.21406 |
| Promote the consumption of brands through brand building strategies | 127 | 1.00 | 5.00 | 2.0315 | 1.22109 |
| Valid N (listwise) | 127 | | | | |

Source: Primary Data

The results show that all the 14 marketing strategies had minimum and maximum scores of 1 and 5 respectively except for advocacy and lobbying and relationship marketing which had a minimum score of 2 each. Using the mean to rank the marketing strategies that clothing and textile companies could adopt to withstand the adverse effects of dollarization, the results show that the five most preferred marketing strategies were: improved internal working systems (mean = 3.6299), reduced costs through cost leadership (mean = 3.6299), use of/investment in advanced technology (mean = 3.6220), exploiting the value chain through collaboration (mean = 3.6220) and improved product quality (mean = 3.6063). Regarding improved internal working systems, clothing and textile companies would be able to enhance productivity which would ensure that more products would be produced using the same level of resources (financial, human and technology). The downstream positive effects of such a development would be

potential reduction in production costs that enhances the capacity to adopt cost leadership strategies necessary in order to compete in the price elastic clothing and textile markets. This is because the ability of companies to improve the utilization of human resources, financial resources as well as the existing technology can in turn improve their operational efficiencies. Considering that Zimbabwe is a developing country, the increased use and investment in technology could go a long way in reducing the technological gap. From a production point of view, the use of technology has the positive effects of helping to contain the costs of production, increase levels of output as well as improving the general product quality. If the local clothing and textile sector companies were to acquire such technological benefits, they would be better placed to fight against the negative impact of globalization due to better product availability, improved product quality and general reduction in the cost of production in the long run. The exploitation of the value chain through collaboration was also highly rated by the study participants in view of the fact that such a development has the potential to create synergies both upstream and downstream. For example, the clothing and textile companies could develop win-win strategic alliances with suppliers, resulting in reduced inputs cost and a subsequent reduction in the final price in order to be competitive.

The marketing strategies rated in the “middle” were advocacy and lobbying (mean = 2.6535), relationship marketing (mean = 2.6299), aggressive marketing and selling (mean = 2.6063) and standardized marketing (mean = 2.6063). The need for advocacy and lobbying seems to support the call for the adoption of protectionist measures by the government in a move meant to lessen regional and international competition. Relationship marketing, if appropriately applied to corporate customers has the effect of improving loyalty to the clothing and textile companies so that the foreign companies may not have the market space to compete on. Given the increased product similarity in the market due to globalization, the adoption of aggressive marketing and selling skills would be appropriate to push the products and services in the distribution chain. Generally, standardized marketing affects the international appeal of the product to the different markets as consumers are provided with a uniform product worldwide.

The descriptive statistics in Table 5.5 also shows that the bottom five marketing strategies that study respondents thought the clothing and textile sector companies in Zimbabwe could adopt to reduce the effects of globalization were, promoting the consumption of brands through brand building strategies (mean = 2.0315), niche marketing (mean = 2.0472), emphasizing customer personal tastes and customization (mean = 2.0551), differentiation (mean = 2.0551) and effective product positioning strategies (mean = 2.0630). Although the study participants generally felt that these marketing strategies were not very effective in the mitigation of the effects of globalization, these marketing strategies

(considered collectively) have the impact of positively and favourably placing the local clothing and textile companies in the minds of the consumers.

While the above descriptive analysis provided a general overview of the results of the study, a detailed analysis was conducted by classifying the various marketing strategies into distinct marketing strategy components. In this regard, a Categorical Critical Principal Component Analysis was conducted to scientifically reduce the marketing strategies into major dimensions. As a starting point, a correlation matrix was produced to show the linear correlations between the marketing strategies as determined using Pearson's correlation coefficients. In interpreting the nature of the relationships, absolute values closer to 1 indicated either a strong negative or positive linear correlation, while values closer to zero indicated no linear correlation. The results showed that all the marketing strategies had positive linear correlations ranging from 0.344 to 0.998, indicating that while the respondents thought the all identified marketing strategies could be implemented, they did so with varying degrees of agreement. This provided the platform for employing data reduction techniques to establish the broad marketing strategy constructs that could be applied to reduce the negative impact of globalization in the clothing and textile sector. The study therefore applied the Principal Component Analysis extraction method and varimax rotation with Kaiser Normalization to reduce the marketing strategies. The extraction criterion was such that only components with eigenvalues above the Kaiser' default of 1 were extracted. Table 5.6 shows that three (3) components were extracted after meeting this criterion.

Table 5.6: Principal Components Extracted- Sustainable marketing strategies

| Total Variance Explained | | | | | | |
|--------------------------|---------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| Component | Initial Eigenvalues | | | Rotation Sums of Squared Loadings | | |
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 8.741 | 62.434 | 62.434 | 4.979 | 35.561 | 35.561 |
| 2 | 2.796 | 19.974 | 82.409 | 4.918 | 35.131 | 70.692 |
| 3 | 2.318 | 16.561 | 98.969 | 3.959 | 28.277 | 98.969 |
| 4 | .069 | .492 | 99.461 | | | |
| 5 | .029 | .207 | 99.668 | | | |
| 6 | .017 | .121 | 99.789 | | | |
| 7 | .014 | .098 | 99.886 | | | |
| 8 | .008 | .055 | 99.942 | | | |
| 9 | .005 | .032 | 99.974 | | | |
| 10 | .002 | .018 | 99.992 | | | |
| 11 | .001 | .008 | 100.000 | | | |
| 12 | 3.929E-15 | 2.807E-14 | 100.000 | | | |
| 13 | 5.659E-16 | 4.042E-15 | 100.000 | | | |
| 14 | 1.129E-16 | 8.064E-16 | 100.000 | | | |

Extraction Method: Principal Component Analysis.

Source: Primary Data

The results in Table 5.6 above also show that before rotation, components 1, 2 and 3 had initial eigenvalues of 8.741, 2.796 and 2.318 respectively, and accounted for 62.43%, 19.97% and 16.56% of the variance among the factors respectively. The rotation sums of squared loadings showed that the eigenvalues for components 1, 2 and 3 were recalculated to 4.979, 4.918 and 3.959, while their contributions to the variance were revised to 35.56%, 35.13% and 28.27% respectively. This confirms that the varimax rotation that converged after 5 iterations significantly improved the data reduction exercise considering that after rotation both the eigenvalues and the percentage variance accounted for by the components materially changed. More specifically, the rotation process showed that the 3 components that emerged from the factor analysis represented significant marketing strategy dimensions that could address the challenges that the clothing and textile sector was facing in Zimbabwe. To increase the level of satisfaction that the principal component analysis test was effective in reducing the marketing strategies to only 3 dimensions, a scree plot was included in the analysis as shown in Figure 5.3 below.

Figure 5.3: Scree Plot – Sustainable marketing strategies



Source: Primary Data

Figure 5.3 clearly shows that out of the 14 components, only 3 had eigenvalues above 1 as initially set in SPSS. All the other components from the 4th onwards had eigenvalues below 1 and could therefore not qualify for analysis. To understand the marketing strategy dimensions represented by the 3 components, the factor loadings of each marketing strategy were considered using the rotated component matrix shown in Table 5.7. It was set that factor loadings less than 0.7 would be suppressed so that there was more clarity in deciding the components on which the individual marketing strategies heavily loaded.

Table 5.7: Rotated Component Matrix^a-Sustainable Marketing Strategies

| | Component | | |
|---|-----------|------|------|
| | 1 | 2 | 3 |
| Use of/investment in advanced technology | .959 | | |
| Improve product quality | .859 | | |
| Reduce costs through cost leadership | .858 | | |
| Improved internal working systems | .857 | | |
| Exploit value chains through collaboration | .756 | | |
| Effective product positioning strategies | | .950 | |
| Emphasise customer personal tastes and customisation | | .850 | |
| Differentiating | | .840 | |
| Promote the consumption of brands through brand building strategies | | .745 | |
| Niche marketing | | .743 | |
| Relationship marketing | | | .955 |
| Advocacy and lobbying | | | .851 |
| Standardise marketing strategies | | | .775 |
| Aggressive marketing and selling | | | .735 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 5 iterations

Source: Primary Data

The results show that the use of advanced technology (factor loading = 0.959), improve product quality (factor loading = 0.859), reduce costs through cost leadership (factor loading = 0.857), improved internal working systems (factor loading = 0.857) and exploit value chains through collaboration (factor loading = 0.756) loaded heavily on principal component 1. From a closer analysis, these marketing strategies which were adjudged collectively refer to business process reengineering and adoption of a cost leadership strategy.

Marketing strategies that loaded highly on component 2 were effective product positioning strategies (factor loading = 0.950), emphasise customer personal tastes and customisation (factor loading = 0.850), differentiating (factor loading = 0.840), promote the consumption of brands through brand building strategies (factor loading = 0.745) and niche marketing (factor loading = 0.743). These marketing strategies seemed to refer to effective brand positioning and differentiation.

The marketing strategies with high factor loadings on component 3 were relationship marketing (factor loading = 0.955), advocacy and lobbying (factor loading = 0.851), standardize marketing strategies (factor loading = 0.775) and aggressive marketing and selling (factor loading = 0.735). These marketing strategies seemed to refer to enhanced customer relationship management. The component score coefficient matrix shown in Table 5.8 clearly confirms all the factors that loaded heavily on the 3 components as indicated by a positive coefficient.

Table 5.8: Component Score Coefficient Matrix- Sustainable Marketing strategies

| | Component | | |
|---|-----------|-------|-------|
| | 1 | 2 | 3 |
| Improve product quality | .225 | -.044 | -.035 |
| Promote the consumption of brands through brand building strategies | -.036 | .228 | -.046 |
| Reduce costs through cost leadership | .225 | -.042 | -.037 |
| Exploit value chains through collaboration | .224 | -.044 | -.035 |
| Emphasise customer personal tastes and customisation | -.044 | .233 | -.047 |
| Relationship marketing | -.045 | -.055 | .291 |
| Standardise marketing strategies | -.033 | -.057 | .281 |
| Advocacy and lobbying | -.057 | -.052 | .294 |
| Niche marketing | -.036 | .228 | -.048 |
| Differentiating | -.044 | .233 | -.047 |
| Effective product positioning strategies | -.050 | .234 | -.045 |
| Use of/investment in advanced technology | .225 | -.043 | -.037 |
| Improved internal working systems | .224 | -.042 | -.036 |
| Aggressive marketing and selling | -.031 | -.056 | .280 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Source: Primary Data

The principal components extracted from the factor analysis were shown in rank order so as to direct the prioritisation of the employment of the marketing strategies by the clothing and textile sector companies. Table 5.9 provides a summary of the contributions of the 3 major marketing strategies dimensions that were inferred from the factor analysis.

Table 5.9: Total Variance Explained

| Component | Rotation Sums of Squared Loadings | | |
|--|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % |
| 1. Business process reengineering and adoption of a cost leadership strategy | 4.979 | 35.561 | 35.561 |
| 2. Effective brand positioning and differentiation | 4.918 | 35.131 | 70.692 |
| 3. Enhanced customer relationship management | 3.959 | 28.277 | 98.969 |

Extraction Method: Principal Component Analysis.

Source: Primary Data

It was inferred (from the general themes emerging from each component) that the three (3) marketing strategy dimensions that the clothing and textile sector companies could adopt to manage the devastating effects of globalization were: business process reengineering, effective brand positioning and differentiation and enhanced customer relationship management.

5.3.4 The Impact of Standardized Marketing Strategy on Minimizing the Effects of Globalization

A key outcome of this study was to examine the impact of a standardised marketing strategy in minimising the negative effects of globalization on the performance of the clothing and textile sector in Zimbabwe. In doing so, the study participants were asked to indicate their extent of agreement or disagreement on a set of 18 predefined benefits that the clothing sector companies could enjoy from the adoption of a standardised marketing strategy as a remedy to the challenges presented by globalization. The study adopted a 5 point Likert scale in which ‘strongly disagree’ was represented by 1 and ‘strongly agree’ was represented by 5. The descriptive statistics for each benefit are clearly shown in Table 5.10 grouped in ascending order. The results indicate that the minimum and maximum scores for each benefit of a standardized marketing strategy came in at 1 and 5 respectively.

Table 5.10: Descriptive Statistics- Effect of Standardization on Marketing Strategy

| Descriptive Statistics | | | | | |
|--|-----|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Improves resource utilisation | 127 | 1.00 | 5.00 | 1.9843 | 1.24712 |
| Results in a uniform corporate identity which simplifies the marketing and promotion of products | 127 | 1.00 | 5.00 | 2.0630 | 1.25197 |
| Promotes rapid company growth | 127 | 1.00 | 5.00 | 2.1339 | 1.24952 |
| Promotes strategy alignment | 127 | 1.00 | 5.00 | 2.1575 | 1.24356 |
| Allows for greater control across national borders | 127 | 1.00 | 5.00 | 2.1969 | 1.33357 |
| Promotes improved planning and distribution | 127 | 1.00 | 5.00 | 2.1969 | 1.39750 |
| Vital in mitigating the effects of globalisation | 127 | 1.00 | 5.00 | 2.2598 | 1.33460 |
| It allows for the consistency with customers tastes and preferences | 127 | 1.00 | 5.00 | 3.4331 | 1.30682 |
| Results in increased productivity | 127 | 1.00 | 5.00 | 3.6378 | 1.34323 |
| Improved product quality and customer loyalty | 127 | 1.00 | 5.00 | 3.7008 | 1.11494 |
| It helps to reduce product cost | 127 | 1.00 | 5.00 | 3.7323 | 1.11589 |
| Promotes the marketing of quality products | 127 | 1.00 | 5.00 | 3.8425 | 1.35357 |
| Results in significant cost savings | 127 | 1.00 | 5.00 | 3.8819 | 1.16574 |
| Assists in the creation of competitive advantages | 127 | 1.00 | 5.00 | 3.8898 | 1.33469 |
| Increases the company's ability to produce high quality products at a low cost | 127 | 1.00 | 5.00 | 3.8898 | 1.30462 |
| Results in the creation of sustainable competitive advantages | 127 | 1.00 | 5.00 | 3.9370 | 1.32586 |
| Allows companies to focus | 127 | 1.00 | 5.00 | 3.9843 | 1.34509 |
| One sure way of overcoming the effects of globalisation | 127 | 1.00 | 5.00 | 4.0787 | 1.23189 |
| Valid N (listwise) | 127 | | | | |

Source: Primary Data

The results in Table 5.10 show that the respondents were convinced that the use of a standardized marketing strategy was one sure way of overcoming the effects of globalization and allows the companies to focus. These benefits had the highest means of 4.0787 and 3.9843 respectively. The explanation is that, the adoption of a well-considered marketing mix characterized by uniform product features and qualities, pricing strategies, distribution systems as well as promotional campaigns would be advantageous to the local clothing and textile companies as this helps them to create a distinct identity relative to competition brought about by globalization. Adding to the same understanding, the respondents noted that the adoption of a standardized marketing strategy results in the creation of sustainable competitive advantages. The observed mean and standard deviation for this benefit were 3.9370 and 1.3258 respectively.

The results also show that the participants felt that standardization results in significant cost savings (mean = 3.8819), helps to reduce product costs (mean =3.7323), promotes the marketing of quality products (mean = 3.8425) and generally improves productivity (mean = 3.6873). Considering that globalization invariably results in significant intensification of competition particularly on pricing, these benefits would be a welcome development for the local clothing and textile companies as they to improve their survival strategies through marketing. The results also show that standardization results in a uniform corporate identity which simplifies the marketing and promotion of products (mean =2.6030), promotes strategy alignment (mean =2.1575), promotes rapid company growth (mean = 2.1339) and is generally vital in mitigating the effects of globalization (mean =2.2598).

To develop a broader understanding of the benefits that the clothing sector companies could derive from standardizing their marketing strategies in the face of globalization, benefits with mean values (average rating) less than or equal to 3 were pooled together, while those with mean values above 3 were classified separately. The following classification illustrated in Table 5.11 was obtained.

Table 5.11: Classification of Benefits of Standardized Marketing Strategies-Based on the Calculated Mean

| Benefits with Mean Values Below 3 | Benefits with Mean Values Above 3 |
|--|--|
| It helps to reduce product cost | Promotes improved planning and distribution |
| Assists in the creation of competitive advantages | Allows for greater control across national borders |
| One sure way of overcoming the effects of globalization | Results in a uniform corporate identity which simplifies the marketing and promotion of products |
| Improved product quality and customer loyalty | Improves resource utilization |
| Results in significant cost savings | Promotes strategy alignment |
| Results in the creation of sustainable competitive advantages | Promotes rapid company growth |
| Increases the company's ability to produce high quality products at a low cost | Vital in mitigating the effects of globalization |
| Allows companies to focus | |
| Results in increased productivity | |
| Promotes the marketing of quality products | |

Source: Primary Data

Considering that only two broad categories of the benefits emerged, the results show that the benefits of a standardized marketing strategy were highly related to each other. To further explain the existence of relationships between the benefits of standardization as rated by the participants, Pearson's correlation coefficients were used. A correlation matrix which statistically confirms the relationships between the benefits is that with correlation coefficients which were largely above 0.5. The implications are that the benefits of a standardized marketing strategy in assisting the clothing sector to weather the effects of globalization could be subjected to data reduction techniques for the purposes of statistically inferring the overall top line benefits. To determine whether a factor analysis could be used to broadly classify the benefits of a standardized marketing strategy, the KMO measure of sampling adequacy was performed and the results reflected in Table 5.12.

Table 5.12: KMO and Bartlett's Test

| | |
|--|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .861 |
| Bartlett's Test of Approx. Chi-Square | 5323.360 |
| Sphericity Df | 153 |
| Sig. | .000 |

Source: Primary Data

The results show a satisfactory KMO value of 0.861 that was way above the generally accepted minimum of 0.5, giving credence to the employment of factor analysis as a data reduction technique. Using factor analysis that adopted the principal component extraction method and the varimax rotation method, two latent variables were drawn from the 18 benefits of a standardized marketing strategy to withstand the adverse effects of globalization in the clothing sector in Zimbabwe. These results are shown in Table 5.13

Table 5.13: Principal Components Extracted- Benefits of standardization of marketing strategies.

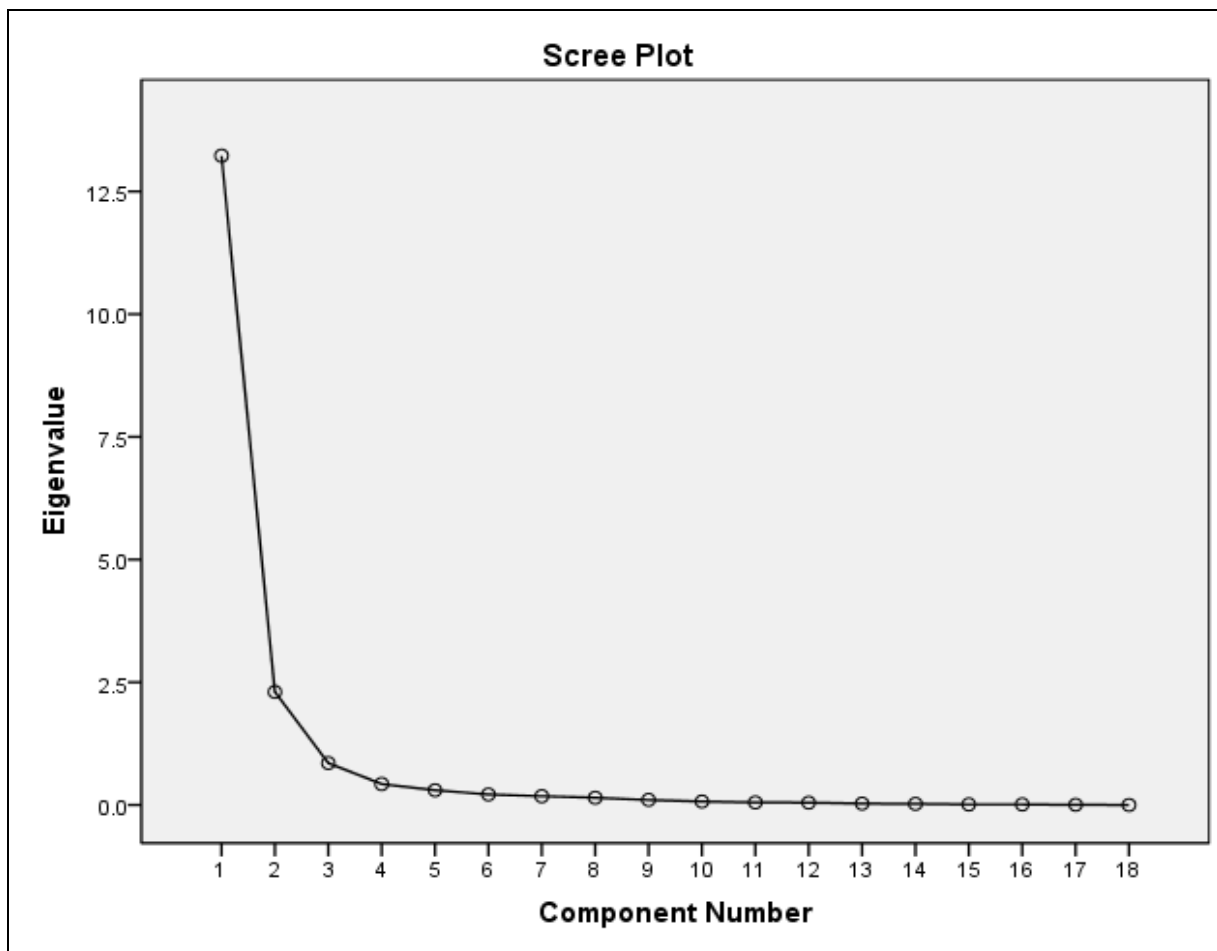
| Component | Initial Eigenvalues | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 13.228 | 73.491 | 73.491 | 8.294 | 46.081 | 46.081 |
| 2 | 2.303 | 12.793 | 86.284 | 7.237 | 40.204 | 86.284 |
| 3 | .853 | 4.741 | 91.025 | | | |
| 4 | .426 | 2.369 | 93.394 | | | |
| 5 | .300 | 1.667 | 95.062 | | | |
| 6 | .215 | 1.192 | 96.254 | | | |
| 7 | .179 | .992 | 97.246 | | | |
| 8 | .148 | .820 | 98.066 | | | |
| 9 | .103 | .570 | 98.636 | | | |
| 10 | .070 | .388 | 99.024 | | | |
| 11 | .052 | .290 | 99.314 | | | |
| 12 | .047 | .260 | 99.574 | | | |
| 13 | .028 | .157 | 99.730 | | | |
| 14 | .022 | .122 | 99.853 | | | |
| 15 | .012 | .064 | 99.917 | | | |
| 16 | .010 | .056 | 99.973 | | | |
| 17 | .004 | .025 | 99.998 | | | |
| 18 | .000 | .002 | 100.000 | | | |

Extraction Method: Principal Component Analysis.

Source: Primary Data

Two principal components with initial eigenvalues of 13.228 and 2.303 and rotated eigenvalues of 8.294 and 7.237 respectively were extracted. The rotation sums of the squared loadings show that the first component accounted for 46.08% of the variation in the benefits of standardized marketing strategy, while the second component accounted for 40.2% of the variation in the benefits of a standardized marketing strategy to the clothing sector. What this implies is that these two components were very significant in explaining the benefits of standardizing the marketing strategy. The scree plot shown in Figure 5.4 confirms the extraction of the two principal components as the graph starts to flatten after the second principal component, which also confirms the extraction criterion in which only components with eigenvalues of 1 and above were considered significant

Figure 5.4: Scree Plot – Standardization of marketing strategies.



Source: Primary Data

The rotated component matrix in Table 5.14 shows how the 18 benefits loaded on the two extracted factors. In this regard, ‘it helps to reduce product cost’, ‘assists in the creation of competitive advantages’, ‘one sure way of overcoming the effects of globalization’, ‘improved product quality and customer loyalty’, ‘results in significant cost savings’, ‘results in the creation of sustainable competitive advantages’, ‘increases the company's ability to produce high quality products at a low cost’, ‘allows companies to focus’, ‘results in increased productivity’ and ‘promotes the marketing of quality products’ heavily loaded on component 1. These benefits were collectively referred to as the development of competitive advantages either in cost or quality.

Table 5.14: Rotated Component Matrix^a- Effect of standardization of Marketing strategies.

| | Component | |
|--|-----------|------|
| | 1 | 2 |
| It helps to reduce product cost | .865 | |
| Assists in the creation of competitive advantages | .714 | |
| One sure way of overcoming the effects of globalization | .876 | |
| Improved product quality and customer loyalty | .882 | |
| Results in significant cost savings | .827 | |
| Results in the creation of sustainable competitive advantages | .894 | |
| It allows for the consistency with customers tastes and preferences | | |
| Promotes improved planning and distribution | | .926 |
| Allows for greater control across national borders | | .921 |
| Increases the company's ability to produce high quality products at a low cost | .868 | |
| Allows companies to focus | .877 | |
| Results in increased productivity | .705 | |
| Promotes the marketing of quality products | .874 | |
| Results in a uniform corporate identity which simplifies the marketing and promotion of products | | .859 |
| Improves resource utilisation | | .930 |
| Promotes strategy alignment | | .881 |
| Promotes rapid company growth | | .899 |
| Vital in mitigating the effects of globalization | | .733 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Source: Primary Data

The benefits that loaded highly on principal component 2 were ‘promotes improved planning and distribution’, ‘allows for greater control across national borders’, ‘results in a uniform corporate identity which simplifies the marketing and promotion of products’, ‘improves resource utilization’, ‘promotes

strategy alignment’, ‘promotes rapid company growth’, and ‘vital in mitigating the effects of globalization’. These benefits were collectively referred to as the facilitation of strategy formulation because of their inclination towards strategy formulation.

Table 5.15 summarises the two broad classes of benefits as determined by the data reduction exercise. The development of competitive advantages either from a cost perspective or a quality perspective had a higher eigenvalue of 8.294 and accounted for 46.08% of the benefits that clothing companies could derive from standardizing their marketing strategies. The facilitation of a strategy formulation had an eigenvalue of 7.237 and accounted for 40.2% of the benefits. These two dimensions of the benefits represented a cumulative 86.28% of the variation in the benefits leaving 13.72% to be explained by other factors.

Table 5.15: Total Variance Explained- Effect of standardization of Marketing strategies

| Component | Rotation Sums of Squared Loadings | | |
|---------------------------------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % |
| Development of competitive advantages | 8.294 | 46.081 | 46.081 |
| Facilitation of strategy formulation | 7.237 | 40.204 | 86.284 |

Extraction Method: Principal Component Analysis.

Source: Primary Data

The implications of these results are that the adoption of a standardized marketing strategy characterized by uniform application of the marketing mix elements with minor modifications to suit the variations from place to place, has a significant impact on the capacity of the clothing sector companies to withstand the adverse effects of globalization. This is because the development of cost advantages by the ailing clothing sector companies could enable them to compete effectively with cheaper imports that continued to flood the market in Zimbabwe. Differentiation benefits on quality arising from a standardized marketing strategy could also assist the clothing sector companies to service the higher end sections of the market. It is also common knowledge that the development of a strategy is the cornerstone of the success of a company. These results have shown that the standardization of the marketing strategy facilitates the overall strategy formulation framework of the clothing sector companies. This way, the capacity of companies to mitigate the effects of globalization is enhanced.

5.3.5 Role of coordination in the creation of sustainable marketing strategies

In determining how companies operating in the clothing and textile sector in Zimbabwe could craft sustainable marketing strategies in the face of globalisation, the study investigated the role of coordination of marketing strategies. The research hypothesized that marketing strategy planning and implementation must be fully coordinated for an effective marketing strategy in view of global competition. A total of 8 statements describing the benefits that coordination could bring in the creation of sustainable marketing strategies were provided to the study participants. Respondents were asked to indicate the extent of their agreement or disagreement on a Likert scale that ranged from strongly disagree (=1) to strongly agree (=5). To gain an understanding of the relative level of agreement or disagreement, the mean and standard deviation for each benefit was calculated and the results were as illustrated in Table 5.16. The analysis of the results was guided by the understanding that a higher mean value (above 3) would suggest relatively stronger agreement, while a lower mean value would suggest relatively stronger disagreement over the impact that the concerned item had in the creation of sustainable marketing strategies.

Table 5.16: Descriptive Statistics of Benefits of Coordinating Marketing Strategies

| Descriptive Statistics | | | |
|--|----------|-------------|-----------------------|
| | N | Mean | Std. Deviation |
| Promotes the achievement of company objectives | 127 | 4.2756 | .98139 |
| Improves productivity | 127 | 4.2598 | .97763 |
| Strengthens the organisation and improves its capacity to deal with the effects of globalisation | 127 | 4.0079 | 1.20512 |
| Results in the creation of synergies | 127 | 3.9843 | 1.23433 |
| Can be used as a competitive advantage | 127 | 3.9370 | 1.31383 |
| Improves employee morale | 127 | 2.2126 | 1.33708 |
| Promotes team work and the achievement of organisational goals | 127 | 2.0945 | 1.26261 |
| Promotes and encourages team building | 127 | 2.0000 | 1.26617 |
| Valid N (listwise) | 127 | | |

Source: Primary Data

The results show that the respondents ‘agreed’ that the coordination of marketing strategies promotes the achievement of company objectives. This was deduced from the highest mean of 4.2756. It can be concluded that it is important for organizations to ensure that the marketing objectives of the clothing and textile companies are in sync with the overall strategic objectives by being supported by the other key functions of the business namely; production, finance, and human resources. Coordination of marketing strategies can also be ensured within the marketing department itself by the harmonization of such activities as branding, advertising, sales, public relations and other sections. This way, an end-to-end connection of activities within the marketing department and other departments in the clothing and textile companies would facilitate the achievement of company objectives.

The results show that other benefits that were highly rated were that coordination improves productivity (mean = 4.2598), strengthens the organization and improves its capacity to deal with the effects of globalisation (mean = 4.0079), results in the creation of synergies (mean = 3.9843) and can be used as a competitive advantage (mean = 3.9370). These benefits seem to add to the realization that the coordinated efforts of the different sections of the business can create critical mass necessary to withstand the effects of globalization. On the other hand, there was general disagreement that the coordination of marketing strategies improves employee morale (mean = 2.2126), promotes teamwork and the achievement of organisational goals (mean = 2.0945) and promotes and encourages team building (mean = 2.000). To draw informed inferences regarding the 8 benefits as they related to the creation of sustainable marketing strategies necessary to withstand the adverse effects of globalization, data reduction was conducted through factor analysis. In doing so, a correlation matrix that showed the Pearson’s Product Moment Correlation Co-efficient (PPMCC) among the 8 benefits was produced. The results are illustrated in Table 5.17.

Table 5.17: Correlation Matrix

Correlation Matrix^a

| | | Results in the creation of synergies | Improves productivity | Promotes team work and the achievement of organisational goals | Strengthens the organisation and improves its capacity to deal with the effects of globalisation | Can be used as a competitive advantage | Improves employee morale | Promotes and encourages team building | Promotes the achievement of company objectives |
|-------------|--|--------------------------------------|-----------------------|--|--|--|--------------------------|---------------------------------------|--|
| Correlation | Results in the creation of synergies | 1.000 | .918 | .551 | .992 | .978 | .517 | .427 | .914 |
| | Improves productivity | .918 | 1.000 | .488 | .901 | .884 | .431 | .378 | .992 |
| | Promotes team work and the achievement of organisational goals | .551 | .488 | 1.000 | .552 | .549 | .942 | .899 | .485 |
| | Strengthens the organisation and improves its capacity to deal with the effects of globalisation | .992 | .901 | .552 | 1.000 | .973 | .516 | .427 | .897 |
| | Can be used as a competitive advantage | .978 | .884 | .549 | .973 | 1.000 | .518 | .429 | .881 |
| | Improves employee morale | .517 | .431 | .942 | .516 | .518 | 1.000 | .839 | .427 |
| | Promotes and encourages team building | .427 | .378 | .899 | .427 | .429 | .839 | 1.000 | .377 |
| | Promotes the achievement of company objectives | .914 | .992 | .485 | .897 | .881 | .427 | .377 | 1.000 |

a. Determinant = 2.08E-008

Source: Primary Data

The results above generally confirm the existence of positive linear correlations between the 8 benefits that explained the impact of coordination on the creation of sustainable marketing strategies in the clothing and textile sector. As evidenced by the results, the least correlation coefficient showed a mild positive relationship with a factor of 0.377. The strongest positive correlation was between ‘strengthens the organisation and improves its capacity to deal with the effects of globalization’ and ‘results in the creation of synergies’ which recorded a factor of 0.992. Although the correlation matrix shown above did not fix the independent and dependent variables for the bivariate relationships it depicted, the calculation of the coefficient of determination provided more clarity on the strength of the linear relationship between the variables.

Simply defined, the coefficient of determination refers to the square of the PPMCC or Pearson’s correlation (r). In the context of this study, it provided an indication of the percentage variation in one

benefit that could be explained by the variation in the other benefit. As is the case with the Pearson's correlation coefficient, (r^2) values closer to +1 confirm high positive or negative linear relationship while values close to 0 suggest low linear relationship. Using the least r-value of 0.377 and the highest r-value of 0.992, the resultant range of the coefficients of determination among the 8 benefits of coordinating marketing strategy planning and implementation were 14.2% and 98.4% respectively. The inference from this calculation was that the 8 benefits exhibited significant relationships among themselves which made the application of factor analysis a plausible statistical test to reduce the benefits into critical categories that effectively inform the crafting of sustainable marketing strategies in the clothing and textile sector.

To further increase the confidence in the use of factor analysis as a data reduction statistical technique, the Kaiser- Meyer-Olkin (KMO) measure of sampling adequacy and the Bartlett's Test of Sphericity were used in determining suitability. Theory shows that the generally accepted minimum value for the KMO is 0.5, while values lying between 0.5 and 0.7 are considered average, values between 0.7 and 0.8 being good, and values in the range between 0.8 and 0.9 being great and values above 0.9 considered excellent (Williams, Brown & Onsman, 2012). For this study, Table 5.18 shows a KMO value of 0.838 which was highly satisfactory signifying that the sample size of 127 adopted in this study ensured the reliability of the results from the data reduction test.

Table 5.18: KMO and Bartlett's Test –Effect of coordination of marketing activities

| KMO and Bartlett's Test | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .838 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2166.841 |
| | df | 28 |
| | Sig. | .000 |

Source: Primary Data

Concerning Bartlett's Test of Sphericity, the results show a significant result ($\chi^2(28) = 2166.84, p < .001$) obtained under the null hypothesis that the correlation matrix was an identity matrix. In other words, the Bartlett's test determined whether the correlation matrix was an identity matrix which could imply the existence of no linear relationship. The significant result therefore showed that the correlations between the benefits of coordination were sufficiently large to warrant the application of factor analysis.

In conducting the factor analysis, the Principal Component Analysis extraction method was adopted. Since 8 benefits of coordination were used in this study which were far less than the maximum of 30 items, the SPSS default extraction criterion of retaining components with eigenvalues greater than 1 was adopted. Table 5.19 shows that of the eight components, only two components successfully met the extraction criterion and the rest were excluded from the analysis. The results also show that before the varimax rotation with Kaiser Normalization that converged in 3 iterations, the first and second components had initial eigenvalues of 5.836 and 1.699, accounting for 72% and 21% of the variance respectively that gave a cumulative percentage of 94%. However, following the varimax rotation which improved the data reduction exercise, the new eigenvalues for the two components were 4.611 and 2.924 with factor 1 accounting for 57.6%, while factor 2 represented an improved 36.5% of the variance.

Table 5.19: Total Variance Explained – Effect of coordination

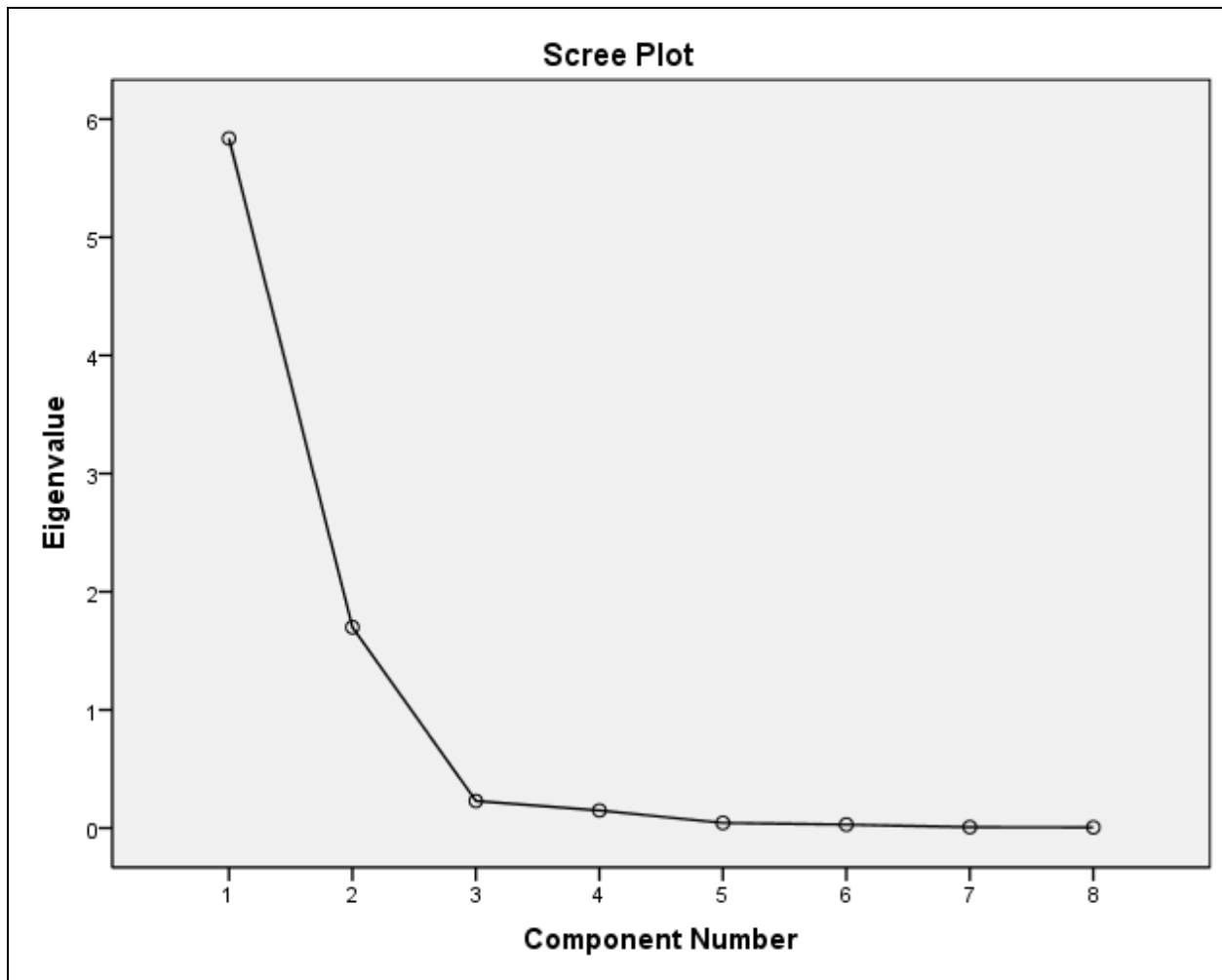
| Total Variance Explained | | | | | | |
|---------------------------------|---------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| Component | Initial Eigenvalues | | | Rotation Sums of Squared Loadings | | |
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 5.836 | 72.949 | 72.949 | 4.611 | 57.636 | 57.636 |
| 2 | 1.699 | 21.237 | 94.186 | 2.924 | 36.550 | 94.186 |
| 3 | .229 | 2.867 | 97.054 | | | |
| 4 | .149 | 1.864 | 98.918 | | | |
| 5 | .043 | .543 | 99.461 | | | |
| 6 | .029 | .363 | 99.824 | | | |
| 7 | .008 | .101 | 99.925 | | | |
| 8 | .006 | .075 | 100.000 | | | |

Extraction Method: Principal Component Analysis.

Source: Primary Data

To increase the confidence in the use of the two components extracted, a scree plot was used. In this regard, Figure 5.5 illustrates the components and their corresponding eigenvalues. In line with the set rule (Girden, 2001), only factors with eigenvalues above 1 could be extracted, the scree plot confirms that only two components met the criterion with all other components from the third having eigenvalues less than 1.

Figure 5.5: Scree Plot – Effect of coordination of marketing strategies



Source: Primary Data

In order to come up with the broad benefits of coordination that clothing sector companies could make use of in the creation of sustainable and competitive marketing strategies, factor loadings of each benefit on the two extracted components were considered. Table 5.20 shows the rotated component matrix specifying the factor loadings.

Table 5.20: Rotated Component Matrix^a- Effect of coordination of marketing strategies

| | Component | |
|--|-----------|------|
| | 1 | 2 |
| Results in the creation of synergies | .946 | |
| Improves productivity | .945 | |
| Promotes team work and the achievement of organizational goals | | .934 |
| Strengthens the organization and improves its capacity to deal with the effects of globalization | .937 | |
| Can be used as a competitive advantage | .925 | |
| Improves employee morale | | .925 |
| Promotes and encourages team building | | .932 |
| Promotes the achievement of company objectives | .944 | |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Source: Primary Data

The results show that the benefits that loaded highly on component 1 were ‘results in the creation of synergies’, ‘improves productivity’, ‘strengthens the organisation and improves its capacity to deal with the effects of globalisation’, ‘can be used as a competitive advantage’ and ‘promotes the achievement of company objectives’. These benefits suggest that through coordination, companies can develop competitive advantages with their marketing strategies. On the other hand, the benefits that loaded highly on component 2 were ‘promotes team work and the achievement of organisational goals’, ‘improves employee morale’, and ‘promotes and encourages team building’. These benefits point to the creation of unity of purpose in the organisation as well as synergetic benefits necessary for the successful implementation of marketing strategy.

To summarise the broad benefits that arise from coordinating organizational activities as a strategy to survive in the globalized clothing and textile sector, Table 5.21 below shows that the collective benefits of the development of competitive advantages account for 57.6% of the variation in marketing strategy while unity of purpose and synergetic benefits represent 36.5% of the variation in marketing strategy.

Table 5.21: Total Variance Explained

| Component | Rotation Sums of Squared Loadings | | |
|--|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % |
| Development of competitive advantages | 4.611 | 57.636 | 57.636 |
| Unity of purpose and synergetic benefits | 2.924 | 36.550 | 94.186 |

Extraction Method: Principal Component Analysis.

Source: Primary Data

It is expected that clothing sector companies which implement coordinated systems of operations on an end-to-end basis, would be able to develop competitive advantages necessary to withstand global competitive forces. Secondly, such companies would be able to cause the spirit of oneness and the resultant synergetic benefits arising from the teamwork in the organization would generate the momentum necessary to survive international competition. These results therefore confirm that marketing strategy planning and implementation must be fully coordinated for an effective marketing strategy in view of global competition.

5.3.6. Effect of Collaboration in creating Sustainable Marketing Strategies

It was hypothesized that companies must integrate and seek cooperation with other competing companies in order to remain viable. To test the hypothesis, the study explored the influence of co-marketing alliances as a strategy to mitigate the effect of globalization on the clothing and textile sector in Zimbabwe. The respondents were asked to indicate the extent to which seven (7) predefined benefits of competitive integration / collaboration in the clothing and textile sector could be used as mitigatory measures to offset the effects of globalization. The participants indicated their level of agreement or disagreement on a 5-point Likert scale where strongly disagree was represented by 1 and strongly agree was represented by 5. The mean and standard deviation of the scores on each variable were calculated with the view of ranking them so that the relative importance of the different benefits could be ascertained for the purposes of inferring the implications to marketing strategy. A higher mean indicates general agreement while a lower mean would indicate general disagreement. Table 5.22 below shows the descriptive statistics of the benefits of competitive integration in the clothing and textile sector in view of the negative effects of globalization.

Table 5.22: Benefits of Competitive Integration/ Collaboration

| Descriptive Statistics | | | | | |
|---|-----|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Results in the creation of large competent companies | 127 | 1.00 | 5.00 | 4.2992 | 1.07876 |
| Allows organisations to offset their weaknesses through collaboration | 127 | 1.00 | 5.00 | 4.0157 | 1.24074 |
| Strengthens organisations | 127 | 1.00 | 5.00 | 3.9843 | 1.22788 |
| Prepares organisations to deal with the effects of globalisation | 127 | 1.00 | 5.00 | 3.9291 | 1.38691 |
| Helps in knowledge transfer | 127 | 1.00 | 5.00 | 3.6772 | 1.40792 |
| Promotes the marketing of quality products | 127 | 1.00 | 5.00 | 2.0551 | 1.18393 |
| Improves the creativity capacities of companies | 127 | 1.00 | 5.00 | 2.0472 | 1.35024 |
| Valid N (listwise) | 127 | | | | |

Source: Primary Data

Table 5.22 above show that out of the seven (7) benefits, five (5) accounted for 71.4% with calculated mean values above 3, implying that the study participants were generally in agreement that competitive integration/ collaboration could ensure that the clothing sector companies remain viable. More specifically, the benefit that had the highest mean value of 4.2992, was that collaboration as marketing strategy results in the creation of large competent companies. Integrations in the clothing and textile sector could be achieved through mergers and acquisitions that create the necessary competitive advantages for survival. Increasing the size of operation helps to improve economies of scale and enhance the ability to attract more skilled labour with the capacity to effectively drive the marketing strategy of the business as well as enabling companies to attract financing from lenders.

The results also show that clothing and textile companies can offset their weaknesses through collaboration and also the associated knowledge transfer. These benefits of integration of marketing strategies had means of 4.0157 and 3.6772 respectively. The implications are that through the strategic alliances on marketing strategies, weaker companies get the opportunity to use the existing resources of the larger firms to leverage their growth and capacity to withstand the effects of globalisation. Such companies would be able to benefit from greater market power, lesser business risk, acquisition of synergies and acquisition of new knowledge.

Other benefits of competitive collaboration that were highly rated were the strengthening of the clothing and textile companies (mean = 3.9843), and enhancement of capacity to deal with the effects of globalization (mean = 3.929). What this means is that the clothing and textile sector companies could consider implementing integration and form marketing strategic alliances, in order to enhance their value chains. Clothing and textile companies can also consider horizontal or lateral integration in fast tracking their growth and development and ensure survival in difficult operating environments.

In contrast, the results show that the participants disagree that “collaboration promotes the marketing of quality products and improves the creativity capacities of companies” as reflected by lower means of 2.0551 and 2.0472, in that order. The integration of marketing strategies can only be effective if that occurs between companies whose management and workforce has creativity capabilities, thus making it a conditional benefit.

In general, these results suggest that clothing sector companies should consider enhancing their marketing strategies by creating synergies with other players in the market. The above grouping of the benefits done in line with the magnitude of the means of the benefits of collaboration was further confirmed by the application of associational inferential tests for ranked data using Spearman’s Rho.

5.3.6.1 Application of Associational Inferential Test- Spearman’s Rho

The Spearman’s correlation gives an indication of the nature and significance of the linear relationship between two variables that are measured using ranking order. This statistical method was considered appropriate in view of the fact that the respondents were asked to show their level of agreement or disagreement with the benefits of integration of marketing activities on a 5-point Likert scale that ranged from strongly disagree (=1) to strongly agree(=5). In interpreting the results of the Spearman’s rank order test, a positive correlation would suggest convergence with what is being measured or assessed. The respondents would have either generally agreed or disagreed that the concerned pair of benefits were related in the adoption of competitive integration or collaboration. On the other hand, negative correlation would suggest divergence in the views of the study respondents regarding the two benefits in question. To statistically confirm the relationships that are suggested by the descriptive statistics shown in Table 5.22 above, it would be necessary that the associational relationships between most of the benefits be positive to show convergence. The results of the Spearman’s correlation are indicated in Table 5.23.

Table 5.23: Spearman's Rho- Effect of co-alliances

| | | | Correlations | | | | | | |
|----------------|---|-------------------------|--|---|-----------------------------|--|---|---------------------------|--|
| | | | Prepares organisations to deal with the effects of globalisation | Improves the creativity capacities of companies | Helps in knowledge transfer | Promotes the marketing of quality products | Allows organisations to offset their weaknesses through collaboration | Strengthens organisations | Results in the creation of large competent companies |
| Spearman's rho | Prepares organisations to deal with the effects of globalisation | Correlation Coefficient | 1.000 | -.426 ^{**} | .386 ^{**} | -.348 ^{**} | .304 ^{**} | .264 ^{**} | .210 [*] |
| | | Sig. (2-tailed) | . | .000 | .000 | .000 | .001 | .003 | .018 |
| | | N | 127 | 127 | 127 | 127 | 127 | 127 | 127 |
| | Improves the creativity capacities of companies | Correlation Coefficient | -.426 ^{**} | 1.000 | -.737 ^{**} | .729 ^{**} | -.861 ^{**} | -.832 ^{**} | -.773 ^{**} |
| | | Sig. (2-tailed) | .000 | . | .000 | .000 | .000 | .000 | .000 |
| | | N | 127 | 127 | 127 | 127 | 127 | 127 | 127 |
| | Helps in knowledge transfer | Correlation Coefficient | .386 ^{**} | -.737 ^{**} | 1.000 | -.885 ^{**} | .850 ^{**} | .814 ^{**} | .784 ^{**} |
| | | Sig. (2-tailed) | .000 | .000 | . | .000 | .000 | .000 | .000 |
| | | N | 127 | 127 | 127 | 127 | 127 | 127 | 127 |
| | Promotes the marketing of quality products | Correlation Coefficient | -.348 ^{**} | .729 ^{**} | -.885 ^{**} | 1.000 | -.797 ^{**} | -.761 ^{**} | -.692 ^{**} |
| | | Sig. (2-tailed) | .000 | .000 | .000 | . | .000 | .000 | .000 |
| | | N | 127 | 127 | 127 | 127 | 127 | 127 | 127 |
| | Allows organisations to offset their weaknesses through collaboration | Correlation Coefficient | .304 ^{**} | -.861 ^{**} | .850 ^{**} | -.797 ^{**} | 1.000 | .972 ^{**} | .857 ^{**} |
| | | Sig. (2-tailed) | .001 | .000 | .000 | .000 | . | .000 | .000 |
| | | N | 127 | 127 | 127 | 127 | 127 | 127 | 127 |
| | Strengthens organisations | Correlation Coefficient | .264 ^{**} | -.832 ^{**} | .814 ^{**} | -.761 ^{**} | .972 ^{**} | 1.000 | .841 ^{**} |
| | | Sig. (2-tailed) | .003 | .000 | .000 | .000 | .000 | . | .000 |
| | | N | 127 | 127 | 127 | 127 | 127 | 127 | 127 |
| | Results in the creation of large competent companies | Correlation Coefficient | .210 [*] | -.773 ^{**} | .784 ^{**} | -.692 ^{**} | .857 ^{**} | .841 ^{**} | 1.000 |
| | | Sig. (2-tailed) | .018 | .000 | .000 | .000 | .000 | .000 | . |
| | | N | 127 | 127 | 127 | 127 | 127 | 127 | 127 |

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data

From the Spearman's Rho results it became evident that responses relating to, 'prepares organizations to deal with the effects of globalization' 'helps in knowledge transfer', 'results in the creation of large competent companies', 'allows organizations to offset their weaknesses through collaboration, and 'strengthens organizations' had positive linear relationship among themselves. The meaning of such a positive correlation would be that the respondents were highly convinced that the integration of marketing strategies across organizations results in huge benefits for the clothing and textile companies as they attempt to mitigate the challenges posed by the increasingly globalized markets.

To establish the level of confidence that the clothing and textile sector companies could assign with respect to how the rated benefits of integration/ collaboration were related to each other, the study made reference to the indicative coefficient of determination. Ordinarily, the coefficient of determination is equal to the square of the coefficient of correlation (r) and it gives the percentage variation in one variable

that can be explained by variations in the other variable. In the context of this study, no predictor and criterion variables were established since the interest was in determining the relative extent of association between the benefits. The interpretation was therefore guided by the fact that a coefficient of determination closer to +1 confirms high positive or negative linear relationship between the two benefits of integration while values close to 0 suggest low linear relationship between the concerned two benefits of integration.

Notably, the least Spearman's Rho value was 0.210 between the benefits that integration 'results in the creation of large competent companies' and that integration 'prepares organizations to deal with the effects of globalization'. This value showed the existence of a mild positive correlation between the two benefits considering that the resultant coefficient of determination would be as low as 4.41%. On the other extreme, the largest Spearman's Rho value of 0.972 was registered between the benefits that collaboration of marketing activities in the clothing and textile sector 'strengthens organizations' and that integration of marketing activities 'allows organizations to offset their weaknesses through collaboration'. This illustrates the high conviction among the respondents that the integration of marketing activities is indeed beneficial to the clothing and textile sector companies in fighting against the challenges of globalization. The resultant and indicative coefficient of determination was as high as 94.5%.

Confirming the general disagreement among the respondents, the results also clearly show that benefits that competitive integration 'improves the creativity capacities of companies' and promotes the marketing of quality products had strong positive linear correlation ($R = 0.729$) between each other. This would translate into a calculated coefficient of determination of 53.1%. These two benefits had negative linear relationships with the other five benefits with the lowest and highest Spearman's Rho value of -0.885 and -0.348 respectively.

The results clearly revealed that the 'benefits' were highly associated with each other. This suggests that participants generally felt that collaboration in the clothing and textile sector can result in positive developments on areas that materially affected the development of marketing strategies. The implications are that in the face of globalization, the adoption of competitive integration through strategic alliances and co-marketing activities should be undertaken. This can be achieved through integrating and seeking cooperation in order to formulate and implement robust and sustainable marketing strategies in order to meaningfully compete in the face of globalization.

5.3.7 The Role of Technology

The fourth hypothesis of the study focused on assessing the effect of adoption of modern technologies on overall company marketing strategies in mitigating the effects of globalization. It was thus accordingly hypothesized that sustainable marketing strategies are driven by the use and application of modern technologies. The participants were asked to show the extent of their agreement or disagreement regarding the impact of the use and application of technology on 6 marketing strategy constructs using a Likert scale that ranged from strongly disagree (=1) to strongly agree (=5). To facilitate easier comparability of the extent to which the respondents either agreed or disagreed, the minimum, maximum, mean and standard deviation of the scores of each potential benefit to the crafting of marketing strategies in the clothing and textile sector was calculated and the results were as indicated in Table 5.24.

Table 5.24: Descriptive Statistics- Effect of Technology on marketing strategy

| Descriptive Statistics | | | | | |
|---------------------------------|-----|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Increasing product availability | 127 | 1.00 | 5.00 | 4.0394 | 1.25611 |
| Reducing product costs | 127 | 1.00 | 5.00 | 3.8583 | 1.21318 |
| Improving product quality | 127 | 1.00 | 5.00 | 3.7402 | 1.38709 |
| Creating brand equity | 127 | 1.00 | 5.00 | 2.9528 | 1.33843 |
| Building strong brands | 127 | 1.00 | 5.00 | 2.2362 | 1.29992 |
| Generating employment | 127 | 1.00 | 5.00 | 2.0157 | 1.27232 |
| Valid N (listwise) | 127 | | | | |

Source: Primary Data

Assessments of the respondents' extent of agreement/ disagreement regarding the importance of technology in influencing the marketing strategy in the face of globalization are shown on the descriptive statistics in Table 5.24. The statistics generally indicate stronger agreement that the adoption of technology increases product availability in line with the observed higher mean score of 4.0394 as compared to a low score of 1.2561. The conclusion is that since the actual ratings of the respondents were very close to the mean, it suggests that the adoption of technology in the clothing and textile sector would improve the level of production. Enhanced product availability is key to the development of customer loyalty which is the ultimate objective of all marketing strategies particularly in a clothing and textile sector that is characterized by growing product similarity. The adoption of technology in this regard ensures that customers experience minimum stock out situations and therefore enhance their

chances of remaining satisfied. This development would help improve the ability of the sector to reduce the effects of globalization on the performance of the local clothing and textile companies.

The results also show strong agreement among the respondents that the adoption of advanced modern technology in the clothing and textile sector would benefit the sector by helping to reduce product costs. This was supported by a higher mean of 3.8583 and a standard deviation of 1.2131. It is instructive to note that this finding bodes well with existing literature (e.g. Ngai et al., 2013; Plieth et al., 2012) which stresses the need for the clothing and textile sector to adopt cost leadership strategy as a survival marketing strategy for the sector. Considering that the use of technology can go a long way in reducing the man-hours at work, increase output and therefore reduce the average cost per unit due to the resultant economies of scale, this would have a strong positive impact on strengthening the implementation of a cost leadership marketing strategy in the almost perfectly competitive clothing and textile markets where firms are largely price takers. This benefit, when complemented with product availability as discussed above, solidifies the competitive capacities of the local clothing and textile companies to gradually diminish the adverse effects of globalization.

The respondents also felt that the adoption of advanced technology in the clothing and textile sector could improve product quality after coming in with a mean of 3.7402 and a standard deviation 1.3870. In addition to the impact of technology on the marketing strategies for the clothing and textile sector, product quality is a critical element which influences consumer buying decision. Based on this understanding, it follows that the use of technology in the clothing and textile sector positively impacts on the marketing strategy as reflected by the improvements to the product quality.

With respect to the impact of technology on employment generation, there was a general disagreement as indicated by a mean of 2.0157 and standard deviation of 1.2723. The explanation can be that the adoption of technology normally replaces the use of labour in favour of the use of machinery and advanced equipment hence reducing the number of people directly employed in areas where technology would have been implemented. The reality is that when technology is implemented physical interactions with customers is reduced, as is the case with the use of Automated Teller Machines (ATMs) and this increases levels of unemployment.

The results also show that, albeit mildly strong, the use of, and application of technology in the clothing and textile sector creates brand equity (mean = 2.9528, standard deviation = 1.3384) and builds strong brands (mean = 2.2362, standard deviation = 1.2999). This suggests that the adoption of technology might have the effect of improving the brand image which is a critical consideration of any marketing strategy

particularly in the perfectly competitive clothing sector where the sales performance of a company can be strongly influenced by brand positioning and differentiation. This is important in that brand positioning would help the clothing and textile companies to establish key brand associations in the minds of customers and other important constituents to differentiate the brand and establish competitive superiority perceived or real.

5.3.7.1 Spearman's Rho Correlation-Determining Linear Relationships

In this section, the ways through which the adoption of technology could benefit the clothing and textile sector namely; improving product quality, reducing product costs, increasing product availability, building strong brands, creating brand equity and generating employment were considered as marketing strategy items. In view of the fact that the marketing strategy items that measured the impact of technology were rated on a Likert scale that ranged from strongly disagree (=1) to strongly agree (=5), the Spearman's correlation was used to determine the existence of statistically significant linear relationships between the variables. This helped in showing the extent to which the respondents were in agreement or disagreement over the influence of the use of technology on the marketing strategy. In deciding whether a statistically significant correlation existed between the two marketing strategy constructs, the observed p-value was compared to 0.05 considering that the test was conducted at a 95% confidence level. If the calculated p value is less than 0.05, that indicates a statistically significant linear relationship. On the other hand, p-values above 0.05 show that the relationship is not statistically significant. The results are as shown in Table 5.25.

Table 5.25: Spearman's Rho Correlations – Effect of Technology

| | | | Correlations | | | | | |
|----------------|---------------------------------|-------------------------|---------------------------|------------------------|---------------------------------|------------------------|-----------------------|-----------------------|
| | | | Improving product quality | Reducing product costs | Increasing product availability | Building strong brands | Creating brand equity | Generating employment |
| Spearman's rho | Improving product quality | Correlation Coefficient | 1.000 | .357** | -.084 | .272** | .500** | .237** |
| | | Sig. (2-tailed) | | .000 | .348 | .002 | .000 | .007 |
| | | N | 127 | 127 | 127 | 127 | 127 | 127 |
| | Reducing product costs | Correlation Coefficient | .357** | 1.000 | -.457** | -.137 | .541** | .500** |
| | | Sig. (2-tailed) | .000 | | .000 | .124 | .000 | .000 |
| | | N | 127 | 127 | 127 | 127 | 127 | 127 |
| | Increasing product availability | Correlation Coefficient | -.084 | -.457** | 1.000 | -.094 | -.084 | -.223* |
| | | Sig. (2-tailed) | .348 | .000 | | .292 | .347 | .012 |
| | | N | 127 | 127 | 127 | 127 | 127 | 127 |
| | Building strong brands | Correlation Coefficient | .272** | -.137 | -.094 | 1.000 | -.208* | -.354** |
| | | Sig. (2-tailed) | .002 | .124 | .292 | | .019 | .000 |
| | | N | 127 | 127 | 127 | 127 | 127 | 127 |
| | Creating brand equity | Correlation Coefficient | .500** | .541** | -.084 | -.208* | 1.000 | .422** |
| | | Sig. (2-tailed) | .000 | .000 | .347 | .019 | | .000 |
| | | N | 127 | 127 | 127 | 127 | 127 | 127 |
| | Generating employment | Correlation Coefficient | .237** | .500** | -.223* | -.354** | .422** | 1.000 |
| | | Sig. (2-tailed) | .007 | .000 | .012 | .000 | .000 | |
| | | N | 127 | 127 | 127 | 127 | 127 | 127 |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data

The results clearly show that all the marketing strategy items had statistically significant positive relationships with generating employment. Concerning the linear relationships between the marketing strategy items affected by the adoption of technology, the results show statistically significant positive correlations between improving product quality and reducing products costs ($R = 0.357$, $p < 0.001$), improving product quality and building strong brands ($R = 0.272$, $p = 0.002$), improving product quality and creating brand equity ($R = 0.500$, $p < 0.001$). Reducing product costs had statistically significant positive relationships with increasing product availability ($R = 0.457$, $p < 0.001$) and creating brand equity ($R = 0.541$, $p < 0.001$) while building strong brands had a significant positive correlation with creating brand equity ($R = 0.208$, $p = 0.019$). An analysis of these results shows that the least Spearman's Rho value is 0.272 and the maximum value is 0. Squaring these correlation coefficients gives an indication of the percentage of variance that could be accounted for by the improvement or deterioration of the predictor on the outcome variable. At least 7.4% up to 29.3% of the variation between the marketing strategy items could be explained using the variations in the items themselves. The implication of this was that the adoption of technology in the clothing sector in any one dimension of the marketing strategy as determined by the items analyzed had a ripple effect on the other elements of the marketing strategy given the existence of statistically significant linear relationship as confirmed by the Spearman's

Rho test. The conclusion is that the use of modern technologies in the clothing and textile sector could indeed have far reaching positive impacts on the development of sustainable marketing strategies.

5.3.7.2 Chi-Square Test- Brand Equity and Brand Loyalty

The study noted that it is the eventual objective of any marketing strategy to create a large base of committed and loyal customers with high product demand. The results above show that the use and adoption of technology in the clothing and textile sector can facilitate the creation of brand equity as well as the building of strong brands capable of withstanding intense competition in the clothing and textile markets. To further illustrate the positive impact of the adoption and use of technology as a key constituent of the marketing strategy, a correlation analysis was conducted to determine whether there was a relationship between ‘building strong brands’ and ‘creating brand equity’ in line with the extent to which the study participants felt these attributes were important to the clothing and textile companies. A two stage model was adopted involving a cross tabulation of the two benefits followed by a chi-square test of independence. It was considered that to run a robust Chi-square test, the number of cells with expected frequencies less than 5 should be kept around 20% while the minimum expected count should be at least 1. Although the minimum expected count was 1.47, the original Likert Scale that ranged from strongly agree (=1) to strongly disagree (=5) resulted in 64% of the cells having expected frequency count less than 5. To address this anomaly, the categories “strongly agree and agree” were collapsed into one “Agree” category, and ‘strongly disagree and disagree’ were combined to “Disagree” and Uncertain was left unchanged. This reduced the number of cells with expected count less than 5 to 22.2% was based on the modified variables. Table 5.26 shows the cross tabulation results of creation of brand equity and building of strong brands.

Table 5.26: Creation of Brand Equity and Building of Strong Brands Cross tabulation- Effect of Technology

| Creates Brand Equity * Builds Strong Brands Crosstabulation | | | | | | |
|---|-------------------------------|-------------------------------|----------------------|-----------|----------|--------|
| | | | Builds Strong Brands | | | Total |
| | | | Agree | Uncertain | Disagree | |
| Creates Brand Equity | Agree | Count | 76 | 5 | 0 | 81 |
| | | % within Creates Brand Equity | 93.8% | 6.2% | .0% | 100.0% |
| | | % within Builds Strong Brands | 100.0% | 27.8% | .0% | 63.8% |
| | | % of Total | 59.8% | 3.9% | .0% | 63.8% |
| | Uncertain | Count | 0 | 10 | 0 | 10 |
| | | % within Creates Brand Equity | .0% | 100.0% | .0% | 100.0% |
| | | % within Builds Strong Brands | .0% | 55.6% | .0% | 7.9% |
| | | % of Total | .0% | 7.9% | .0% | 7.9% |
| | Disagree | Count | 0 | 3 | 33 | 36 |
| | | % within Creates Brand Equity | .0% | 8.3% | 91.7% | 100.0% |
| | | % within Builds Strong Brands | .0% | 16.7% | 100.0% | 28.3% |
| | | % of Total | .0% | 2.4% | 26.0% | 28.3% |
| Total | Count | 76 | 18 | 33 | 127 | |
| | % within Creates Brand Equity | 59.8% | 14.2% | 26.0% | 100.0% | |
| | % within Builds Strong Brands | 100.0% | 100.0% | 100.0% | 100.0% | |
| | % of Total | 59.8% | 14.2% | 26.0% | 100.0% | |

Source: Primary Data

With regard the creation of brand equity as a benefit of the adoption and use of technology in the clothing and textile sector, the results clearly show that a cumulative 63.8% of the respondents were in agreement, 7.9% were uncertain while 28.3% were in disagreement with the statement. A total of 59.8% of the respondents were in agreement regarding the building of strong brands, 14.2% were uncertain and 26% were in disagreement. The results also show that an overwhelming majority (93.8%) of the respondents agreed that technology builds strong brands. Considering that these study participants were in the majority, it can be deduced from these descriptive statistics that the general feeling among the study participants is that the use and adoption of technology in the clothing and textile sector is indeed beneficial to the sector in the context of creating brand equity and strong brands.

In order to statistically confirm the existence of a relationship as suggested by the descriptive statistics shown above, a Chi-square test of independence was conducted at a 95% confidence level. The 3X3 contingency table gave 4 degrees of freedom. The Chi-square test was carried out under the following null hypothesis (Ho) and alternative hypothesis (H1):

Ho: There is no relationship between the creation of brand equity and the building of strong brands.

H1: There is a relationship between the creation of brand equity and the building of strong brands.

In deciding whether to accept or reject the null hypothesis, the calculated Asymp. Sig (2 sided) was compared with 0.05 since the test was conducted at 95% confidence level. In this connection, a p-value above 0.05 would lead to the acceptance of the null hypothesis while p-values below 0.05 would result in the rejection of the null hypothesis. The results of the Chi-square test are shown in Table 5.27 below.

Table 5.27: Chi- Square Table- Brand Equity Vs Brand Strength

| Chi-Square Tests | | | |
|------------------------------|----------------------|----|-----------------------|
| | Value | df | Asymp. Sig. (2-sided) |
| Pearson Chi-Square | 183.074 ^a | 4 | .000 |
| Likelihood Ratio | 179.142 | 4 | .000 |
| Linear-by-Linear Association | 116.071 | 1 | .000 |
| N of Valid Cases | 127 | | |

a. 2 cells (22.2%) have expected count less than 5. The minimum expected count is 1.42.

Source: Primary Data

The results show that $p < 0.001$, which meant that the alternative hypothesis was accepted leading to the inference that there is a relationship between the creation of brand equity and the building of strong brands. The implication is that the clothing and textile sector in Zimbabwe can achieve competitiveness from the inclusion of information technology in their marketing strategies, given the associated benefits including but not limited to the creation of brand equity and strong brands.

5.3.8 Role of Policy in Mitigating the Effects of Globalization

The literature has shown that there are various ways through which the government can mitigate the debilitating effects of globalization through the creation of a policy framework that enables the clothing and textile companies to formulate sound marketing strategies for the purposes of creating country level competitive advantages against rival companies in the region and beyond. In this study, participants were asked to rate 18 government policy intervention strategies on a 5-point Likert scale described by “strongly disagree” (=1) and “strongly agree” (=5) in the input to SPSS. To reduce the items into key government policy intervention clusters, factor analysis that employed the principal component analysis extraction method and varimax rotation with Kaiser Normalization was conducted on all the 18 items regarding government policy intervention in the clothing and textile sector in Zimbabwe.

Table 5.28 shows the descriptive statistics presented in ascending means aimed at establishing the relative importance and impact of the different policy interventions in the clothing sector. More specifically, the mean scores and the associated standard deviations are shown to indicate the relative agreement or disagreement among the respondents on the 18 government policy intervention measures. In line with the dictates of the Likert scale description clarified above, a higher calculated mean value would suggest stronger agreement among the respondents on the respective item in terms of its capacity to create favourable policy framework while a lower mean value would suggest stronger disagreement over the feasibility of resuscitating the Zimbabwean clothing industry using the given policy intervention in the face of globalization.

Table 5.28: Descriptive Statistics-Role of Government Policy

| Descriptive Statistics | | | | | |
|--|-----|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Protect the clothing sector through appropriate legislation | 127 | 1.00 | 5.00 | 1.4252 | .69602 |
| Enact stringent regulations to prevent the entry of cheap commodities | 127 | 1.00 | 3.00 | 1.4961 | .61559 |
| Regulate for the benefit of local industries | 127 | 1.00 | 4.00 | 1.6142 | .81696 |
| Set standards which promote the production and selling of quality products | 127 | 1.00 | 4.00 | 1.6378 | .68625 |
| Increase tariffs for all imported clothing and textile products | 127 | 1.00 | 5.00 | 1.7402 | .81856 |
| Offer tax holidays to the clothing and textile sector | 127 | 1.00 | 5.00 | 1.9134 | 1.20859 |
| Encourage and support international marketing for the generation of foreign currency | 127 | 1.00 | 5.00 | 1.9843 | 1.25347 |
| Encourage the consumption of local products | 127 | 1.00 | 5.00 | 2.5118 | 1.36199 |
| Apply policy consistently | 127 | 1.00 | 5.00 | 2.8189 | .92081 |
| Formulate policies in line with regional policies | 127 | 1.00 | 5.00 | 2.9134 | 1.03911 |
| Create a conducive environment for business | 127 | 1.00 | 5.00 | 2.9370 | 1.04462 |
| Formulate policies which are friendly to the industry | 127 | 1.00 | 5.00 | 3.0000 | 1.16837 |
| Promote the integration of companies with other large international companies | 127 | 1.00 | 5.00 | 3.0315 | .94228 |
| Promote the creation of a level playing field in the face of globalisation | 127 | 1.00 | 5.00 | 3.0394 | 1.01106 |
| Offer strategic direction to companies | 127 | 1.00 | 5.00 | 3.2835 | 1.56295 |
| Provide funding to capacitate the sector | 127 | 1.00 | 5.00 | 3.8346 | 1.36721 |
| Capacitate the industry through availing affordable loans | 127 | 1.00 | 5.00 | 3.8740 | 1.29708 |
| Capacitate the entire value chain in the clothing and textile sector through concessionary lending | 127 | 1.00 | 5.00 | 3.9449 | 1.26809 |
| Valid N (listwise) | 127 | | | | |

Source: Primary Data

In an effort to motivate the development of a government policy intervention framework for the clothing and textile sector, the researcher grouped the ways through which government could assist on the basis of the magnitude of the calculated means. The results in Table 5.28 clearly show that there is generally strong agreement in capacitating the entire value chain in the clothing and textile sector through concessionary lending (mean = 3.94449, standard deviation = 1.268), capacitating the industry through availing affordable loans (mean = 3.874, standard deviation = 1.297), providing funding to capacitate the sector (mean = 3.8346, standard deviation = 1.3672) and offering strategic direction to companies (mean = 3.2835, standard deviation = 1.5629) as the ways through which the government could provide support to the ailing clothing sector and in the process assist in the alleviation of the negative impact of the globalized clothing and textile markets. These items had means well above 3, suggesting that the general feeling among the study participants was that such policy interventions could be able to address the challenges that the clothing and textile sector faced in Zimbabwe in the period under study. Generally, the availability of affordable funding to the clothing and textile sector could help to provide capacity to fund both working capital and capital expenditure necessary for the local companies to create a competitive edge. More specifically, the availability of funding of a long term nature in the sector could in a way ensure that the companies retool and replenish all outdated machinery and equipment that increase the cost of production in favour of more advanced and cost effective technologies.

In contrast, other remaining factors recorded low mean scores indicating their little impact in addressing the impact of globalization on the clothing and textile sector through the specific policy intervention measures. These results are in line with secondary evidence. At the time of conducting this study, most of the clothing sector companies were facing serious business viability challenges that saw a significant proportion of them registering operational losses. Under such circumstances, one could argue that the provision of incentives such as tax holidays and encouraging international marketing were not “low hanging fruits” or quick wins in view of the fact that no revenue was being generated by the companies.

5.3.8.1 Correlation Matrix

To increase objectivity in establishing the relationships within the 18 items that measured the role of government intervention in facilitating survival of the clothing and textile firms hit hard by the adverse effects of globalization, correlation analysis was conducted. Generally, correlation coefficients close to 1 show strong positive relationships, correlation coefficients close to -1 show strong negative correlation while values close to 0 suggests the non-existence of any correlation. An analysis of the correlation coefficients confirmed the categorization of the items. Some items exhibited high positive relationships between each other, while other items had high negative relationships. What this means is that the ways

through which the government could help in the resuscitation of the clothing and textile sector can be categorized based on how the respondents rated the different ways. More specifically, the results show that data reduction methods could be employed on the data to come up with broader perspectives of how government policy could be used as an enabling framework for the development of effective marketing strategies to withstand the adverse effects of globalization.

As a follow-up to the above descriptive statistics, a factor analysis was conducted. However, this test was conducted only after the assumptions of normality, homoscedasticity, and linearity were checked (Hair et al, 2010). Therefore, this study used the Kaiser Meyer Olkin (KMO) measure of sampling adequacy, which indicates the inter-correlation among the variables and the validity of the variables to enter factor analysis. Table 5.29 shows the KMO measure of sampling adequacy that was used to determine whether factor analysis was an appropriate method (goodness of fit) to adopt in reducing the items into broad government policy interventions. A Kaiser-Meyer-Olkin value of 0.5 is generally considered the minimum, values between 0.7- 0.8 are deemed acceptable and those above 0.8 are considered superior.

Table 5.29: KMO and Bartlett's Test- Effect of National policy

| | | | |
|--|------|-----------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | | .882 |
| Bartlett's | Test | of Approx. Chi-Square | 2936.083 |
| Sphericity | | df | 153 |
| | | Sig. | .000 |

Source: Primary Data

The results above show that the KMO measure of sampling adequacy was 0.882, which was way ahead of the minimum of 0.5. As a result, this was considered highly satisfactory, implying that undertaking data reduction using the factor analysis model was highly appropriate. The Principal Component Analysis extraction method was used to extract the principal components. To do so, a condition was set in SPSS such that only principal components with eigenvalues above one (1) could be extracted. The varimax method of rotation was set to establish the principal components. The results were as shown in Table 5.30.

Table 5.30: Total Variance Explained –Effect of national policy

| Total Variance Explained | | | | | | |
|---------------------------------|---------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| Component | Initial Eigenvalues | | | Rotation Sums of Squared Loadings | | |
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 8.486 | 47.147 | 47.147 | 5.753 | 31.963 | 31.963 |
| 2 | 3.165 | 17.583 | 64.729 | 4.762 | 26.454 | 58.417 |
| 3 | 1.656 | 9.201 | 73.930 | 2.792 | 15.513 | 73.930 |
| 4 | .990 | 5.498 | 79.428 | | | |
| 5 | .844 | 4.686 | 84.114 | | | |
| 6 | .722 | 4.013 | 88.127 | | | |
| 7 | .529 | 2.941 | 91.069 | | | |
| 8 | .493 | 2.739 | 93.808 | | | |
| 9 | .280 | 1.558 | 95.366 | | | |
| 10 | .253 | 1.407 | 96.773 | | | |
| 11 | .158 | .876 | 97.649 | | | |
| 12 | .136 | .756 | 98.405 | | | |
| 13 | .115 | .637 | 99.043 | | | |
| 14 | .074 | .413 | 99.455 | | | |
| 15 | .047 | .263 | 99.718 | | | |
| 16 | .021 | .114 | 99.833 | | | |
| 17 | .016 | .091 | 99.924 | | | |
| 18 | .014 | .076 | 100.000 | | | |

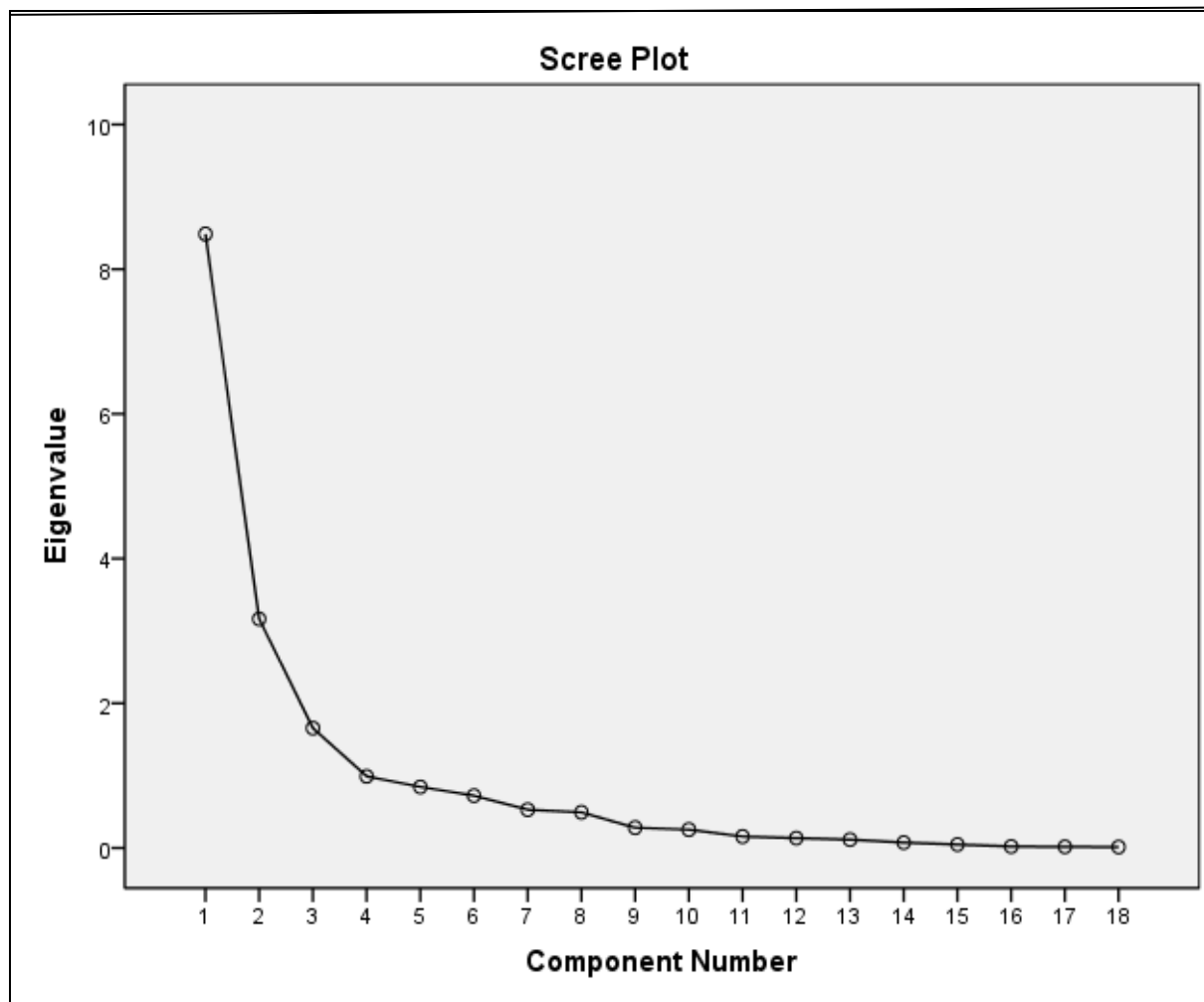
Extraction Method: Principal Component Analysis.

Source: Primary Data

The results in Table 5.30 above show that 3 principal components were extracted. Before rotation, principal component 1, principal component 2 and principal component 3 had initial eigenvalues of 8.486, 3.165 and 1.656 respectively and initially accounted for 47.1%, 17.6% and 9.2% of the variation in the performance of clothing and textile firms in Zimbabwe at the time of conducting this study. The rotated sums of squared loadings show that principal component 1, principal component 2 and principal component 3 had eigenvalues of 5.753, 4.762 and 2.792 and accounted for 31.96%, 26.45% and 15.51% of the variation in the performance of clothing and textile companies in Zimbabwe respectively. The cumulative percentage variation that these 3 extracted factors represented was 73.93%. The implications to the role of government policy in mitigating the effects of globalization in the clothing and textile sector was that the government could formulate its intervention policies guided by the 3 broad categories. The crafting of these policy frameworks would be expected to prove a conducive and supportive operating environment in which the marketing strategies of the clothing and textile sector companies could thrive. To confirm the extraction of the 3 principal components from the 18 items initially used, the scree plot

shown in Figure 5.6 shows that the graph starts to flatten after the first three components in line with the extraction cutoff point of eigenvalues of at least 1 as was initially conditioned in SPSS. All the other principal components after the 3rd were statistically insignificant and were therefore discarded from the subsequent analysis.

Figure 5.6: Scree Plot- Effect of National Policy



Source: Primary Data

To decide on what these 3 extracted components represented so as to clarify tangible government policy dimensions to resuscitate the ailing clothing sector, the factor loadings of each item on the extracted components illustrated in Table 5.31 were used. Generally, the higher the absolute value of the loading, the more the item contributes to the principal component. It was therefore set in SPSS that factor loading

less than 0.7 be suppressed so that the 18 items could be easily associated with the extracted components where they had the greatest association.

Table 5.31: Rotated Component Matrix^a- Effect of national policy

| | Component | | |
|--|-----------|------|------|
| | 1 | 2 | 3 |
| Offer tax holidays to the clothing and textile sector | -.892 | | |
| Provide funding to capacitate the sector | .913 | | |
| Enact stringent regulations to prevent the entry of cheap commodities | | | .885 |
| Increase tariffs for all imported clothing and textile products | | | .728 |
| Encourage the consumption of local products | | .875 | |
| Capacitate the industry through availing affordable loans | .922 | | |
| Formulate policies which are friendly to the industry | | .902 | |
| Apply policy consistently | | | |
| Create a conducive environment for business | | .870 | |
| Encourage and support international marketing for the generation of foreign currency | -.885 | | |
| Set standards which promote the production and selling of quality products | | | .727 |
| Regulate for the benefit of local industries | | | |
| Offer strategic direction to companies | .927 | | |
| Promote the integration of companies with other large international companies | | | |
| Capacitate the entire value chain in the clothing and textile sector through concessionary lending | .921 | | |
| Formulate policies in line with regional policies | | .860 | |
| Promote the creation of a level playing field in the face of globalization | | .918 | |
| Protect the clothing sector through appropriate legislation | | | |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Source: Primary Data

The results show that 3 items namely, applying policy consistently, regulating for the benefit of the local clothing industry and protecting the clothing sector through appropriate legislation had factor loading less

than 0.7. These items were consequently discarded from the subsequent analysis to determine the latent policy dimensions represented by the extracted principal components.

The results also show that offering tax holidays to the clothing and textile sector, providing funding to capacitate the clothing sector, capacitating the industry through availing affordable loans, encouraging and supporting international marketing for the generation of foreign currency, offering strategic direction to companies and capacitating the entire value chain in the clothing and textile sector, were the items that loaded heavily on principal component 1. Considering that these factors were inclined towards the need for financial support, principal component 1 was referred to as the provision of financial assistance.

Items that loaded highly on principal component 2 were encouraging the consumption of local products, formulating policies which are friendly to the industry, creating a conducive environment for business, formulating policies in line with regional policies and promoting the creation of a level playing field in the face of globalization. Accordingly, principal component 2 was referred to as the ‘facilitation of a favourable operating environment’. This was due to the general theme generated by the measurements under this component which suggested the creation of a favourable operating environment.

Concerning principal component 3, Table 5.31 illustrates that enacting stringent regulations to prevent the entry of cheap commodities, increasing tariffs for all imported clothing and textile products and setting standards which promote the production and selling of quality products all had higher factor loadings on it. Consequently, principal component 3 was referred to as the adoption of protectionism to improve the performance of the clothing sector in Zimbabwe.

The role that government could play in the resuscitation of the clothing and textile industry in Zimbabwe is summarized in Table 5.32. The table illustrates the rotation sums of the squared loadings that ranks the 3 broad policy intervention dimensions that the government could adopt.

Table 5.32: Total Variance Explained- Effect of national policy

| Component | Rotation Sums of Squared Loadings | | |
|---|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % |
| Providing financial assistance | 5.753 | 31.963 | 31.963 |
| Creating a favourable operating environment | 4.762 | 26.454 | 58.417 |
| Adopting Protectionism | 2.792 | 15.513 | 73.930 |

Extraction Method: Principal Component Analysis.

Source: Primary Data

The results above show that the major policy intervention is the provision of financial assistance which accounted for 31.96% of the variation in the business performance of the clothing and textile sector. The second policy intervention is the creation of a favourable operating environment accounting for 26.25% of the variation in the business performance of the industry followed by the adoption of protectionist measures which accounted for 15.51% of the variation in the business performance of the sector. What this implies is that while protectionism is desirable in safeguarding the local industry from unfair trading practices such as the dumping of cheap and substandard products, this study infers that it cannot be the main pillar of policy intervention when addressing industry viability arising from the adverse effect of globalization.

While the above provided insightful information, further analysis was need in order to explain the nature of relationships between the predictor variable and measured variable in line with the research model and the five hypotheses formulated. A Structural Equation Modelling was done as detailed below.

5.4. STRUCTURAL EQUATION MODELLING (SEM)

The statistical analysis was meant to analyze the hypotheses of relationships as explained in the research model. The statistical software used was STATA version12.

5.4.1 Confirmatory Factor Analysis (CFA)

Structural equation modeling (SEM) is a statistical analysis technique which is used to represent, estimate, and to test a theory derived network of relationships between variables (measured variables and latent constructs). However, there is need to confirm each construct's relationship with its measurements through confirmatory factor analysis (CFA). For example, using the research model (Figure 3.4), there is

need to confirm whether relationships hypothesized from theory and theoretical analysis of the literature fits closely the sample data by checking the difference between sample and model predicted covariance matrix. Structural equation modeling is generally done in two stages; confirming hypothesized construct measurements and fitting the final model. At each stage goodness of fit is checked and possibly modify the models accordingly. This was followed at each stage in presentation of the results below.

Model Modification

There was need to check for further model modification since the research prefers the best fitting model. Modification Indices (MI) show some important information about omitted paths in the fitted model. The MI test variables in the “covariance” column identify potential suggested paths. The numbers in the MI column represent the decreases in the Chi-Squared value that will result if the suggested paths are added. Finally suggested covariance were added and the accepted models exhibited perfect fits.

Decision Criteria for goodness of fit

In this case the decision criteria for accepting a model as fit was when the results showed a small Root Mean Square Residual (RMR), Comparative fit index (CFI) > 0, 9 and Tucker-Lewis index (TLI) > 0.9, among some of the numerous determinants of goodness of fit suggested by the literature. A model which perfectly fits the sample data is said to have a good fit. CFI ranges from 0 to 1 with a larger value indicating better model fit. Acceptable model fit is indicated by a CFI value of 0.90 or greater (Hu & Bentler, 1999). The RMR is the square root of the difference between the residuals of the sample covariance matrix and the hypothesised covariance model. Values for the SRMR range from zero to 1.0 with well-fitting models obtaining values less than 0.05 (Kline, 2005). In a well-fitting model the lower limit is close to 0 while the upper limit should be less than 0.08. The above criteria was followed in making the final decision on the goodness of fit of each generated model.

Analysis of Results

Single Factor Confirmatory Analysis

Each of the five predictor constructs were analysed to confirm their relationships with their measurements. Firstly, this single factor analysis was done by analysing the outcome construct's relationship with its measurements before the five predictor constructs were analysed.

5.4.1.1. OUTCOME CONSTRUCT PATH ANALYSIS

In the research model, all latent variables have been hypothesized to have an effect the measured variable (outcome construct) namely, sustainability of a company through marketing strategies. The

measurements network of the measured variable were analyzed and confirmed as shown in Table 5.33 below.

Table 5.33: Factor loadings for Company sustainability construct (Outcome construct)

Structural equation model
Estimation method = ml
Log likelihood = -64.945342

(1) [MarketingStrategy1]Sustainability = 1

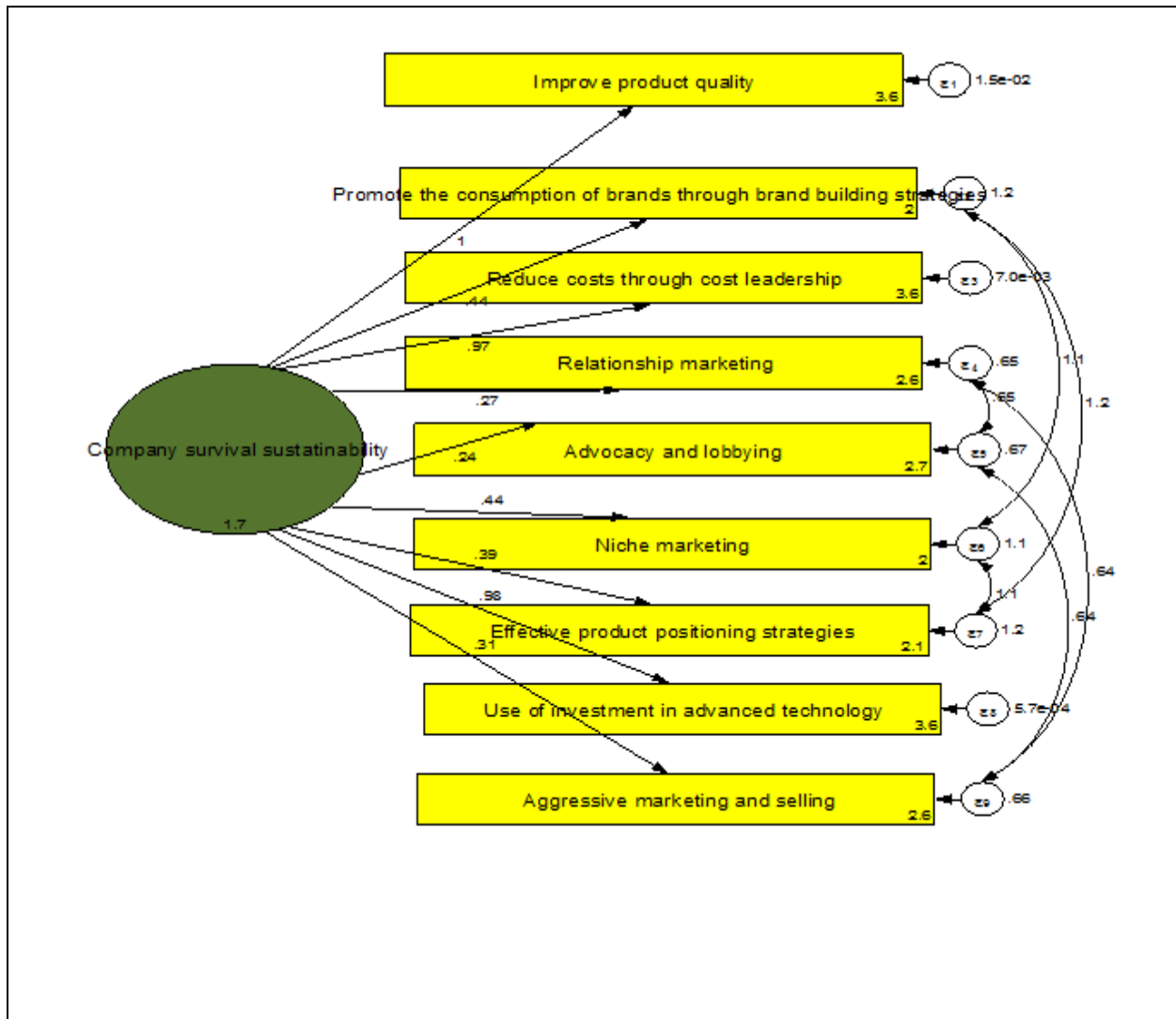
| | | OIM | | | | | |
|------------------------|----------------|----------|---------------|--------|-------|----------------------|----------|
| | | Coef. | Std. Err. | z | P> z | [95% Conf. Interval] | |
| Measurement | | | | | | | |
| MarketingStrategy1 <- | | | | | | | |
| | Sustainability | 1 | (constrained) | | | | |
| | _cons | 3.606299 | .1147325 | 31.43 | 0.000 | 3.381428 | 3.831171 |
| MarketingStrategy2 <- | | | | | | | |
| | Sustainability | .4420452 | .0741978 | 5.96 | 0.000 | .2966202 | .5874701 |
| | _cons | 2.031496 | .1079269 | 18.82 | 0.000 | 1.819963 | 2.243029 |
| MarketingStrategy3 <- | | | | | | | |
| | Sustainability | .9716781 | .009921 | 97.94 | 0.000 | .9522332 | .9911229 |
| | _cons | 3.629921 | .1112457 | 32.63 | 0.000 | 3.411884 | 3.847959 |
| MarketingStrategy6 <- | | | | | | | |
| | Sustainability | .2716591 | .055467 | 4.90 | 0.000 | .1629457 | .3803726 |
| | _cons | 2.629921 | .077792 | 33.81 | 0.000 | 2.477452 | 2.782391 |
| MarketingStrategy8 <- | | | | | | | |
| | Sustainability | .2383265 | .0563691 | 4.23 | 0.000 | .1278452 | .3488079 |
| | _cons | 2.653543 | .0774524 | 34.26 | 0.000 | 2.501739 | 2.805347 |
| MarketingStrategy9 <- | | | | | | | |
| | Sustainability | .4360357 | .0739308 | 5.90 | 0.000 | .291134 | .5809374 |
| | _cons | 2.047244 | .1073054 | 19.08 | 0.000 | 1.836929 | 2.257559 |
| MarketingStrategy11 <- | | | | | | | |
| | Sustainability | .3913899 | .0753065 | 5.20 | 0.000 | .2437919 | .538988 |
| | _cons | 2.062992 | .106662 | 19.34 | 0.000 | 1.853938 | 2.272046 |
| MarketingStrategy12 <- | | | | | | | |
| | Sustainability | .9839926 | .0083541 | 117.79 | 0.000 | .9676189 | 1.000366 |
| | _cons | 3.622047 | .1124244 | 32.22 | 0.000 | 3.4017 | 3.842395 |
| MarketingStrategy14 <- | | | | | | | |
| | Sustainability | .3096503 | .0561715 | 5.51 | 0.000 | .1995563 | .4197444 |
| | _cons | 2.606299 | .080421 | 32.41 | 0.000 | 2.448677 | 2.763922 |

Source: Primary Data

The Confirmatory Factor Analysis above shows significant loadings for the outcome construct with $p < 0.001$ recorded for all the measurement items. This confirms the suitability of the measurements' validity in explaining their relationship with the construct. A structural equation model confirming the relation was produced as shown on Figure 5.7 below. The model below confirms the relationships of

measurements or loadings in relationship with the predicted outcome. In order to obtain a perfect fit between the construct and its measurements, the model was modified as explained earlier. Modification Indices (MI) were handy in providing some important information about the omitted paths in the fitted model. The MI variables in the “covariance” column identify potential suggested paths. These new paths were fitted into the model until a perfect fit was obtained. Figure 5.7 below shows the modified model.

Figure 5.7: Confirmatory Structural Equation Model for outcome variable



Source: Primary Data

Testing the outcome variable for Goodness of fit

Even though the model above showed significant loadings ($p < 0.001$), further diagnostics, checking for other parameters in order to evaluate any model discrepancies (for example over dispersion and multicollinearity) was done. The results in Table 5.34 shows that the model has a good fit at equation level since the fitted and predicted variances are correlated with small residuals. Furthermore Table 5.34 below shows a high $R^2 = 0.9998$ showing that almost 100% of the model variances are explained by data. The represented theoretical model variances fit well with the sample data and the model predicted variances. A model which perfectly fits the sample data is said to have a good fit, characterized by small chi-square value, small Root Mean Square Error (RMSE), high Coefficient of Determination (CD) or R^2 , Comparative fit index (CFI) > 0.9 , Tucker-Lewis index (TLI) > 0.9 .

Table 5.34: Outcome variable's goodness of fit

| <pre>. . estat gof, stats(all)</pre> | | |
|--------------------------------------|----------|--|
| Fit statistic | Value | Description |
| Likelihood ratio | | |
| chi2_ms(21) | 49.561 | model vs. saturated |
| p > chi2 | 0.000 | |
| chi2_bs(36) | 3397.919 | baseline vs. saturated |
| p > chi2 | 0.000 | |
| Population error | | |
| RMSEA | 0.103 | Root mean squared error of approximation |
| 90% CI, lower bound | 0.066 | |
| upper bound | 0.141 | |
| pclose | 0.012 | Probability RMSEA <= 0.05 |
| Information criteria | | |
| AIC | 195.891 | Akaike's information criterion |
| BIC | 289.749 | Bayesian information criterion |
| Baseline comparison | | |
| CFI | 0.992 | Comparative fit index |
| TLI | 0.985 | Tucker-Lewis index |
| Size of residuals | | |
| SRMR | 0.114 | Standardized root mean squared residual |
| CD | 1.000 | Coefficient of determination |

Source: Primary Data

5.4.1.2. PREDICTORS (LATENT VARIABLES) PATH ANALYSIS

5.4.1.2 (a) Marketing Program Standardization path analysis

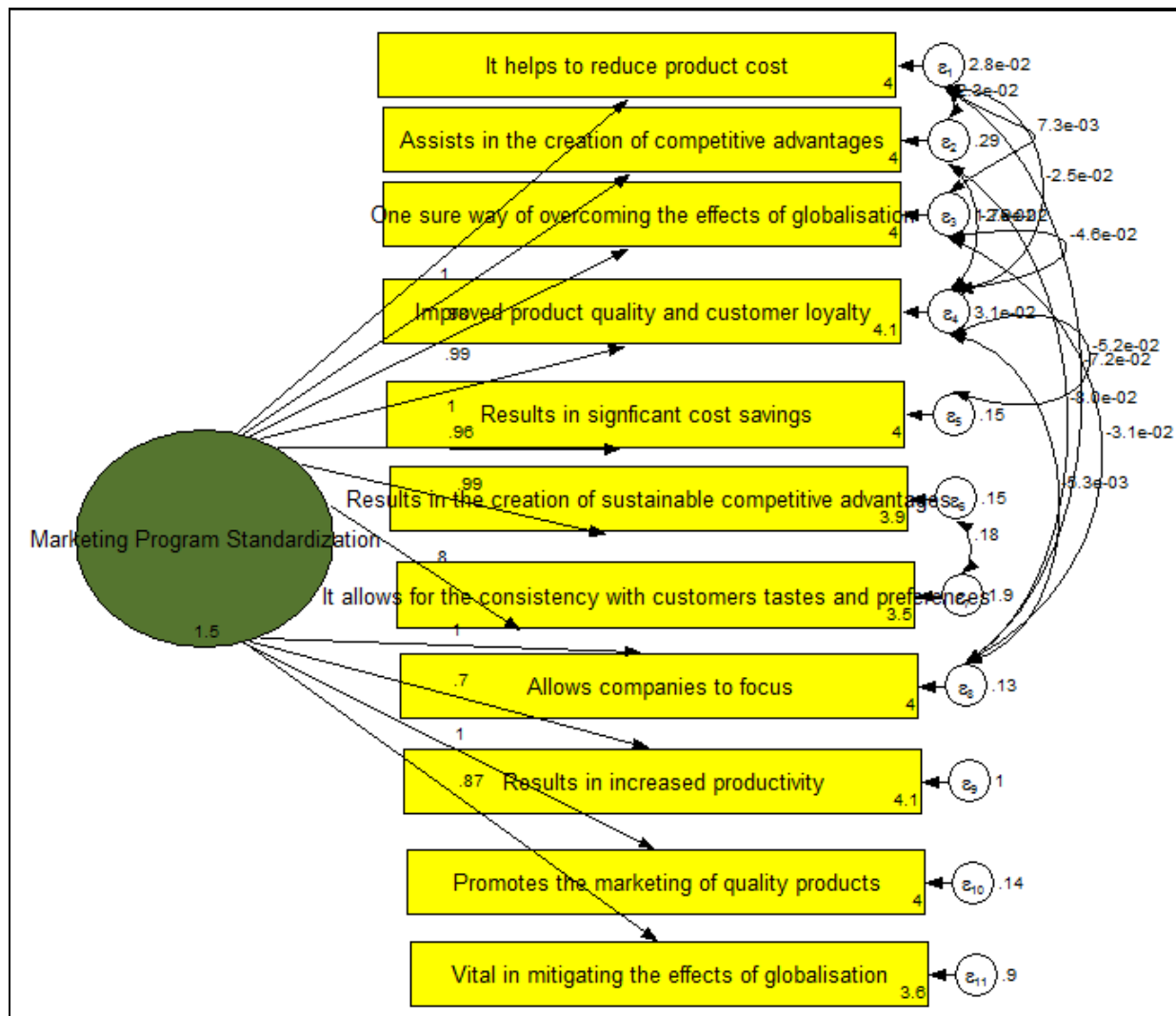
Confirmatory Factor Analysis of the five latent variables (predictor constructs) was done following the same procedure as above. The following results represent confirmatory factor analysis for the first hypothesized predictor construct (Marketing Program Standardization). Confirmatory Factor Analysis has shown significant loadings for the construct measurements, $p < 0.001$. Table 5.35 below shows details of the factor loadings.

Table 5.35: Factor loadings for marketing program standardization

| | | | | | | | |
|---|----------------------|---------------------------|----------------|----------------|----------------------|----------------------|--|
| Structural equation model | | | Number of obs | | = | 127 | |
| Estimation method | | | = ml | | | | |
| Log likelihood | | | = -970.76884 | | | | |
| (1) [BenefitOfStandardising1]Marketing_Standardization = 1 | | | | | | | |
| | OIM | | | | | | |
| | Coef. | Std. Err. | z | P> z | [95% Conf. Interval] | | |
| Measurement | | | | | | | |
| BenefitOfStandardising1 <- Marketing_Standardization _cons | 1 4.047244 | (constrained) .1090259 | 37.12 | 0.000 | 3.833557 | 4.260931 | |
| BenefitOfStandardising2 <- Marketing_Standardization _cons | .9792079 3.976378 | .0381815 .1159725 | 25.65 34.29 | 0.000 0.000 | .9043735 3.749076 | 1.054042 4.20368 | |
| BenefitOfStandardising3 <- Marketing_Standardization _cons | .9937995 4.015748 | .0128662 .107954 | 77.24 37.20 | 0.000 0.000 | .9685823 3.804162 | 1.019017 4.227334 | |
| BenefitOfStandardising4 <- Marketing_Standardization _cons | 1.037369 4.11811 | .0250012 .113123 | 41.49 36.40 | 0.000 0.000 | .9883675 3.896393 | 1.086371 4.339827 | |
| BenefitOfStandardising5 <- Marketing_Standardization _cons | .9574954 3.992126 | .0303415 .1088188 | 31.56 36.69 | 0.000 0.000 | .8980271 3.778845 | 1.016964 4.205407 | |
| BenefitOfStandardising6 <- Marketing_Standardization _cons | .9915725 3.929134 | .0312127 .1125632 | 31.77 34.91 | 0.000 0.000 | .9303967 3.708514 | 1.052748 4.149754 | |
| BenefitOfStandardising7 <- Marketing_Standardization _cons | .8009026 3.464567 | .0996191 .1488981 | 8.04 23.27 | 0.000 0.000 | .6056528 3.172732 | .9961525 3.756402 | |
| BenefitOfStandardising11 <- Marketing_Standardization _cons | .9993538 4.015748 | .0404393 .1124679 | 24.71 35.71 | 0.000 0.000 | .9200942 3.795315 | 1.078613 4.236181 | |
| BenefitOfStandardising12 <- Marketing_Standardization _cons | .6993675 4.086614 | .0747291 .1173327 | 9.36 34.83 | 0.000 0.000 | .5529011 3.856646 | .845834 4.316582 | |
| BenefitOfStandardising13 <- Marketing_Standardization _cons | .99962 4.047244 | .0302437 .1129356 | 33.05 35.84 | 0.000 0.000 | .9403435 3.825894 | 1.058897 4.268594 | |
| BenefitOfStandardising18 <- Marketing_Standardization _cons | .8661413 3.559055 | .0697845 .1258136 | 12.41 28.29 | 0.000 0.000 | .7293663 3.312465 | 1.002916 3.805645 | |

Source: Primary Data

Figure 5.8: Confirmed construct model (Marketing standardization)



Source: Primary Data

On the strength of the high factor loadings confirmed, a structural equation model confirming the relationship was produced as shown on Figure 5.8 above. The model confirms the relationships of the measurements or loadings in relationship with the predicted outcome. In order to obtain a perfect fit between the construct and its measurements, the model was modified through a critical analysis of the Modification Indices and following the recommendations for the creation of new paths in order to obtain a perfect fit. These new paths were fitted into the model until a perfect fit was obtained. Figure 5.8 above shows the modified model representing the latent variable marketing program standardization and its

measurements. However, to test the fitness of the model, a goodness of fit test was conducted as shown in Table 5.36 below.

Table 5.36: Goodness of fit (Marketing standardization)

| . estat gof, stats(all) | | |
|-------------------------|----------|--|
| Fit statistic | Value | Description |
| Likelihood ratio | | |
| chi2_ms(33) | 178.454 | model vs. saturated |
| p > chi2 | 0.000 | |
| chi2_bs(55) | 2958.473 | baseline vs. saturated |
| p > chi2 | 0.000 | |
| Population error | | |
| RMSEA | 0.186 | Root mean squared error of approximation |
| 90% CI, lower bound | 0.160 | |
| upper bound | 0.214 | |
| pclose | 0.000 | Probability RMSEA <= 0.05 |
| Information criteria | | |
| AIC | 2029.538 | Akaike's information criterion |
| BIC | 2154.682 | Bayesian information criterion |
| Baseline comparison | | |
| CFI | 0.950 | Comparative fit index |
| TLI | 0.917 | Tucker-Lewis index |
| Size of residuals | | |
| SRMR | 0.033 | Standardized root mean squared residual |
| CD | 1.012 | Coefficient of determination |

Source: Primary Data

The results in Table 5.36 above confirm a perfect fit between standardization of marketing strategies and its measurements. CFI and TLI indices of 0.950 and 0.917 respectively show a very good fit which indicates the suitability of the model in concluding the hypotheses stated.

5.4.1.2. (b). Coordination of Marketing Activities path analysis

The hypothesized construct measurements failed to produce an identified model; even after exploratory factor analysis (the themes did not fit the model at all, since it was not identifiable). This construct therefore removed from the model to be finally tested.

5.4.1.2 (c). Integration Co-alliances path analysis

Table 5.37 shows items the loadings into the Integrated Co-alliances construct $p < 0.05$. The loadings are significant.

Table 5.37: Factor loading for Effect of integrated co-alliances

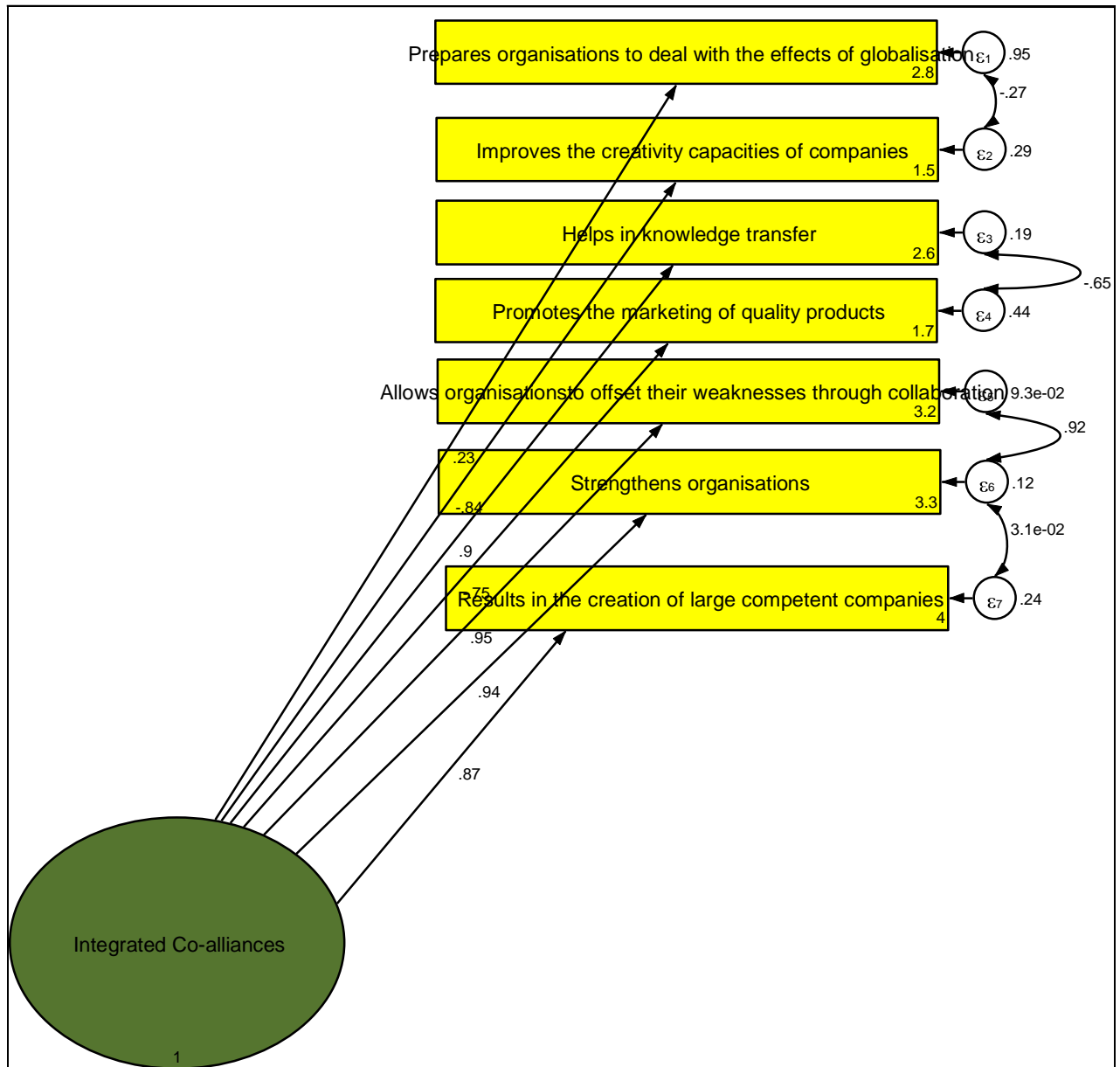
| | | | | | | | |
|---|--|--|-----------------------------|----------------------|----------------|----------------|--|
| Structural equation model | | | Number of obs | | = | 127 | |
| Estimation method | | | = ml | | | | |
| Log likelihood | | | = -889.73948 | | | | |
| (1) [BenefitsOfIntegration1]Integration_coallainces = 1 | | | | | | | |
| | | | OIM | | | | |
| | | | Coef. | Std. Err. | z | P> z | [95% Conf. Interval] |
| Measurement | | | | | | | |
| BenefitsOfIntegration1 <- Integration_coallainces _cons | | | 1 (constrained) 3.929134 | .1225826 | 32.05 | 0.000 | 3.688876 4.169391 |
| BenefitsOfIntegration2 <- Integration_coallainces _cons | | | -3.591143 2.047244 | 1.358255 .1193417 | -2.64 17.15 | 0.008 0.000 | -6.253273 1.813339 -7.9290127 2.28115 |
| BenefitsOfIntegration3 <- Integration_coallainces _cons | | | 3.985697 3.677165 | 1.562655 .1244402 | 2.55 29.55 | 0.011 0.000 | .9229494 3.433267 7.048445 3.921064 |
| BenefitsOfIntegration4 <- Integration_coallainces _cons | | | -2.781439 2.055118 | 1.108791 .1046427 | -2.51 19.64 | 0.012 0.000 | -4.954628 1.850022 -6.6082491 2.260214 |
| BenefitsOfIntegration5 <- Integration_coallainces _cons | | | 3.725083 4.015748 | 1.461537 .1096634 | 2.55 36.62 | 0.011 0.000 | .8605238 3.800812 6.589642 4.230684 |
| BenefitsOfIntegration6 <- Integration_coallainces _cons | | | 3.627223 3.984252 | 1.425468 .1085331 | 2.54 36.71 | 0.011 0.000 | .8333566 3.771531 6.421089 4.196973 |
| BenefitsOfIntegration7 <- Integration_coallainces _cons | | | 2.959803 4.299213 | 1.162395 .0953471 | 2.55 45.09 | 0.011 0.000 | .6815502 4.112336 5.238056 4.486089 |
| Variance | | | | | | | |
| e.BenefitsOfIntegration1 | | | 1.808504 | .2277841 | | | 1.412893 2.314886 |
| e.BenefitsOfIntegration2 | | | .5209669 | .0764075 | | | .3908129 .6944667 |
| e.BenefitsOfIntegration3 | | | .3802906 | .061663 | | | .2767551 .5225592 |
| e.BenefitsOfIntegration4 | | | .6181061 | .083858 | | | .4737849 .8063894 |
| e.BenefitsOfIntegration5 | | | .1416302 | .0379604 | | | .0837554 .2394965 |
| e.BenefitsOfIntegration6 | | | .1821572 | .041839 | | | .1161281 .2857297 |
| e.BenefitsOfIntegration7 | | | .2797498 | .0428874 | | | .2071453 .3778021 |
| Integration_coallainces | | | .0998599 | .0788896 | | | .0212295 .4697239 |

Source: Primary Data

The item loadings shown in Table 5.37 above are all significant with $p < 0.001$.

Figure 5.9 below, shows the best fitting path diagram for the tested construct (Integrated Co-alliances).

Figure 5.9: Confirmed construct model (Effect of integrated co-alliances)



A goodness of fit test was conducted and results are as shown in Table 5.38 below. A perfect fit was obtained with RMSEA=<0.001, CFI =1 and TLI=1; all indicative of a perfect fit between the construct and its measurements.

Table 5.38: Goodness of fit (Integrated Co-alliances)

| Fit statistic | Value | Description |
|----------------------|----------|--|
| Likelihood ratio | | |
| chi2_ms(10) | 9.788 | model vs. saturated |
| p > chi2 | 0.459 | |
| chi2_bs(21) | 1161.476 | baseline vs. saturated |
| p > chi2 | 0.000 | |
| Population error | | |
| RMSEA | 0.000 | Root mean squared error of approximation |
| 90% CI, lower bound | 0.000 | |
| upper bound | 0.095 | |
| pclose | 0.693 | Probability RMSEA <= 0.05 |
| Information criteria | | |
| AIC | 1829.479 | Akaike's information criterion |
| BIC | 1900.584 | Bayesian information criterion |
| Baseline comparison | | |
| CFI | 1.000 | Comparative fit index |
| TLI | 1.000 | Tucker-Lewis index |
| Size of residuals | | |
| SRMR | 0.017 | Standardized root mean squared residual |
| CD | 0.952 | Coefficient of determination |

5.4.1.2. (d). Role of Technology

A confirmatory factor analysis was done with respect to Hypothesis 4 (H4). Results are as shown in Table 5.39 below:

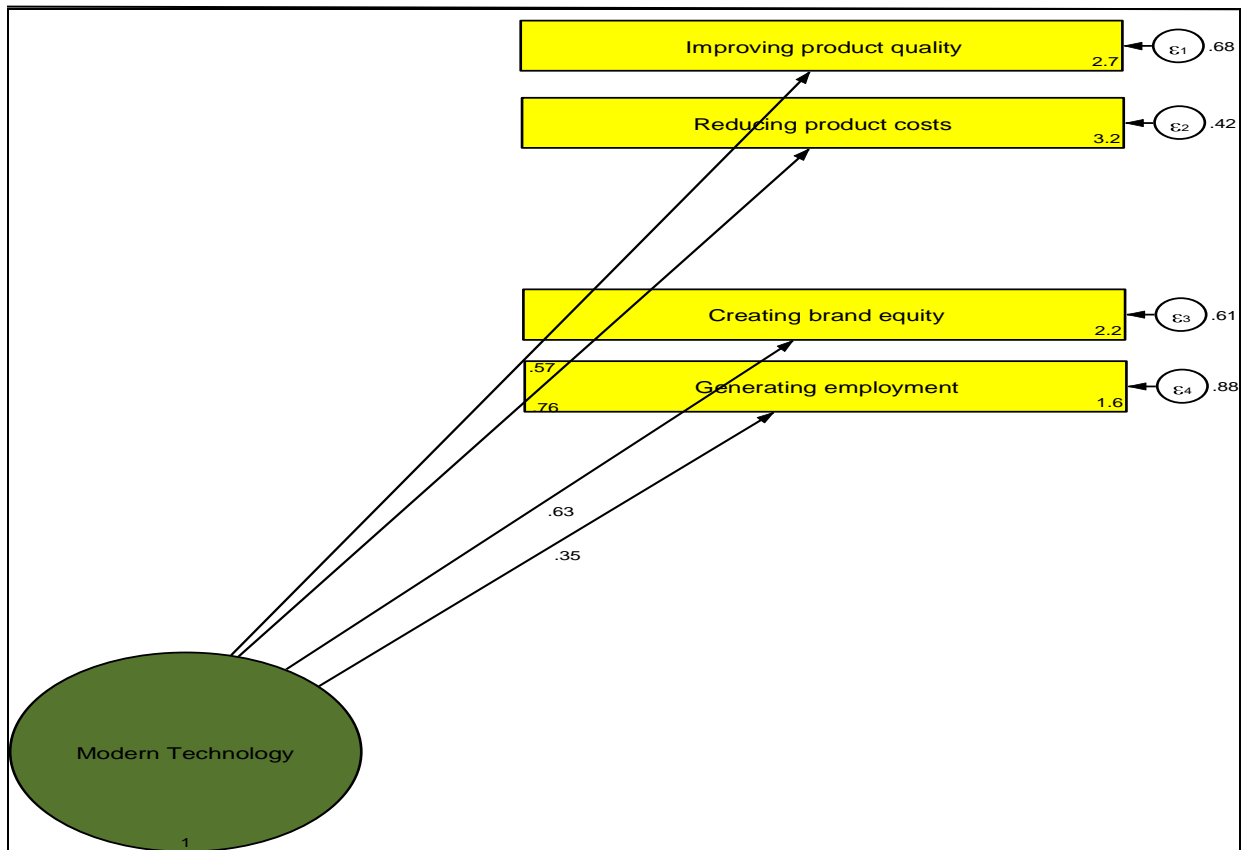
Table 5.39: Factor loading of the Role technology construct

| | | | | | | | |
|--|--|--|-----------------|-----------|----------|-------|----------------------|
| Structural equation model | | | Number of obs | | = | 127 | |
| Estimation method | | | = ml | | | | |
| Log likelihood | | | = | | -814.947 | | |
| (1) [Technology1]Modern_technology = 1 | | | | | | | |
| | | | OIM | | | | |
| | | | Coef. | Std. Err. | z | P> z | [95% Conf. Interval] |
| Measurement | | | | | | | |
| Technology1 <- | | | | | | | |
| Modern_technology | | | 1 (constrained) | | | | |
| _cons | | | 3.740157 | .1225985 | 30.51 | 0.000 | 3.499869 3.980446 |
| Technology2 <- | | | | | | | |
| Modern_technology | | | 1.170225 | .2845399 | 4.11 | 0.000 | .6125368 1.727913 |
| _cons | | | 3.858268 | .107228 | 35.98 | 0.000 | 3.648105 4.068431 |
| Technology5 <- | | | | | | | |
| Modern_technology | | | 1.064776 | .2249729 | 4.73 | 0.000 | .623837 1.505715 |
| _cons | | | 2.952756 | .1182982 | 24.96 | 0.000 | 2.720896 3.184616 |
| Technology6 <- | | | | | | | |
| Modern_technology | | | .5698959 | .1981507 | 2.88 | 0.004 | .1815277 .9582641 |
| _cons | | | 2.015748 | .1124548 | 17.92 | 0.000 | 1.795341 2.236155 |
| Variance | | | | | | | |
| e.Technology1 | | | 1.293804 | .2118112 | | | .9386779 1.783283 |
| e.Technology2 | | | .6179528 | .1925954 | | | .3354779 1.138274 |
| e.Technology5 | | | 1.079977 | .2022011 | | | .7482495 1.558772 |
| e.Technology6 | | | 1.406292 | .1877732 | | | 1.082481 1.826969 |
| Modern_technology | | | .6150562 | .2225391 | | | .3026453 1.249959 |
| LR test of model vs. saturated: chi2(2) = 3.23, Prob > chi2 = 0.1986 | | | | | | | |
| . | | | | | | | |
| . estat gof, stats(all) | | | | | | | |

Source: Primary Data

All items show significant loading, $p < 0.05$. Figure 5.10 below shows the confirmed path analysis of the best fit.

Figure 5.10: Confirmed Path analysis of the Role of Technology Construct



Source: Primary Data

Figure 5.10 above shows that only four measurements confirm their effect on the hypothesized construct. A further analysis was therefore necessary in order to confirm the goodness of fit of the model.

Table 5.40: Goodness of fit (Effect of technology)

| LR test of model vs. saturated: chi2(2) = 3.23, Prob > chi2 = 0.1986 | | |
|--|----------|--|
| . estat gof, stats(all) | | |
| Fit statistic | Value | Description |
| Likelihood ratio | | |
| chi2_ms(2) | 3.233 | model vs. saturated |
| p > chi2 | 0.199 | |
| chi2_bs(6) | 78.375 | baseline vs. saturated |
| p > chi2 | 0.000 | |
| Population error | | |
| RMSEA | 0.070 | Root mean squared error of approximation |
| 90% CI, lower bound | 0.000 | |
| upper bound | 0.203 | |
| pclose | 0.297 | Probability RMSEA <= 0.05 |
| Information criteria | | |
| AIC | 1653.894 | Akaike's information criterion |
| BIC | 1688.024 | Bayesian information criterion |
| Baseline comparison | | |
| CFI | 0.983 | Comparative fit index |
| TLI | 0.949 | Tucker-Lewis index |
| Size of residuals | | |
| SRMR | 0.029 | Standardized root mean squared residual |
| CD | 0.724 | Coefficient of determination |

Source: Primary Data

The results above show a good fit of the hypothesized construct and its measurements. This is reflected by high CFI and TLI indices of 0.983 and 0.949 respectively. The construct was thus suitable for further analysis in the final structural equation.

National Policy Construct path analysis

A structural path analysis for national policy was conducted and the results indicate a strong relationship between the construct and its measurements.

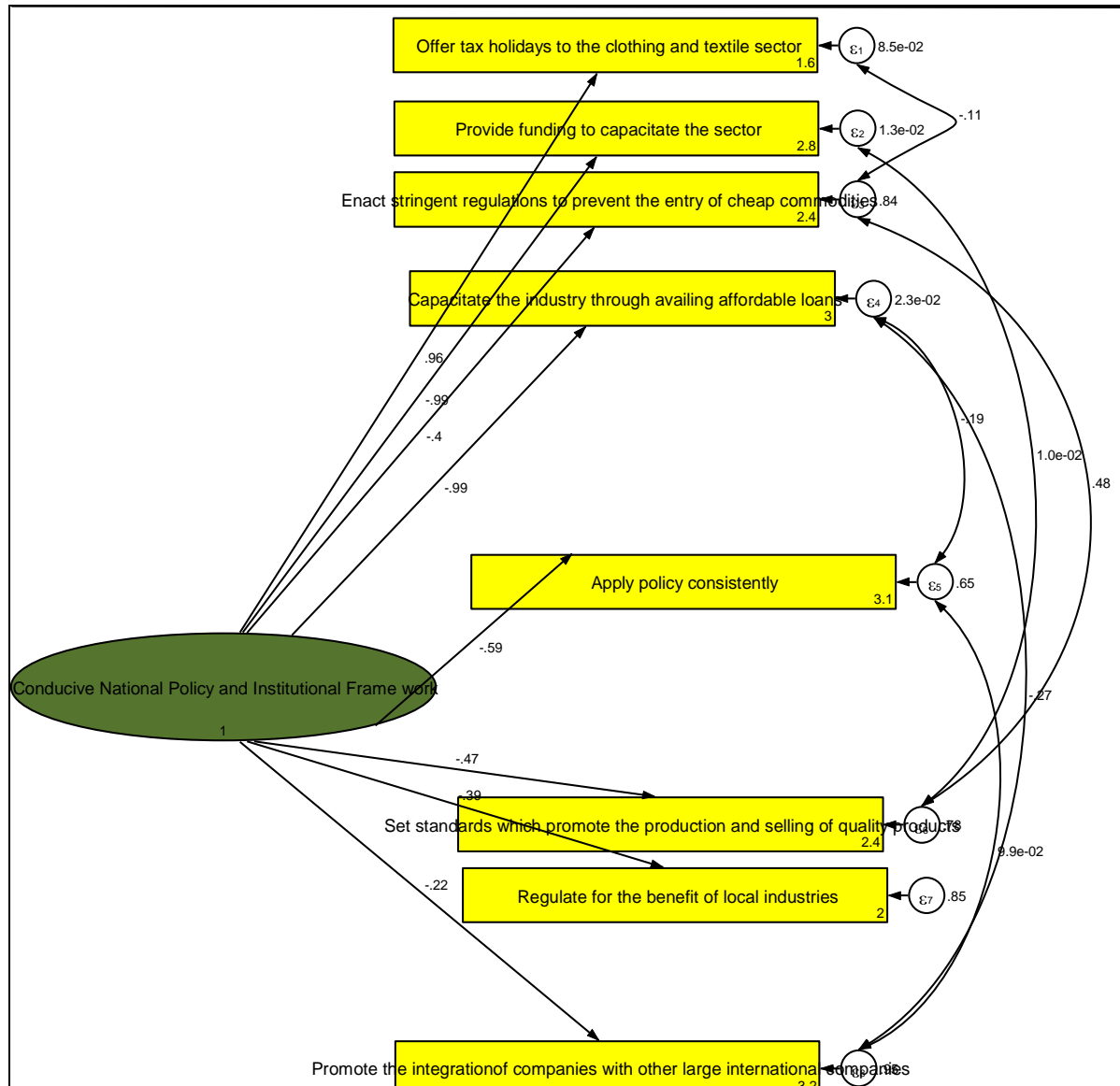
Table 5.41: National Policy Item loadings

| | | | | | | | |
|--|-----------|---------------|---------------|-------|----------------------|-----------|-----|
| Structural equation model | | | Number of obs | | = | | 127 |
| Estimation method = ml | | | | | | | |
| Log likelihood = -1093.5077 | | | | | | | |
| (1) [Role1]National_Policy = 1 | | | | | | | |
| | | OIM | | | | | |
| | Coef. | Std. Err. | z | P> z | [95% Conf. Interval] | | |
| Measurement | | | | | | | |
| Role1 <- | | | | | | | |
| National_Policy | 1 | (constrained) | | | | | |
| _cons | 1.913386 | .1068221 | 17.91 | 0.000 | 1.704018 | 2.122753 | |
| Role2 <- | | | | | | | |
| National_Policy | -1.176326 | .0344586 | -34.14 | 0.000 | -1.243863 | -1.108788 | |
| _cons | 3.834646 | .1208418 | 31.73 | 0.000 | 3.5978 | 4.071491 | |
| Role3 <- | | | | | | | |
| National_Policy | -.2125444 | .0432798 | -4.91 | 0.000 | -.2973713 | -.1277176 | |
| _cons | 1.496063 | .05441 | 27.50 | 0.000 | 1.389421 | 1.602705 | |
| Role6 <- | | | | | | | |
| National_Policy | -1.108128 | .034366 | -32.24 | 0.000 | -1.175484 | -1.040772 | |
| _cons | 3.874016 | .1146431 | 33.79 | 0.000 | 3.649319 | 4.098712 | |
| Role8 <- | | | | | | | |
| National_Policy | -.4768401 | .0585641 | -8.14 | 0.000 | -.5916235 | -.3620566 | |
| _cons | 2.818898 | .0813865 | 34.64 | 0.000 | 2.659383 | 2.978412 | |
| Role9 <- | | | | | | | |
| National_Policy | -.485331 | .0697693 | -6.96 | 0.000 | -.6220762 | -.3485857 | |
| _cons | 2.937008 | .0923297 | 31.81 | 0.000 | 2.756045 | 3.117971 | |
| Role11 <- | | | | | | | |
| National_Policy | -.2793731 | .0475553 | -5.87 | 0.000 | -.3725798 | -.1861664 | |
| _cons | 1.637795 | .0606801 | 26.99 | 0.000 | 1.518864 | 1.756726 | |
| Role12 <- | | | | | | | |
| National_Policy | -.2767934 | .0584474 | -4.74 | 0.000 | -.3913482 | -.1622386 | |
| _cons | 1.614173 | .0722071 | 22.35 | 0.000 | 1.47265 | 1.755697 | |
| Role14 <- | | | | | | | |
| National_Policy | -.1881236 | .0710891 | -2.65 | 0.008 | -.3274557 | -.0487916 | |
| _cons | 3.031496 | .0832839 | 36.40 | 0.000 | 2.868263 | 3.194729 | |
| Variance | | | | | | | |
| e.Role1 | .1250055 | .0171887 | | | .0954741 | .1636712 | |
| e.Role2 | .0222166 | .0098025 | | | .0093564 | .0527532 | |
| e.Role3 | .3161569 | .0396171 | | | .247309 | .4041712 | |
| e.Role6 | .043136 | .0108989 | | | .026289 | .0707794 | |
| e.Role8 | .5401291 | .0682937 | | | .4215722 | .6920272 | |
| e.Role9 | .7707394 | .0975938 | | | .6013472 | .9878472 | |
| e.Role11 | .3642724 | .045879 | | | .2845903 | .4662645 | |
| e.Role12 | .5607094 | .0704556 | | | .4383092 | .7172905 | |
| e.Role14 | .8340342 | .1047407 | | | .6520595 | 1.066794 | |
| National_Policy | 1.324185 | .181319 | | | 1.0125 | 1.73182 | |
| Covariance | | | | | | | |
| e.Role1 | | | | | | | |
| e.Role3 | -.022066 | .0163954 | -1.35 | 0.178 | -.0542004 | .0100683 | |
| e.Role2 | | | | | | | |
| e.Role9 | -.0341196 | .0199863 | -1.71 | 0.088 | -.0732921 | .0050528 | |
| e.Role11 | -.0005425 | .0112795 | -0.05 | 0.962 | -.0226499 | .0215648 | |
| e.Role3 | | | | | | | |
| e.Role11 | .1644086 | .0334465 | 4.92 | 0.000 | .0988547 | .2299625 | |
| e.Role6 | | | | | | | |
| e.Role8 | -.0374762 | .0168259 | -2.23 | 0.026 | -.0704543 | -.0044982 | |
| e.Role14 | -.05948 | .0210448 | -2.83 | 0.005 | -.1007271 | -.018233 | |
| e.Role8 | | | | | | | |
| e.Role14 | .0601465 | .0600762 | 1.00 | 0.317 | -.0576008 | .1778937 | |
| e.Role9 | | | | | | | |
| e.Role11 | -.0054506 | .0414884 | -0.13 | 0.895 | -.0867664 | .0758652 | |
| LR test of model vs. saturated: chi2(19) = 44.53, Prob > chi2 = 0.0008 | | | | | | | |

Source: Primary Data

On the strength of the high factor loadings confirmed in Table 5.41 above, a structural equation model confirming the relation was produced as shown on Figure 5.11 below.

Figure 5.11: Confirmed construct model (Effect of conducive national policy)



Source: Primary Data

The model confirms the relationship of measurements or loadings in relation to the latent variable. Modifications to the model were done through the use of Modification Indices and new paths were fitted into the model until a perfectly fitting model was obtained. Figure 5.11 above shows the modified model

representing the latent variable, ‘effect of conducive policy’ and its measurements. However, to test the fitness of the model, a test for goodness of fit was conducted as shown in Table 5.42 below.

Table 5.42: Goodness of fit (Effect of conducive national policy)

| . estat gof, stat(all) | | |
|------------------------|----------|--|
| Fit statistic | Value | Description |
| Likelihood ratio | | |
| chi2_ms(14) | 15.054 | model vs. saturated |
| p > chi2 | 0.374 | |
| chi2_bs(28) | 918.248 | baseline vs. saturated |
| p > chi2 | 0.000 | |
| Population error | | |
| RMSEA | 0.024 | Root mean squared error of approximation |
| 90% CI, lower bound | 0.000 | |
| upper bound | 0.091 | |
| pclose | 0.660 | Probability RMSEA <= 0.05 |
| Information criteria | | |
| AIC | 1919.418 | Akaike's information criterion |
| BIC | 2004.744 | Bayesian information criterion |
| Baseline comparison | | |
| CFI | 0.999 | Comparative fit index |
| TLI | 0.998 | Tucker-Lewis index |
| Size of residuals | | |
| SRMR | 0.031 | Standardized root mean squared residual |
| CD | 0.993 | Coefficient of determination |

Source: Primary Data

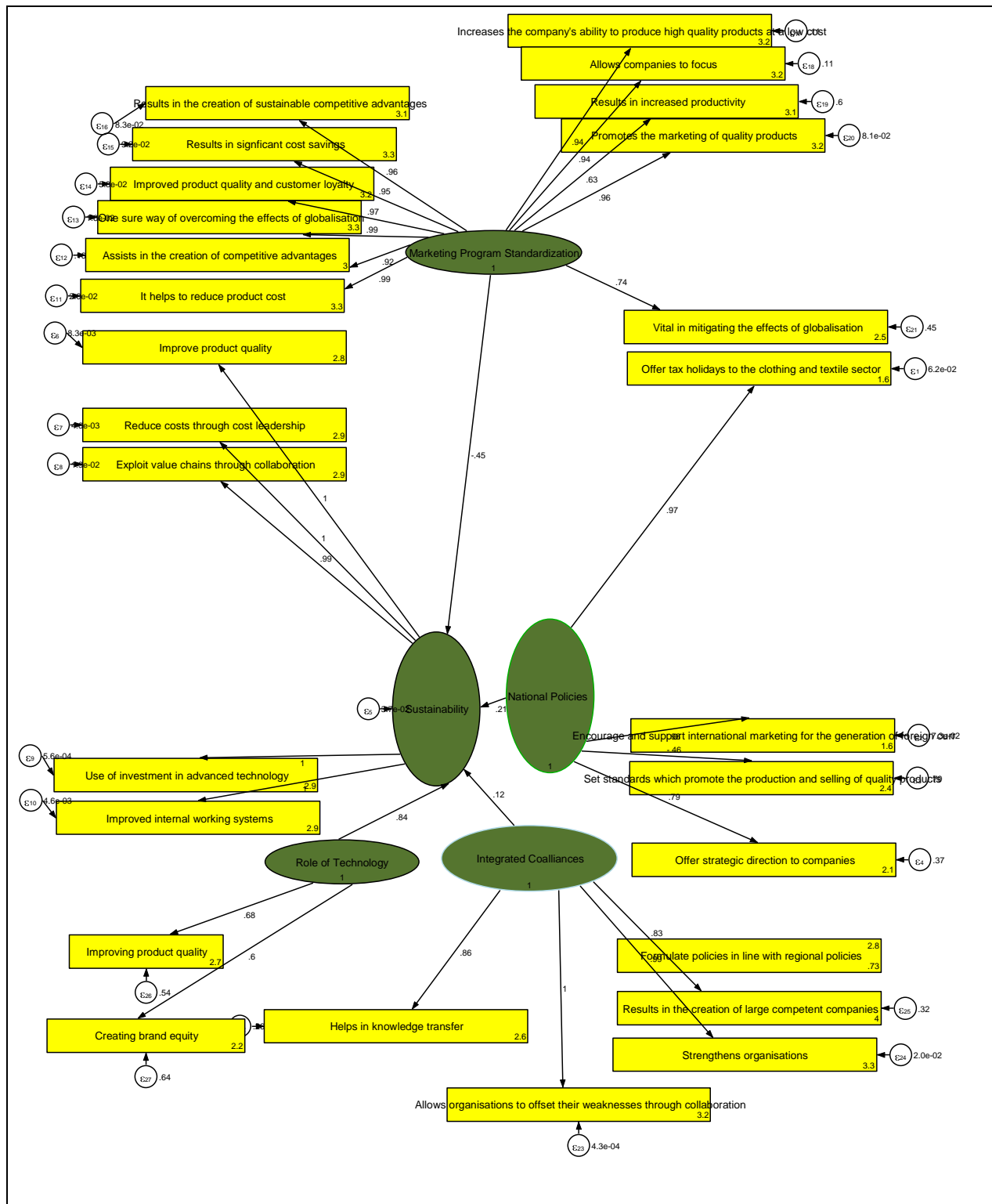
The results above show a good fit of the hypothesized construct and its measurements. This is reflected by high CFI and TLI indices of 0.999 and 0.998 respectively. In addition, a Root Mean Square error of 0.024 further confirms a perfect fit. As suggested by the literature, values for the RMS range from zero to 1.0 with well-fitting models obtaining values less than 0.05 (Kline, 2005). In a well-fitting model the lower limit is close to 0 while the upper limit should be less than 0.08. The construct was thus suitable for further analysis in the final structural equation.

5.4.2. FINAL STRUCTURAL MODEL

A final composite structural path analysis was conducted. This incorporated only the 4 constructs confirmed from the above analysis. The factor loading results are presented in Table 5.43 (See Appendix

G). The detailed path analysis table is attached as an appendix due to its size. However, a summary of the key findings are shown in Table 5.45.

Figure 5.12: Final Structural Equation Model



Source: Primary Data

Support for the study hypotheses, which are labelled on their corresponding paths in Figure 5.12 above could be ascertained by examining the directionality (positive or negative) of the path coefficients and the significance of the p-values. The standardized path coefficients are expected to be at least 0.2 and preferably greater than 0.3 (Chin 1998).

Table 5.44: Goodness of fit for final Structural Equation Model

| Fit statistic | Value | Description |
|----------------------|----------|--|
| Likelihood ratio | | |
| chi2_ms(10) | 9.788 | model vs. saturated |
| p > chi2 | 0.459 | |
| chi2_bs(21) | 1161.476 | baseline vs. saturated |
| p > chi2 | 0.000 | |
| Population error | | |
| RMSEA | 0.000 | Root mean squared error of approximation |
| 90% CI, lower bound | 0.000 | |
| upper bound | 0.095 | |
| pclose | 0.693 | Probability RMSEA <= 0.05 |
| Information criteria | | |
| AIC | 1829.479 | Akaike's information criterion |
| BIC | 1900.584 | Bayesian information criterion |
| Baseline comparison | | |
| CFI | 1.000 | Comparative fit index |
| TLI | 1.000 | Tucker-Lewis index |
| Size of residuals | | |
| SRMR | 0.017 | Standardized root mean squared residual |
| CD | 0.952 | Coefficient of determination |

Table 5.44 above confirms a positive fit between the measurements and the construct which is evident the CFI and TLI indices of 1.000 and 1.000 respectively all showing a very good fit. A coefficient of determination of 0.952 indicates that the model can account for 95.2% of the variations; which indicates its suitability in concluding the decisions on the hypotheses. Since the above results represent the goodness of fit for the final structural model, a decision can now be made based on the path coefficients reflected on Figure 5.12 above and the p-values of the each of the four confirmed constructs in relationship with the measured variable (sustainability through marketing strategies). The summary results are presented on Table 5.45 below:

Table 5.45: Summary of Proposed hypothesis relationships

| Proposed Hypothesis Relation | Hypothesis | Path Coefficient | p-value | Rejected /Supported |
|--|------------|------------------|---------|---------------------|
| Sustainability < - | | | | |
| Marketing Program Standardization | H1 | -.450 | 0.000 | Rejected?? |
| Coordination Of Marketing Activities* | H2 | - | - | Rejected |
| Integrated Co-alliances | H3 | 0.120 | 0.267 | Supported |
| Effect of modern technology | H4 | 0.840 | 0.000 | Supported |
| Effect of national policy | H5 | 0.210 | 0.230 | supported |

Notes: *the model did not fit the data at Confirmatory Factor Analysis (CFA)

The table above was drawn by extracting the path coefficients from the final Structural Equation Model (Figure 5.12). The p- values were obtained from the composite path analysis for the final model which is attached as an appendix (Appendix G). The results provide support for the proposed positive relationships as they appear in the research model (i.e., H1, H2, H3, H4 and H5). Figure 5.12 provides the path coefficients for H1, H3, H4 and H5. . The confirmed hypotheses are H3, H4 and H5 with positive path coefficients of 0.12., 0.840 and 0.210 respectively. With respect to H3, although the results point to a significant association between integrated co-alliances and sustainability through marketing strategies with a standardized path coefficient of 0.120, this path adds minimal value to the understanding of the relationship between marketing strategies through integrated co-alliances and their ability to sustain a company in the global environment. The reason is because the standardized path coefficient failed to meet the minimum benchmark for path strength. Chin (1998) proposes that standardized paths should be at least 0.20 and ideally above 0.30 in order to be considered meaningful.

Interpretation of results

The study concludes that two critical marketing strategies which should be used by companies is the use and application of modern technologies and being supported by conducive national policies. These results are in conformity with arguments in the current literature wherein an organization's competitiveness in the industry must now include technological and policy issues. The existence of supporting national policies and modern technology are significantly associated with the Clothing and Textile Companies' survival and sustainability in the face of globalization. While integrated marketing activities failed to create a strong effect on company survival as a marketing strategy, they must be considered on the strength of the other results obtained from descriptive and inferential statistical analysis in this study.

5.5. QUALITATIVE ANALYSIS OF DATA

5.5.1. Discourse analysis

By scrutinizing the text as a whole, the researcher ascertained what sort of perspective is being presented—what angle, slant, or point of view. This is called ‘framing the details into a coherent whole’. Having noticed the genre of text and how the messages were framed, the researcher moved onto the more minute levels of analysis: sentence, phrases, and words.

5.5.1.1. Benefits of increasing globalization of markets

The results from the in-depth interviews revealed mixed feelings about the benefits of globalization. The responses were so diverse across the customer-company divide; with most consumers appreciating the benefits of globalization, while companies bemoaned it. The results are shown through the use of simple agreement matrices shown in the following presentations. For example, some of the responses with respect to the benefits of increasing globalization are summarized on Table 5.46 below:

Table 5.46: Agreement Matrix: Benefits of globalization

| Respondent | Response | Comments/Analysis of Responses |
|--|--|--|
| Customer 1 | <i>“Through globalization, most poor people can now afford to buy cheap clothes...look at the case of cheap clothes from China. One cannot differentiate the rich from the poor any more. We all look the same. Besides, local companies are in the habit of profiteering. Their products are very expensive despite being of high quality. I therefore prefer products from China even though they do not last.....at least I can afford to buy clothes out of my meagre financial resources.”</i> | Statements such as that above reflect how consumers, especially the poor view the immediate benefits of globalization. However, almost all company representatives interviewed had a different view of the benefits of globalization. |
| Company executive (clothing store) | <i>“Our industry has collapsed because of the entry of companies from the Asian countries. They have literally invaded the market. Their products are cheap though durable. This unique combination of attributes is most preferred by the local consumer market; the majority of who are poor. They are mostly persuaded by price rather than quality. Our local industry cannot compete with these companies because of our high costs of production. Electricity and water charges are high.”</i> | The major challenge to the local industry is to achieve viability in the face of globalization. While consumers celebrate diversity through globalization, the industry bemoans lack of viability due to unfair competition and the loss of employment and revenue. From the industry’s perspective, globalization has created few benefits, among them, access to global markets and increased foreign direct investment (FDI). |
| Young Marketing Executive (clothing retail company) | <i>“We are now able to sell all our products across all the countries of the world. All we need to do is to compete on price and quality.... and as such we have made deliberate efforts to have all our products ISO certified. In that respect, our products have been well received in many countries within the region and beyond including the highly competitive market of South Africa. We need to give thanks to the internet!”</i> | This was an exceptional case of a company which has invested in technology unlike many companies in the sector which still rely on traditional methods of selling. On the other hand, policy formulators in government ministries seemed to agree with the sector’s concerns. Most of the officials interviewed attributed the collapse of the clothing and textile sector to the entry of smuggled second hand clothing and poor policies for the protection of the industry. |
| Government Official | <i>“Our local industry has not benefited from globalization. It is not only a challenge to Zimbabwe alone, but all the developing economies of the world. Globalization seems to benefit the developed world alone at the expense of the struggling least developed countries; the majority of which are in Africa. We have become a dumping ground for all the cheap products from developed countries while our local companies face extinction”.</i> | Such sentiments often lead the government to instituting protectionist policies in order to safeguard the interests of local companies. Many countries in Southern Africa have protected their vulnerable markets through such strategies. |

Source: Primary Data

5.5.1.2: Challenges of globalization of markets

Since reviewed the literature noted that companies from developing countries are finding it increasingly difficult to retain a competitive edge in a progressively global market place, the second theme of the research addressed the challenges of the globalization of markets. Challenges of globalization were highlighted in the responses obtained from company representatives as well as government officials. In the case of Zimbabwe, the challenges cited were many though they tended to focus on two important issues of the collapse of the local clothing sector and the loss of employment. Some of the responses with respect to challenges of globalization of markets are summarized on Table 5.47 below:

Table 5.47: Agreement Matrix: Challenges of globalization of markets

| Respondent | Response | Comments/Analysis of Responses |
|-----------------------------------|--|---|
| CEO-leading clothing manufacturer | <p><i>“The challenge for us is in how to devise strategies in order to remain viable. Globalization is here to stay.....and we need to find a way of co-existing with it without closing our companies in protest or failure. It is a futile attempt to resist it. However, many companies continue to close. We are also struggling. Therefore, one can only conclude that the closure of companies in the clothing and textile sector is a direct result of globalization.”</i></p> <p>In support of sentiments expressed earlier by other representatives of companies in the sector, the Chief Executive Officer went on further to state that:</p> <p><i>“The major challenge of globalization is that it seems to benefit companies in the developed world. We cannot compete with companies from such countries. We are therefore at the mercy of these companies.”</i></p> | <p>The admission that globalization has contributed to the closure of many companies is a common theme shared by many in the industry. This has unfortunately led to complacency to many executives as they transferred the fate of their companies to globalization.</p> <p>Many companies’ representatives shared this view. It creates serious challenges to sector as many companies face extinction.</p> |
| Government Official | <p><i>“We are somehow caught in between. We need FDI and therefore we have to attract as many foreign companies as possible. Our view is that through that way, we may be able to reduce the current unemployment levels from 80% to reasonable levels. However, we are aware that as we call for more companies to invest in the sector, the local companies will find the going getting tough. They cannot compete as many of them have no access to capital and are still using</i></p> | <p>However, on the part of policy makers in government, despite acknowledging the challenges of globalization in a similar way as company representatives, they seemed to be taking a cautionary approach.</p> <p>Government is slowly realizing the importance of working closely with the private sector in order to create employment to millions of unemployed Zimbabweans.</p> |

| | | |
|-----------|---|---|
| | <i>antiquated equipment which raises their production costs and thus becoming less competitive on the global market place."</i> | |
| Consumers | <p>When asked what could have led to the collapse of the clothing and textile companies in Zimbabwe, some answers obtained from the consumers included, <i>".....because some of the companies were a bit more complacent to the possible impact of globalization,"</i></p> <p>Connotations associated with one word, or through metaphors and figures of speech, were thus analyzed. For example, when asked how products from Asia, especially China had caused the local clothing and textile companies to collapse, some responses given were:</p> <p><i>".....The problem rests with these Chinese business people who bring cheap, low quality products."</i></p> <p>In comparison, another response read, <i>".....these Chinese traders are flooding the market with cheap and less durable clothes."</i></p> | <p>This conveyed the impression that companies were complacent to some degree; only the degree of complacency differed.</p> <p>The analysis of connotations also yielded valuable information and this was based on the understanding that even one word can convey a strong meaning.</p> <p>The term Chinese business person is more palatable than a business trader. The point being driven home is that a trader only come to the country to look for opportunities and take the proceeds home while a business man decides on long term investments which qualifies him to be accorded the more respectable term, "businessman".</p> <p>The results from the correlation analysis conducted also support the above qualitative responses</p> |

Source: Primary Data

5.1.1.4 Sustainable Marketing Strategies to adapt to globalization

To survive the impact of the globalization of markets and maintain their current status, the clothing and textile industries around the world need to respond by implementing strategies that improve their competitive status. The interview results revealed a number of strategies. Table 5.48 shows the responses.

Table 5.48: Sustainable Marketing Strategies to adapt to globalization

| Respondent | Response | Comments/Analysis of Responses |
|---------------------|---|--|
| University graduate | <i>“The cry-baby mentality of most of our companies should cease forthwith or else time will overtake them. They continue to call for the government to intervene in the sector which is threatened by imminent collapse. Companies need to rethink marketing strategies which can help them survive once again. Competition is good for us as consumers. We are therefore the biggest beneficiary of globalization. On the part of companies, they have to find ways of competing on price and quality across the global market place. It is a level playing field as far as I am concerned....Anyone can play this game. One just has to follow the rules of the game.....the formula is: quality plus price equal to success.”</i> | Young Zimbabweans expect the government and the private sector to work together in creating employment. They seem to be less worried about the challenges faced by this particular sector. |
| Young consumer | <i>“I really feel sorry for our local clothing and textile sector. It used to employ most people with low academic qualifications but now it is in a sorry state. It’s a double tragedy.....people are out of employment as the companies find the going getting tough. I strongly urge the companies to wake up from their deep slumber and revise their marketing strategies by emphasizing on customer personal tastes and customization. As part of the young generation, customization is critical. I go for tailor-made clothes.....look.....unique.....personalized to my taste. Price comes second.”</i> | Some consumers urged companies in the sector to revise their marketing strategies by recognizing their tastes and preferences. They blamed companies for not adapting to the new methods of conducting business, especially the use of e-marketing. The response clearly demonstrated that some consumers are willing to buy local clothes as long as they designed to their tastes. This is especially so with affluent consumers who can afford pay high prices for clothes. Such consumers however, happen to be in the minority as the majority of consumers consider price first. |
| Government Official | <i>“The clothing and textile industry is too fragmented. There are many small players who, because of their sheer size cannot compete with large companies. One sure strategy is for them to merge and create strong and</i> | Government officials however, urged companies to integrate and also engage in cost cutting measures through acquisition of modern production equipment in order to remain viable. |

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| | <i>formidable companies which can stand against the dominant companies from Europe and Asia. Unfortunately many are unwilling to do that as they fear losing control of the new merged entity.”</i> | |
| Company representative | <i>“Standardization is the key to our company’s moderate success. Gone are the days when products for exports were made of a high quality than those for the domestic market. We are now living in a single global villagea single market place. We therefore take these issues seriously. In order to achieve this, we have invested in meeting the global quality standards by ISO certifying our products which now allows us to compete on the global stage at an equal footing with companies from all over the world.”</i> | <p>The results of the interview results with company representatives’ emphasized the need for standardizing companies’ marketing strategies. This implies for example, not differentiating the quality of products for the domestic market from those of international markets as both markets should be considered as one.</p> <p>[The qualitative results correspond very well with the results obtained from the quantitative analysis. This is indicated by for example, the strong positive and highly significant association between marketing strategies to adapt to globalization and benefits of a standardized marketing strategy].</p> |

Source: Primary Data

5.1.1.4: Benefits of a standardized marketing strategy

The responses from the industry representatives as well as consumers confirmed the importance of a standardized approach to marketing in the global market place. It was cited as a key strategy for the success of the clothing and textile sector by both consumers as well as company representatives. Table 5.49 below show the results.

Table 5.49: Agreement Matrix: Benefits of a standardized marketing strategy

| Respondent | Response | Comments/Analysis of Responses |
|---------------------------------------|---|---|
| Majority of respondents (87%). | <i>“The major benefits of international marketing standardization include significant cost savings, consistency with customers, improved planning and distribution, and greater control across national borders. Technology in communication and transportation has homogenized markets around the globe. As a result, global consumers have emerged who demand high-quality products at low prices.”</i> | The reality is that changes in the global marketplace have triggered a change in the way how companies compete among themselves in order to remain competitive. A major source of competitive advantage is achieved through cost leadership. Since standardization of products and international marketing strategy facilitates the realization of economies of scale in production and marketing, firms must pursue a standardized product and international marketing strategy to be successful in the global market. |

Source: Primary Data

5.1.1.5: Benefits of coordination to create sustainable marketing strategies

Dysfunctional conflicts are one of the reasons that may create organizational boundaries by destroying cohesion and open communication between individuals in organizations. The interview results confirm this as many company executives highlighted the importance of coordination among company departments and staff within the organization. The results are shown in Table 5.50 below.

Table 5.50: Benefits of coordination to create sustainable marketing strategies

| Respondent | Response | Comments/Analysis of Responses |
|----------------------------------|---|---|
| Senior company Executives | <i>“Coordination should be viewed as the glue that helps bind the organization together in the face of globalization. There are obvious benefits which can be reaped from synergies. In our company, coordination has managed to help improve productivity and the morale of our staff has been very high as we are achieving company targets.”</i> | These above sentiments are well supported by the results from the quantitative analysis conducted where coordination of marketing was associated with high productivity and staff morale. |

Source: Primary Data

5.1.1.5: Benefits of competitive integration/collaboration

The need for companies in the sector to integrate and coordinate strategies was highlighted in an interview with one of the Government officials as previously stated above and this was further strengthened by responses from some company representatives. Over 75% of the interviewed company representatives confirmed this assertion. The results are shown in Table 5.51 below.

Table 5.51: Benefits of competitive integration/collaboration

| Respondent | Response | Comments/Analysis of Responses |
|--------------------------------------|---|--|
| Company Representatives (75%) | <i>“We are aware of the potential of the sector if only we were to unite and trade as a unit in order to mitigate the challenges of globalization. This strategy will allow knowledge transfer and thus allow some organizations to offset their weaknesses and create large competent companies. Our product unit costs would be reduced considerably. However, most companies in the sector are family owned businesses and thus entering into such arrangements often proves to be difficult if not impossible.”</i> | These sentiments are well supported by the results from the quantitative analysis conducted where collaboration relationships plays a major role in resuscitating the sector. Some company executives are well aware of the potential benefits achieved through co-alliances but since many of the companies are family or individual owed, collaborating with others is usually very difficult. |

Source: Primary Data

5.1.1.7: Role of advanced modern technology in marketing strategies

The use of modern technology was noted as one of the key strategies which can help resuscitate the clothing and textile sector. Table 5.52 below shows the results.

Table 5.52: Role of advanced modern technology in marketing strategies

| Respondent | Response | Comments/Analysis of Responses |
|----------------------|--|--|
| CEO- Textile company | <i>“We are using equipment bought in the 1950s to compete in the 21st century. It’s a tall order. We need to invest in modern technology albeit the serious financial challenges all the companies are facing. Technology helps improve product quality and reduce product costs in the long. It is my view that through acquisition of modern technology, our production efficiency will improve and thus enable us to compete with companies from Asia and Europe who continue to dominate our market space.”</i> He further went on to say: <i>“While it is much easier said, the real challenge is access to capital. Our local banks do not have enough financial resources for onward lending. Besides, there is a notable sense of scepticism on the potential of the sector from most bankers. They believe that local companies have lost the battle already to foreign companies who are able to supply products at low process to the local market.”</i> | Based on the discourse above, it is evident that technology is a key ingredient of strategy making in the current marketing environment. These qualitative results are also well supported by the results obtained from the quantitative analysis since it was ascertained that modern technology reduces product cost and product availability. |

Source: Primary Data

5.1.1.8. Impact of government policies on globalization and marketing strategies

Since companies operate in an environment governed by rules and regulations, the role of policy makers in influencing the marketing strategy was seen as an important factor to be considered. The results from in-depth interviews with policy makers from the three Ministries revealed that while government policies are crucial in the resuscitation of the sector, some of the officials seemed less engaged with policy issues. For example, a full text analysis of responses from over 75% of the government officials interviewed implied that they were not part of government through the use of statements such as, “.....*they need to craft policies which....*,” instead of “*we need to craft policies which....*” The use of the third person reporting technique through the word “*they*” instead of “*we*”; since the officials are indeed representatives of government clearly demonstrated the fact that these officials might have had proffered some useful recommendations to government in the past though their suggestions might not have been taken up. The responses therefore suggested that even though they are indeed government employees, they somehow feel alienated from the government. Detailed responses are analyzed in Table 5.53 below:

Table 5.53: Impact of government policies on globalization and marketing strategies

| Respondent | Response | Comments/Analysis of Responses |
|-------------------------------------|---|--|
| Senior Government official | <p><i>“Several countries offer incentives to attract investment while also protecting local companies. For textiles and clothing producers these might include zero corporation and income taxes and zero import duties. However, while is a noble idea, it implies foregoing government revenue.”</i> He went on further to state:</p> <p><i>“The successful examples of EPZs (e.g. Singapore, Dubai, and Ireland) suggest it is important to have fenced off areas with zone specific rules and regulations (e.g. help with customs clearance), infrastructure (purpose built infrastructure) and institutions (security organizations) which can be based on economies of scale and scope.</i></p> | Results clearly show that government is caught between the need to promote FDI for job creation, it still has a duty to protect existing companies. The results from interviews with government officials supported the protection of the industry through effective regulatory frameworks with many citing the example of how South Africa has managed to serve its clothing and textile sector from total collapse through regulation and support. Support through incentives was one such method mentioned. |
| Marketing Manager-Clothing retailer | <p><i>“It is thus important to keep upgrading and acquiring new skills, or otherwise risk being locked into the less value added parts of the chain with fewer dynamic effects on growth in developing countries, and less potential for economic diversification.”</i></p> <p>He further went further to state:</p> <p><i>“A good marketing strategy without the support of policy makers will be ineffective in this global</i></p> | Some respondents advocated for economic policies for upgrading and diversification citing examples of several Asian countries whose companies have remained competitive through upgrading their global textiles value chains and move into other higher value added activities. |

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| | <i>market where the playing field is not level. Some companies receive massive financial support from their governments only to come and compete with us without having received any support from our own government. The current policy does not favour us in any way. It favours FDI and in the process the promotion of the entry of many foreign companies in a market which is already threatened by extinction.”</i> | This, however requires proactive upgrading of trade policies. In support of this point, one company executive leading perhaps, the only average performing textile company in the country had this to say: |
|--|--|--|

Source: Primary Data

The above qualitative statements support the quantitative data analysis that policy makers should enact stringent regulations to prevent the entry of cheap commodities and apply policy consistently. These results were supported by the factor loadings of dimension 1 with 81.8% % as shown on Table 14b above. Other strategies supported by dimension 2 include capacitating the industry through availing affordable loans and formulating policies which are friendly to the industry and promote the integration of companies with other large international corporations with object (scores of 0.969 and 0.972). These object scores were therefore extracted to represent the effects of the role of national policy on marketing strategies in the global market place.

5.5.2. Content analysis

Content analysis was critical in the analysis of some written articles in various publications such as newspapers, government publications and other written records. Articles which appeared in the various publications portrayed the government as a victim in the globalization discourse. The researcher noted that it is probably because of this stance, this victim mentality, which has compelled the government to take less action in mitigating the effects of globalization. The chain reaction of events does not end there. While government blames the entire word, industry believes it is the government which has to act. Statements such as, *“We urge policy makers to create an environment which enable business to thrive.....”* clearly demonstrate the lack of confidence the industry has with regulation policies to the extent that they assume that clothing and textile sector’s challenges are partly because of poor policies enacted by government.

In an article which appeared in the Sunday Mail dated 29 June 2014 under the heading, *“Local procurement for clothing industry,”* the clothing industry was pushing Government to craft a policy that compels parastatals and local authorities to purchase corporate wear and any other regalia from local companies so as to save the few jobs that remain in the struggling sector. The president of Zimbabwe Clothing Manufacturers’ Association cited the South Africa as a case study. He noted that,

“South Africa already has an accord; the Preferential Procurement Policy Framework Act which ensures that 75 percent of procurement is done locally. Representatives from the SA government, business, labour and the community signed a Local Procurement Accord on October 31, 2012 designed to provide benchmarks, time-lines and commitments from all the signatory constituencies on how the plan would be executed.”

Analysts say that while the accord has crippled some local companies that were exporting to South Africa, which is Zimbabwe’s biggest trading partner.

The association president further stated that, *“Our view is that Government can help resuscitate the local clothing industry by coming up with a deliberate local procurement policy. All this high unemployment we are talking about will be addressed because the clothing sector is labour intensive and once Government departments and even the private sector stop exporting jobs by buying locally, the results in terms of employment creation will be evident.”*

In the same article, some industry players interviewed cited a number of reasons why the sector is collapsing. For example one industry representative was quoted as saying,

“Apart from the effects of the failing infrastructure, lack of access to affordable finance and a small local market demand, the clothing sector also contends with a low level of motivation to buy locally from the public and private sectors and consumers.” He went on to further state that: *“The other main issue is insufficient import control and compliance (and) it is not a matter of ‘can these challenges be overcome?’ They must be. If we sit still, we will die. So as an industry, we need to proactively market ourselves to our local market, the regional market and the international market . . .”*

Barely a month later, another article was written in the Sunday Mail dated 27 July 2014 under the heading *“Clothing industry’s decline linked to deteriorating life style,”* where the Zimbabwe Clothing Manufacturers’ Association’s president was quoted as saying that there are a number of reasons which are suffocating the clothing sector but singled out deteriorating lifestyle for special mention. He said, *“The prevailing economic woes in the country have forced many Zimbabweans to have less disposable income and, therefore, deterioration in lifestyle”*. He went on further to say, *“This creates a multiple effect on the industry as there is lower demand in quality due to fewer consumers who are also spending less and in order to compete, we have to find ways of reducing our prices. The danger is that you sacrifice quality to reduce prices and in the end the consumer actually gets less value, even at the cheaper price.”*

The Association president said although the cost of clothing has come down, consumers are still opting for cheaper products.

“As a nation becomes wealthier, they spend more and more on clothing, both in quantity and value. The cost of clothing has come down and is only about 80 percent of what it was five years ago.”

Mass produced garments from other countries, which enjoy many support measures and subsidies like incentives, have driven clothing prices down. But there can be little debate that it has been at the sacrifice of quality,” he said.

Most of the content analyzed point to the same issues highlighted above. The first stage in content analysis was that of sampling, or deciding what to select from what may be an enormous amount of material. In this case the researcher focused on publications with a bias towards the clothing and textile sector.

5.4 Chapter Summary

This chapter presented and analysed the research findings as guided by the questionnaires that were used in collecting the data. The chapter outlined preliminary information relating to the clothing and textile companies, benefits and challenges of globalization in the context of the clothing and textile sector as well as the sustainable marketing strategies that the clothing and textile companies in Zimbabwe could adopt to enhance their survival in the competitive and globalised markets. The chapter also explored the role of crafting of sustainable, standardized and generic competitive marketing strategies, the impact of a coordinated marketing strategy as a panacea to the challenges of globalization, the role of integration and collaboration as a marketing strategy to deal with globalization, the role of the use and application of modern marketing technologies and the role of government policy framework in helping the clothing and textile companies to operate and compete sustainably in the global market place. The areas covered in this chapter provided the basis for the conclusions and recommendations that are covered in the next chapter.

CHAPTER 6: DISCUSSION OF FINDINGS

6.0. INTRODUCTION

The chapter further analyses the research findings by reflecting on previous research in order to draw conclusions from the findings reported in the previous chapter. In order to do so, the main findings of the research will be analysed around the research questions and the five hypotheses. The implications of the findings are then discussed. Finally, the contributions and limitations of the study are outlined and possibilities for future research are identified. The research sought to explore the implications of globalization on marketing strategies in the clothing and textile sector in Zimbabwe. The results will be consolidated in response to the main questions.

6.2. DISCUSSION AND IMPLICATIONS

6.2.1. How can standardized marketing strategies assist in reducing the effects of globalization?

The analysis of findings using Categorical Principal Component Analysis (CATPCA), revealed that the major benefits of standardized marketing strategies relate to assistance in the creation of competitive advantages, allowing for consistency with customer tastes and preferences and resulting in increased productivity. It is evident that the survival of companies is firmly attached to how well they embrace modern technology for efficient adaptation while they also seek to improve the efficiency of their operations and thus gain competitive advantage. This view is also shared by Karlicek et al., (2013) who note that the extent of technological adoption and usage of a company directly corresponds with its success and chances to capture existing opportunities in the global marketplace and be able to adapt strategy at low costs. The decrease in operating costs creates a huge saving which should be translated into customer value thus improving the company's competitive position in the global market place (Madar & Neacsu, 2010). Cunningham and Ferrell (2015) support the use of standardized marketing strategies as companies expand their market bases through the process of market development. The interviews with company representatives emphasized the need for standardizing company marketing strategies. This implies for example, not differentiating the quality products for the domestic market and those for the international market as both markets should be considered as one. The results report that the moderate success of certain companies is largely attributed to standardization as the companies are not differentiating product characteristics for the domestic market from those for international markets. Clearly, the clothing and textile companies and indeed other industries may need to take advantage of this

knowledge and adopt advanced technology for adaptation if they are to enjoy the moderate success enjoyed by other companies. However, because of the diversity of consumer capacity to purchase, the results show that adaptation must also form part of the grand strategy as companies operate on the global market place.

Based on these assertions, this study supports the view by Roberts and Thoburn, (2002:7) who notes that “companies are competing and constantly confront the competitive challenge from firms in low-wage, industrialized economies that are able to produce more cheaply.” In the case of developing countries, in order to mitigate these challenges, effective marketing strategies which focus on cost reduction, quality and efficiency must be adopted (Flanagan, 2003; Kolinsky, 2005). The low cost leadership strategy must therefore be applied as consumers seek to maximize value (Lechner & Gudmundsson, 2014). However, companies must still consider the differences in tastes across the countries in line with the responses from some participants. It is evident from the results that local consumers are willing to buy local clothes as long as they designed to their tastes. This is especially so with affluent consumers who can afford to pay high prices for clothes. Such consumers however, happen to be in the minority as the majority of consumers consider the price first. Those in favour of adaptation argue that since markets are not exactly alike, it is necessary to adapt a marketing mix which recognizes differences across the geographical markets served (Lechner & Gudmundsson, 2014). The increased productivity through standardization is consistent with previous studies. For example, according to Keegan and Green (2000:35), “the strategy of standardization has the ability to combine other activities and strategies with universal marketing solutions that help to achieve global success of activities.” Besides, “there also exists the possibility to adapt the activities that have been carried out in one country successfully in other countries thus reducing operating costs as a company pursues its global marketing activities” (Johansson, 2000:57). In addition, if the same company aims to achieve bigger profitability, it should use competitive pricing strategy. In order for the standardized marketing strategy to be effective, changes to the marketing strategy must be instituted in the face of globalization (Svensson, 2001). Svensson (2001:8) suggests that “the most viable standardization option is achieved through using an approach that combines elements of standardization and adaptation to create a global marketing strategy.”

The reviewed literature has indicated that when a standardized product is offered, it may generate confidence from the consumer (Madar & Neacsu, 2010). Kotler and Armstrong (2008:27) suggests that “companies should adapt think globally but act locally; by seeking a tradeoff between standardization and adaptation”. Responses from industry representatives as well as consumers confirmed the importance of

a standardized approach to marketing in the global market place. It was cited as a key strategy for the success of the clothing and textile sector by both consumers as well as company representatives.

These changes in the global marketplace have led to changes in the competitive dynamics between companies. One key source of competitive advantage has become the ability to produce high-quality products at a low cost. Since standardization of products and international marketing strategy facilitates the realization of economies of scale in production and marketing, firms must pursue a standardized product and international marketing strategy to be successful in the global market. Through following a standardized marketing strategy, huge cost reductions will be achieved and this should stand as a major benefit for companies in developing countries if they are to remain relevant (Ghantous, 2008). Many researchers are of the view that since the glocal strategy does not neglect the local market as a company pursues international marketing; the strategy is best suited under the conditions of globalization (Chinomona & Sibanda, 2012; Svensson; 2001). The unpredictable nature of the 21st century consumer demands companies bring diversity as it characterizes current consumption choices. The reality is that consumers are now seemingly always in the hunt for assorted and non-uniform experiences. This research has therefore managed to extend the discourse on standardization as an approach towards international marketing through the use of CATPCA and discourse analysis. The study notes that there is no monumental difference between domestic and international markets in this age of globalization. The major marketing strategies which can be used by companies in order to adapt to globalization include emphasis on customer personal tastes, competitiveness on price and customization. The study reinforces the need for emphasizing price competitiveness, use of sustainable standardized marketing strategies and customization for adapting and mitigating the impact of globalization.

6.2.2. What role does coordination of marketing strategies play?

The presence of a marketing strategy alone without coordinating the effort does not assist a company in the face of globalization. Four key results were reported in Table 5.17 and singled out for their contribution towards the creation of sustainable marketing strategies through an effective coordination of the marketing effort. These four were:

- a) Coordinating the marketing effort helps to promote team work and the achievement of organizational goals.
- b) Strengthens the organization and improves its capacity to deal with the effects of globalization
- c) Improves employee morale
- d) Improves productivity

These results are well supported with previous studies which show that when internal elements of an organization are closely linked to one another, it enables it to coordinate its strategies with much ease and success (Fischer et al., 2010). The reviewed literature suggests that “lack of congruence and unity of purpose results in discord and subsequent failure to capture existing opportunities or deal with the current challenges of globalization” (Gabrielsson et al., 2012:28). An integrated pattern of organizational behaviour which seeks to create synergistic benefits across the length and breadth of the company must be put in place as a company looks for global marketing opportunities (Hoegl et al., 2004). The interview results confirm this, as many company executives highlighted the importance of coordination among company departments and staff within the organizations. The aforementioned is well supported by results from the quantitative data analysis conducted where coordination of marketing was associated with high productivity and staff morale. Furthermore, based on the above, it is thus evident that the conceptualization of the dynamic capabilities concept is done with a rapidly changing business environment in mind and globalization can be viewed as such (Teece, 2010). This assertion is further ratified by Eisenhardt & Martin (2000) who argue that the concept firmly fits into the current situation where globalization is rapidly changing the marketing landscape. Effective utilization of dynamic capabilities in the current situation requires that the service component of the product is not considered an optional extra but rather a key element of an organization’s dynamic capabilities arsenal necessary for success and competitiveness in the presence of the forces of globalization (Den Hertog et al., 2010). The highly dynamic global business environment no longer requires complacency but concerted efforts on the part of management to reconfigure and align business strategy to the new realities of globalization (Fischer et al., 2010), and this often requires breaking the embedded path dependencies which retard strategy implementation (Kindström, 2010). The results further ratify previous studies which encourage organizations to coordinate and configure strategy in response to the new business environment created by globalization. The ability to coordinate is made possible through the direct involvement and commitment of top management as the entire organization works towards achieving a common objective of sustaining operations in the face of globalization (Chimhanzi, 2004). When marketing strategies are aligned to the existing resources, the resultant synergy created comes as a major benefit to the company (Chimhanzi & Morgans, 2005). As noted from supporting literature, the internal processes of the company must be consciously ready to facilitate the process of seizing and exploitation thereof (e.g. Chesbrough, 2010; Teece, 2010).

6.2.3. Can marketing strategy be aided through integration and collaboration of marketing activities?

The need for companies in the sector to integrate and coordinate was highlighted in an interview with one of the Government officials. It was further strengthened by responses from over 75% of the interviewed company representatives confirmed this assertion. This is in close collaboration with previous studies which posit that in today's dynamic environment, the need for collaboration has grown even bigger than before as a single company may not be better positioned to respond to existing market opportunities (Mentzer & Zacharia, 2000). Previous studies consider strategic alliances as "long-term collaborative arrangements between two or more firms to execute specific transactions for mutual gain and to maximize performance through cost reduction, knowledge acquisition, and/or market expansion" (Peng 2009:15). While guided by the results and the support from the reviewed literature, it is quite evident that this information is useful in the context of Zimbabwe's clothing and textile sector where co-marketing alliances may indeed provide the answer to the current challenges faced. "They have become increasingly important as vehicles for cost reduction, learning, market entry, innovation, and growth" (Peng, 2009:16). Building on the above results, the study concludes that while companies need to compete with others, they also need to cooperate through alliances and integrative strategies so as to remain sustainable. Distinct from traditional value chain analysis which focuses on a single company and serves as a unit of analysis, our proposition encompasses multiple firms and their resources and capabilities (Schweizer 2005). Consequently, the unit of analysis has changed from focusing on a single company to focusing on a value network of suppliers, partners and customers (Holweg & Helo, 2014).

Clothing and textile companies can thus enter into strategic alliances to create collaborative networks which help increase both scope and reach as resources are pooled together. As a result, the long term strategic goals of the company will be achieved (Knudsen & Nielsen, 2010). Based on results from the previous chapter, some of the major benefits of competitive integration or collaboration have been revealed as the resultant knowledge transfer and promoting the marketing of quality products. The study therefore extended the current research on the strategic alliance literature by exploring how marketing strategy can assist an organization overcome the challenges of globalization through external collaborations. This gap in literature has thus been closed.

6.2.4. What role does technology play?

The reduction in product cost and subsequent increase in productivity are in conformity with the reviewed literature. It is quite evident that the current processes of globalization are made possible because of technology (Blázquez, 2014). Nayak et al. (2015:4) asserts that "the survival of companies is firmly

attached to how well they embrace modern technology to improve the efficiency of their operations and thus gain competitive advantage.” A number of respondents interviewed expressed this opinion citing lack of modern technology as one the major challenges which has affected its growth. These views are also shared by Ngai et al., (2013) who note that the extent of technological usage of a company directly corresponds with its success and chances to capture existing opportunities on the global marketplace. As the goal of competitiveness through technology is pursued, it must be noted that technology is not the only variable which matter but also the quality of entrepreneurial posture (Ali & Habib, 2012). Therefore, technological and marketing capabilities of a company must be evaluated simultaneously as the firm seeks to build new dynamic capabilities which create future value. Plieth et al. (2012:125) suggest that “companies domiciled in developing economies often lack the resources and procedures to successfully compete at a global level.” A radical shift in thinking by companies is needed through adopting a more entrepreneurial thinking which demands the creation and use of innovative strategies which help drive the company into the future amidst the challenges of globalization (Plieth et al., 2012; Braga, 2014).

6.2.5. How can government policies assist in marketing strategy implementation?

The reality of business operations is that all companies operate in an environment governed by rules and regulations. Therefore the role of policy makers in influencing marketing strategy was seen as an important factor to consider based on the component loadings recorded. The key findings show that policy makers should enact stringent regulations to prevent the entry of cheap commodities. The role of the state in this instance is not to stifle competition but to allow fair competition while protecting the interests of the consumer. Greater competition brings down prices and enhances product variety for consumers. The results from interviews with government officials supported the protection of the industry through effective regulatory frameworks citing the example of how South Africa has managed to serve its clothing and textile sector from total collapse through regulation and national support. Support through incentives was one such method mentioned. These results further strengthen the strategic role played by the State in infrastructure development or direct support to corporate bodies in support of their internal marketing strategies. Cling et al. (2007) noted that one of the key reasons for the success of the clothing and textile sector in Madagascar was the strong push for outward orientation led by the government, generous tax breaks, combined with low wages and trade preferences while riding on its Export Processing Zones (EPZs). Some respondents advocated for economic policies for upgrading and diversification citing examples of several Asian countries whose companies have remained competitive through upgrading their global textiles value chains and move into other higher value added activities.

The above qualitative results correspond well with the quantitative results recorded which showed; for example; that policy makers should enact stringent regulations to prevent the entry of cheap commodities and apply policy consistently. However, the role of managing competition through the subsequent creation of competitive strategies should be left to individual companies. This is an important point to consider especially as it relates to the clothing and textile sector in Zimbabwe where some company executives have mortgaged marketing strategy to the state. Since globalization is a permanent feature in the business discourse, Giddens (2000:25) notes that “our runaway world does not need less, but more government.” In close support, Stiglitz (2002:57) asserts that “an important task of a government is to protect jobs and vulnerable sectors of the economy such the clothing and textile industry.” Therefore, company competitiveness is largely influenced by the attitude of openness to diversity on the part of the State. While many company executives would wish to see the State assuming a minimum role (often restricted to regulatory) in trade and commerce, the new reality demands that the State actively participates in creating an enabling business environment particularly so for companies in developing economies (Weller, 2014). Therefore, protectionism must be seen as a way of protecting jobs and subsequent improvement of the well- being of the country’s citizens (Anderson et al., 2014). Governments are expected to provide a vision, strategy and an enabling environment by establishing a framework and mechanism that ensures the participation of all sectors of the economy (Moyo, 2014). The role of national policy is to provide a national vision which guides the conduct of business (Moyo, 2014). Within the globalization discourse, policy-makers should be highly critical of the market conditions in order to serve industry from total collapse (Moyo, 2014; Chirisa & Dumba, 2012). Such sustainable policies are critical as companies seek to spread their business exploits across the globe (Moyo, 2014). The negative global economic outlook continues to create knock-on effects on emerging and developing economies (Manzungu, 2012). The impact of these turbulences on global markets are currently being transmitted to developing countries such as Zimbabwe amplified by increased globalization and regionalism (Mpofu, 2013). In essence, the lack of effective policy instruments to absorb both the domestic and external shocks, relegates Zimbabwean policy makers to mere observers who pray that global developments remain favourable (Mpofu, 2013). Therefore, in this context, instances of policy emulation are not dissuaded but rather encouraged; especially by all policy makers in the developing world (Chirisa & Dumba, 2012). Over the past ten years, Zimbabwe has opened itself up considerably to the influences of the global economy through a process of liberalization (Zindiye et al., 2012). It embarked on this course so as to raise its growth rate by stimulating investment (Zindiye et al., 2012). However, due to the poor performance of its economy it did reap the anticipated benefits (Ndlovu & Heath, 2013). Ndlovu and Heath (2013) note that liberalization was introduced in Zimbabwe before

macroeconomic stability hence its failure to realize any meaningful benefits, While some of this can be traced to lack of capacity of companies in the industry, a good measure of it can be ascribed to political and legislation policies which run at cross purpose with business strategy (Moyo, 2014). While most of the research findings are well supported by the current literature (e.g. Ndlovu & Heath, 2013; Meyer, 2009, Cling et al., 2007), the study has managed to extend this current knowledge by providing evidence which supports the integral role of minimum government regulation in support of company marketing strategies. Company competitiveness can no longer be defined by the “Five Forces” alone but through extending Porter’s (1985) model and incorporating government as a key force to consider. In this regard, the conceptualized Contemporary Model for Competitive Advantage (CMCA) should be considered as one such alternative, as companies seek to achieve competitiveness in a market which has become intensely congested. Therefore, while it is the prerogative of companies in the clothing and textile sector to identify sustainable marketing strategies in order to survive in the global market place, government’s role is to create an environment which promote and protect the interests of industry.

6.3. CHAPTER SUMMARY

The challenge for companies is to think locally and act globally. Based on evidence from the current trends, market structures are likely to continue evolving as new technologies which influence the order of business emerge. Due to the force of globalization, more potential customers and more potential suppliers and partners are available which also affects the Five Competitive Forces. As start-up barriers decrease, the threat of new entrants also becomes high. Therefore, the effect of globalization cannot be underestimated. The next chapter provides a summary of the findings, concluded the research and make some key recommendations.

CHAPTER 7 :SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

7.0. INTRODUCTION

The chapter summarizes the key findings of the research, concludes and makes managerial recommendations. The conclusions are made around the research objectives stated in the study. It is from these conclusions that implications to management are identified and recommendations made in order to save the clothing and textile industry in Zimbabwe from total collapse. The chapter also reflects on the study hypotheses and whether each of the five hypothesis was confirmed or rejected. After citing key limitations of the study, areas for future research are suggested.

7.1. SUMMARY

Within the discourse of trade liberalization, the extant literature tends to unduly ‘idolize’ globalization rather than vilifying it. There is much and sometimes contradictory research findings on the broader impact of the phenomenon particularly on developing economies. Until now, little remained unknown on how organizations should react to changes in product market competition generated by globalization. Indeed in many ways, the literature on marketing strategy in general tends to focus mainly on the internal controllable variables; describing how these variables must be “mixed” together so as to address the requirements of the target market. This narrow description leaves companies hugely exposed to the undefined external factors which unfortunately have become even more forceful in the current age of globalization. This research rethinks sustainable marketing strategies to guarantee the future of the clothing and textiles sector in Zimbabwe in the global marketplace. The study provides an important research contribution through empirically linking two distinct concepts; globalization and marketing strategy from two diverse streams of literature to extend the boundaries of current knowledge.

A mixed research methodology was adopted in order to improve the validity and reliability of the research results through offsetting the weaknesses of one method with the strengths of the other. Using a two-stage cluster sampling technique, data was collected from 127 respondents drawn from stakeholders in the clothing and textile sector. After carefully entering and cleaning the data, the results were qualitatively and quantitatively analyzed. The research results from a Categorical Critical Component Analysis using SPSS and qualitative discourse analysis positively support the five research hypotheses formulated. In addition, three out of the five hypotheses were supported by a Structural Equation Modelling analysis.

Based on the results of this research, it is clear that moving marketing and marketers towards sustainability is going to require a range of new ideas and new tools based on a critical understanding of the broader market. In this context, robust national policies must be effectively used in tandem with marketing strategy in order serve the clothing and textiles companies in many African countries from total collapse. This research contributes by extending the concept of sustainable marketing strategy through incorporating critical external factors in the definition of the concept. Furthermore, the literature on business strategy and the quest to achieve competitiveness has so far been largely influenced by Porter's Five Forces Model. While the usefulness of the model is not in doubt nor in question, its renewal is indeed long overdue considering the impact of globalization and its effect on business strategy and competitiveness in the current age. The study makes several recommendations, among them, that companies should craft competitive marketing strategies which take a global stance and incorporate internal company capabilities, technology and recognize the role of national policy in the globalization discourse. In light of these findings, the study proposes the application and use of the Contemporary Model for Competitive Advantage (CMCA) as tool to propel companies into a bright future alongside globalization.

7.1. CONCLUSIONS

The aim of this study was to explore the implications of globalization on marketing strategy with respect to Zimbabwe's clothing and textile sector and the main question was: **“What sustainable competitive strategies can Zimbabwean clothing and textile companies employ to mitigate the impact of globalization on the sector?”** The current study therefore sought to close the gap between the general understating of globalization and the crafting of appropriate marketing strategies to assist businesses combat the impact of globalization. In this regard, the study thus makes the following conclusions around the five hypotheses.

7.1.1. Main Findings

Of the five hypotheses formulated, three were confirmed through Structural Equation Modelling using Stata. The three hypothesis were all supported at the 5% level of significance. Conclusions drawn from each hypothesis are detailed hereunder:

Hypothesis 1: The use of a standardized approach to marketing positively influence the sustainable existence of a company in the face of globalization.

Literature supports the notion that finding a balanced product strategy between the two options of standardization and adaptation somewhat depends on the type of industry that the company is operating

in. Based on the support from the reviewed literature coupled with the results obtained in this research, it can be concluded that the rigid dichotomy between total product standardization and total adaptation of the international marketing strategies of companies in the clothing and textile sector is not feasible. Both strategies must be applied depending on circumstances. This is consistent with the glocal strategy reviewed by the study. For companies in the clothing and textile sector, the challenge is to employ marketing strategies which recognize the central role played by both standardization and adaptation. When the objective is to achieve cost leadership, a standardized marketing strategy must be used and when individuality becomes the key factor, adaptation must be applied. Though not positively confirmed by the Structural Equation Model, support from inferential statistics and qualitative analysis confirm the central role of standardization in creating a global marketing strategy. The study thus concludes that the use of a standardized approach to marketing positively influences the sustainable existence

H 2: Successful marketing strategy planning and implementation positively influence the degree of internal coordination of activities in view of global competition.

The interview results confirmed the central role of coordination in pursuance of operational sustainability in the age of globalization. Many company executives highlighted the importance of coordination among departments and staff within the organizations. The above sentiments are well supported by the results from the quantitative data analysis conducted where coordination of marketing was associated with high productivity and staff morale. However, further analysis of the relationship between the construct and its measurements confirmed that no internal relationship existed. Therefore, the study cannot confidently confirm the validity of coordination as a marketing strategy designed to mitigate companies from the effects of globalization. This is despite overwhelming evidence from the qualitative results and some inferential statistics.

Hypothesis 3: The degree of collaboration among competing companies positively influence the success of the company's marketing strategies in the context of globalization.

Coordination is broadly defined as a management strategy which calls for the synchronization of internal work process so as to achieve organizational objectives (Patriotta et al., 2013). Coordination is thus considered as being able to improve company efficiency through cost reduction and thus produce the desired organizational outcomes. In the same vein, it became evident from the current study that while companies need to compete with others; they also need to cooperate through alliances and integrative strategies so as to remain sustainable. Such strategies are ideal in the highly dynamic global market place where strength in numbers matter for cost reduction through economies of scale leading to improved company competitiveness as reflected by the research results. The research now concludes that successful

marketing strategies in the context of globalization are directly related to the degree of collaboration among competing companies.

H 4: The extent to which modern technologies are used by a company as part of its overall marketing strategy positively influence its success in view of global market competition.

Evidence from the path coefficients show strong convergent support for the effect of technology on the ability of a company to sustain itself in the face of globalization. Technology is one of the key drivers of globalization and as such, must be embraced by all organizations in the clothing and textile sector. The conclusion is that indeed the extent to which modern technologies are used by a company as part of its overall marketing strategy determines its success in view of global market competition. This assertion is made with a 95% level of confidence.

Hypothesis 5: The existence of enabling national policies positively influence the sustainable implementation of marketing strategies in the clothing textile industry.

It was proposed that in order to make marketing strategy work in the global market place, domestic governments must play a major role. The major role of the State is to regulate the industry through the creation of an enabling business environment where all companies irrespective of size and ownership can operate freely. The facilitation of social dialogue is thus a key role to be played by the State. Previous studies note that one of the key reasons for success in Madagascar's clothing and textile sector was because of a number of tax incentives and regulatory frameworks instituted by their government. Therefore, the success of the firms in that country cannot be attributed to marketing strategy alone without mentioning the role of policy. The implications are that, without the positive intervention of the State, marketing strategies alone will not be effective. Due to globalization, the functions and role of the State have been transformed substantially. The general configuration of its responsibilities has changed and this has introduced important modifications in the policy arena. When policy opens up and becomes friendly to business, massive reductions in levels of poverty are recorded. The policy implication of the study and the findings thereof is that the nation, and more importantly the manufacturing sub sector could bring about wholesome multiplier effects on the economy as the nation and manufacturing sector could be better positioned to benefit from the gains of globalization if policies and programmes are properly channeled towards addressing the perennial problems plaguing the nation. When government's policies and institutions are more in tune with strategies of the private sector and multinational enterprises, business will thrive.

7.2. MANAGERIAL IMPLICATIONS

The current dynamic business environment driven by forces of globalization challenges how managers conceptualize their businesses and realign marketing strategy. In the contemporary context of marketing, unlike in the past, companies now have no choice of either operating as ‘big’ or ‘small’ since globalization has created one big pond in which all companies of different sizes have to ‘swim’. Thus, the survival challenge is to devise a competitive strategy which takes a global stance, and to recognize threats and opportunities on that level. To recognize and exploit such opportunities, firms need new organizational structures and capabilities that make interaction across borders a way of life for individuals in many functional departments, not only those in top management. Thus, the leadership challenge is to create corporate capabilities, especially human capital and communications infrastructure that can create and exploit global linkages. This requires managers with a global mindset and cross-cultural competences to operate across large distances. Therefore five critical issues closely aligned to the research hypotheses have to be addressed by management:

- a) The use of generic competitive strategies remains one viable option in the face of globalization. In this regard, in order to remain competitive, product costs must be kept low while quality must be raised high. This delicate balancing act requires that companies effectively utilize their dynamic capabilities. The literature on how to achieve competitiveness in an industry should now move away from the static Porter’s 5 Forces model. The model, though useful, was created in the period when globalization was still in its formative stages and thus current models need to incorporate internal company capabilities, technology and the role of policy. This new model (which was conceptualized in this research) takes a more contemporary stance towards strategy and the competitiveness of companies by building and extending the traditional Porter’s 5 Forces Model.
- b) Coordination of marketing activities must not only be considered as an internal process, but rather a combination of both the internal and external environments. The presence of a marketing strategy alone without a robust coordination of the marketing effort does not assist a company in the face of globalization anymore. In this regard, organizations must be structured in a way which promotes the swift identification and capitalization of existing market opportunities in the highly dynamic global market place.
- c) While companies need to compete with others, they also need to cooperate through alliances and integrative strategies so as to remain sustainable. Strategic alliances are long-term collaborative arrangements between two or more firms designed to execute specific transactions for mutual gain and to maximize performance through cost reduction, knowledge acquisition, and/or market.

The current market situation calls for companies to cooperate as much as possible and compete where necessary.

- d) Technology is one of the key drivers of globalization and as such, must be embraced by all organizations in the clothing and textile sector. The internet age calls for companies to effectively utilize e-platforms for trade and commerce. A narrow line now exists between the domestic consumer and the international consumer. Gone are the days when product quality would be deliberately varied according to the market served, with the international markets being provided with better quality products at the expense of the domestic consumer. Technology has broken that barrier and now require that companies consider the market as a common village. Effective utilization of the available technology is thus encouraged as there are so many benefits associated with such a move. Modern technology enhances brand equity and also helps in the improvement of product quality; a key product attribute for success in the global market place. Thus, the implications for management are that one has to either “adapt or die” in the face of globalization.
- e) The success of firms in the clothing and textile sector cannot be attributed to the marketing strategy alone, without mentioning the role of government policy. The implications are that, left alone without the positive intervention of the State, marketing strategies will not be effective. A review of the literature shows that the success story of Madagascar as the number two African clothing exporter in sub-Saharan Africa behind Mauritius, is partly because of the strong push for outward orientation led by the government, generous tax breaks, and combined with low wages and trade preferences. Politics should be taken in normative, creative and problem solving terms. There is necessity to overhaul the rules and processes by which the government conducts its policy and decision making functions. Along with liberalization, government should maintain a certain balance between foreign investment and state regulation to maintain its influence for national capability building. Clothing and textile companies in Zimbabwe must therefore continue to lobby the government to create an enabling operating environment through policy pronouncements which favour the growth of the once vibrant clothing and textile sector.

7.3. LIMITATIONS OF THE RESEARCH

There are some limitations that should be taken into consideration when interpreting the results. The greatest limitation was the sample size used in the research as many companies either refused to participate in the research or were in the process of shutting down, and hence saw no merit in participating in the study. The result was that only 75 companies out of the over 89 initially targeted participated in the study. The limitation of a small sample size was however overcome through the use of

a mixed research methodology which sought to offset the weaknesses of one method with the strengths of the other.

Many companies in Zimbabwe are finding it extremely difficult to operate owing to a number of challenges which exist outside the domain of marketing. Some of the challenges relate to poor government policies and the prevailing political-economic landscape which many perceive as being unfriendly and therefore unfavourable to business survival. In order to overcome this limitation, the researcher had to craft the research instrument in such a way that marketing strategy related issues were captured first with policy implications being placed towards the end of the questionnaire. That way, policy implications on strategy, were then considered as key elements of the research proposition.

The final limitation had to do with the location of many clothing and textile representatives. The respondents were mainly located in the metropolitan areas of the three biggest cities of Zimbabwe, thus this may have some influence on their behaviour and values. However, a balanced sample selection was achieved through the use of a two stage cluster sampling technique. Since it is a probability sampling method, every unit of the population had an equal opportunity of being selected, thus limiting sample biasness. In the end, a balanced view of the impact of globalization on the clothing and textile companies was obtained.

7.4. SUGGESTIONS FOR FURTHER RESEARCH

The present study focused on potential marketing strategies in the context of globalization through an analysis of companies in the clothing and textile sector of one country, Zimbabwe. Future studies may take the form of cross sectional studies across the region in order to assess how marketing strategies in other regional countries such as Madagascar and South Africa seem to be working in preventing the total collapse of their clothing and textile sectors. Such a wider study may help provide answers beyond the ones provided by the current research due to its scope. Future studies could be conducted using a longitudinal case study to provide a holistic picture of the effects of marketing strategies on the clothing and textile sector. Further studies in areas such as globalization's impact on organizational business strategies would provide new information and answers in the field of marketing in the global village.

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9.0. APPENDICES

APPENDIX A: QUESTIONNAIRE.

QUESTIONNAIRE FOR THE CLOTHING AND TEXTILE SECTOR

In partial fulfillment of the requirements of the PhD in Marketing at the University of KwaZulu-Natal, UKZN (RSA), doctoral students are expected to conduct field researches in their areas of study. This study aims to assess the effects of globalization on marketing strategies in the clothing and textile sector.

Please note that all information gathered in the study will be treated with **STRICT CONFIDENTIALITY** and shall solely be used for the purposes of this study. Once all questionnaires have been collected and analyzed, the results of the study will be presented in aggregate form and written up as a scholarly thesis.

I request you to take some time off your usually busy schedule and complete the questionnaire below.

Researcher: Africa Makasi.

E-mail: africa.makasi@yahoo.com/ 212561466@stu.ukzn.ac.za.

PhD in Marketing Student (UKZN) RSA.

GENERAL INSTRUCTIONS

1. Please attempt all the questions by ticking or circling your appropriate option(s).
2. You are requested to respond to every question.

SECTION A: PRELIMINARY INFORMATION

1. How do you classify your business? *(Please tick the appropriate box).*

| | |
|---|-----------------------|
| 1 | Clothing manufacturer |
| 2 | Textile manufacturer |
| 3 | Clothing Retailer |
| 4 | Textile retailer |
| 5 | Other (specify) |

2. What is your position in the business?

| | |
|---|-------------------------|
| 1 | Chief Executive Officer |
| 2 | General Manager |
| 3 | Marketing Manager |
| 4 | Operations Manager |
| 5 | Marketing officer |
| 6 | Other(Specify |

3. For how long has your business been in existence?

| | |
|----|--------------------------|
| 1. | Less than 2 years |
| 2. | 2 to less than 5 years |
| 3. | 5 to less than 8 years |
| 4. | 8 to less than 11 years |
| 5. | 11 to less than 14 years |
| 6. | Above 14 years |

SECTION B: EFFECTS OF GLOBALIZATION

4. Recent years have witnessed an influx of companies from other countries investing in your sector. What is your opinion on this development?

.....

.....

.....

.....

5. Indicate how much you agree or disagree with each of the following statements which relate to the benefits of increasing interconnected (globalization) of markets.

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Has assisted increased participation in international markets | | | | | |
| Helps in the transfer of technology | | | | | |
| Helps in creating employment | | | | | |
| Has resulted in the improvement of living standards of people | | | | | |
| Has resulted in access to foreign markets | | | | | |
| Has resulted in increased foreign direct investment (FDI) | | | | | |
| Has helped to improve product quality | | | | | |

6. The following statements describe some of the challenges of globalization. Show your level of agreement/ disagreement with each statement (1- Strongly disagree and 5- Strongly agree)

| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Causes prices of local products to increase | | | | | |
| Reduces employees' disposable incomes | | | | | |
| Results in unfair competition | | | | | |
| Forces the closure of local companies | | | | | |
| Only benefits developed economies | | | | | |
| Results in the influx of cheap commodities | | | | | |
| There are no visible benefits to local companies | | | | | |

SECTION C: MARKETING STRATEGIES

7. What sustainable marketing strategies can your sector employ in order to adapt to globalization?
(1- Strongly disagree and 5- Strongly agree)

| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Improve product quality | | | | | |
| Promote the consumption of brands through brand building strategies. | | | | | |
| Reduce costs through cost leadership | | | | | |
| Exploit value chains through collaboration | | | | | |
| Emphasize customer personal tastes and customization | | | | | |
| Relationship marketing | | | | | |
| Standardize marketing strategies | | | | | |
| Advocacy and lobbying | | | | | |
| Niche marketing | | | | | |
| Differentiating | | | | | |
| Effective product positioning strategies | | | | | |
| Use of / investment in advanced technology | | | | | |
| Improved internal working systems | | | | | |
| Aggressive marketing and selling | | | | | |

8. To what extent do the following statements help to explain the benefits of a uniform (standardized marketing strategy) in order to mitigate the effects of globalization? Indicate the level of your agreement or disagreement. (1- Strongly disagree and 5- Strongly agree)

| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| It helps in reducing product cost | | | | | |
| Assists in the creation of competitive advantages | | | | | |
| One sure way of overcoming the effects of globalization | | | | | |
| Improved product quality and customer loyalty | | | | | |
| Results in significant cost savings | | | | | |
| Results in the creation of sustainable competitive advantages | | | | | |
| It allows for consistency with customers tastes and preferences | | | | | |
| Promotes improved planning and distribution | | | | | |
| Allows for greater control across national borders | | | | | |
| Increases the company's ability to produce high-quality products at a low cost | | | | | |
| Allows companies to focus | | | | | |
| Results in increased productivity | | | | | |
| Promotes the marketing of quality products | | | | | |
| Results in a uniform corporate identity which simplifies the marketing and promotion of products | | | | | |
| Improves resource utilization | | | | | |
| Promotes strategy alignment | | | | | |
| Promotes rapid company growth | | | | | |
| Vital in mitigating the effects of globalization | | | | | |

9. Indicate the extent to which the following statements help to explain the benefits of coordination as a way of creating sustainable marketing strategies. . (1- Strongly disagree and 5- Strongly agree)

| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Results in the creation of synergies | | | | | |
| Improves productivity | | | | | |
| Promotes team work and the achievement of organizational goals | | | | | |
| Strengthens the organization and improves its capacity to deal with the effects of globalization | | | | | |
| Can be used as a competitive advantage | | | | | |
| Improves employee morale | | | | | |
| Promotes and encourages team building | | | | | |
| Promotes the achievement of company objectives | | | | | |

10. Indicate the extent to which the following statements help to explain the benefits of competitive integration/collaboration in the clothing and textile sector in view of the effects of globalization. (1- Strongly disagree and 5- Strongly agree)

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Prepares organizations to deal with the effects of globalization | | | | | |
| Improves the creativity capacities of companies | | | | | |
| Helps in knowledge transfer | | | | | |
| Promotes the marketing of quality products | | | | | |
| Allows organizations to offset their weaknesses through collaboration | | | | | |
| Strengthens organizations | | | | | |
| Results in the creation of large competent companies | | | | | |

SECTION D: THE ROLE OF TECHNOLOGY

11. Advanced modern technology can help the clothing and textile companies in the pursuit of their marketing strategies in the following ways: (1- Strongly disagree and 5- Strongly agree).

| | 1 | 2 | 3 | 4 | 5 |
|---------------------------------|---|---|---|---|---|
| Improving product quality | | | | | |
| Reducing product costs | | | | | |
| Increasing product availability | | | | | |
| Building strong brands | | | | | |
| Creating brand equity | | | | | |
| Generating employment | | | | | |

12. Outline in order of importance (most important first) the current challenges faced by businesses in adopting advanced technologies

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SECTION E: ROLE OF POLICY

13. Government should help resuscitate the sector in the following ways: *(1- Strongly disagree and 5- Strongly agree)*

| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Offer tax holidays to the sector | | | | | |
| Provide funding to capacitate the sector | | | | | |
| Enact stringent regulations to prevent the entry of cheap commodities | | | | | |
| Increases tariffs for all imported clothing and textile products | | | | | |
| Encourage the consumption of local products | | | | | |
| Capacitate the industry through availing affordable loans | | | | | |
| Formulate policies which are friendly to the industry | | | | | |
| Apply policy consistently | | | | | |
| Create a conducive environment for business | | | | | |
| Encourage and support international marketing for the generation of foreign currency | | | | | |
| Set standards which promotes the production and selling of quality products | | | | | |
| Regulate for the benefit of local businesses | | | | | |
| Offer strategic direction to companies | | | | | |
| Promote the integration of companies with other large international companies | | | | | |
| Capacitate the entire value chain in the clothing and textile sector through concessionary lending | | | | | |
| Formulate policies in line with regional policies | | | | | |
| Promote the creation of a level playing field in the face of globalization | | | | | |
| Protect the clothing sector through appropriate legislation | | | | | |

14. Comment on the future of your sector? *(Please explain in detail.)*

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15. Provide any other information you may wish to provide relevant to the research

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.....

Thank you for completing this questionnaire.

APPENDIX B: INTERVIEW GUIDE

INTERVIEW GUIDE

Date of interview:

Name of interviewee:

Company Name:

Core questions for interview

1. Tell me about your experiences in managing this company over the past 12 years. ***Probe how they survived during the difficult period of 1998-2008.***
2. What would you attribute to these challenges? ***Probe.***
3. How do you think these challenges can be solved? ***Probe. Relate it to marketing strategies.***
4. Has the entry of foreign companies; mainly from Asia affected your operations? ***How?***
5. How do you assess globalization in terms of its benefits and challenges in relation to the clothing and textile sector?
6. With your kind of experience; do you think all the relevant stake holders are aware of the concepts of the impact of globalization? ***Probing further: how can policy makers intervene?***
7. In conclusion, how do you think these challenges should be addressed sustainably? ***Probe further: ask the relevance of retooling, technology, infrastructure, leadership and business acumen.***

“Thank you very much for your valuable time, it is highly appreciated.

APPENDIX C: COVERING LETTER FOR CARRYING OUT RESEARCH



August 13, 2012

To Whom It May Concern:

PERMISSION TO CONDUCT RESEARCH AS PART OF THE PhD QUALIFICATION

It is a requirement of our PhD qualification that the student completes a thesis based on research in a specific field of study. In this way students are given the opportunity to creatively link and discuss the theoretical aspects of the programme to the practical issues facing organisations in real life settings. Typically a thesis necessitates data gathering and the student is using questionnaires specifically.

Student name: **Africa Makasi (212561466)** has chosen to do a thesis entitled: *Globalization and Marketing Strategy Implications: A Case Study of Zimbabwe's Clothing and Textile Sector*

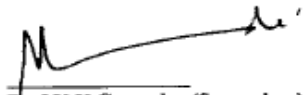
Your assistance in permitting access to your organization for purposes of this research is most appreciated. Please be assured that all information gained from the research will be treated with the utmost confidentiality. Furthermore, should you wish any result/s or findings from the research "to be restricted" for an agreed period of time, this can be arranged. The confidentiality of information and anonymity of personnel will be strictly adhered to by the student

I am available at any stage to answer any queries and/or to discuss any aspect of this thesis.

If permission is granted, please sign the attached form.

Thank you for your assistance in this regard.

Yours sincerely

A handwritten signature in black ink, appearing to read "K K Govender", is written over a horizontal line.

Prof K K Govender (Supervisor)

APPENDIX D: INFORMED CONSENT FORM: INFORMANT’S COPY

**UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance.**

PhD Research Project

Researcher: Africa Makasi. Tel: 00263 776 162 165.

Supervisor: Prof K.K. Govender +27 33 260 6487

Research Office: Ms B. Ntaka +27 31 260 8290

Dear Respondent,

I, Africa Makasi, (*student Number 212561466*) am a PhD in Marketing student in the School of Management, IT and Governance at the University of KwaZulu-Natal. You are invited to participate in a research project entitled: *Globalization and Marketing strategy implications: A case study of Zimbabwe’s clothing and textile sector*.

The aim of this study is to investigate the impact of globalization on the clothing and textile sector in Zimbabwe and suggest possible strategies to mitigate against these effects. Through your participation in this interview, I hope to understand the possible strategies which can be employed in order to save this sector from total collapse. The results of the interview are intended to contribute to the complete resuscitation of this important sector.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this interview. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT and Governance, UKZN.

If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.

The interview will take about 1 hour/s to complete. I hope you will take the time to participate in this important interview.

Sincerely

Researcher’s signature _____ Date _____

This page is to be retained by participant

APPENDIX E: INFORMED CONSENT FORM: RESEARCHER'S COPY.

**UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance.**

PhD Research Project

Researcher: Africa Makasi. Tel: +263 776 162 165.

Supervisor: Prof K.K. Govender +27 33 260 6487

Research Office: Ms B. Ntaka +27 31 260 8290

CONSENT

I _____ (full names of participant) hereby
confirm that I understand the contents of this document and the nature of the research project, and I
consent to participating in the research project. I understand that I am at liberty to withdraw from the
project at any time, should I so desire.

Signature of Participant

Date

This page is to be retained by researcher

APPENDIX F: ETHICAL CLEARANCE CERTIFICATE



21 October 2013

Mr Africa Makasi (212561466)
School of Management, IT & Governance
Pietermaritzburg Campus

Protocol reference number: NSS/1156/0120
Project title: Globalization and Marketing Strategy Implications: A case study of Zimbabwe's clothing and textile sector

Dear Mr Makasi,

Full approval notification- Amendment
This letter serves to notify you that your application for an amendment dated 13 October 2013 has now been granted Full Approval.

Change(s) to the Questionnaire

Any alterations to the approved research protocol i.e. Questionnaire/interview schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.



Best wishes for the successful completion of your research protocol.

Yours faithfully,


Dr Shonuka Singh (Acting Chair)

cc Supervisor: Professor K Govender
cc Academic leader: Professor Brian McArthur
cc School Administrator: Ms Debbie Cunningham

Humanities & Social Sciences Research Ethics Committee
Dr Shonuka Singh (Acting Chair)
Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X6001, Durban 4001
Telephone: (27) (0) 31 201 118/03504337 Facsimile: +27 (0) 31 202 1638 Email: shonuka.singh@ukzn.ac.za / shonuka.singh@ukzn.ac.za
Website: www.ukzn.ac.za

 1960 - 2010 
14 YEARS OF AGONY AND ECCELENCE

Pinetown Campus Edgewood Howard College Nelson Mandela Pietermaritzburg Westville

APPENDIX G: PATH ANALYSIS FOR THE FINAL STRUCTURAL EQUATION MODEL

Table 5.45: Path Analysis for the final Structural Model

| | OIM | | | | | |
|---------------------------|-----------|---------------|--------|-------|----------------------|-----------|
| | Coef. | Std. Err. | z | P> z | [95% Conf. Interval] | |
| Structural | | | | | | |
| Sustainability <- | | | | | | |
| National_Policy | .2342176 | .1028681 | 2.28 | 0.023 | .0325999 | .4358353 |
| Marketing_Standardization | -.4715871 | .0645745 | -7.30 | 0.000 | -.5981508 | -.3450234 |
| Integrated_Coalliances | .6034504 | .5437066 | 1.11 | 0.267 | -.4621951 | 1.669096 |
| Technology | 1.135437 | .2083658 | 5.45 | 0.000 | .7270471 | 1.543826 |
| Measurement | | | | | | |
| Role1 <- | | | | | | |
| National_Policy | 1 | (constrained) | | | | |
| _cons | 1.913386 | .1068221 | 17.91 | 0.000 | 1.704018 | 2.122753 |
| Role2 <- | | | | | | |
| National_Policy | -1.1539 | .0311085 | -37.09 | 0.000 | -1.214872 | -1.092929 |
| _cons | 3.834646 | .1208418 | 31.73 | 0.000 | 3.5978 | 4.071491 |
| Role3 <- | | | | | | |
| National_Policy | -.2094038 | .0432105 | -4.85 | 0.000 | -.2940949 | -.1247127 |
| _cons | 1.496063 | .0544094 | 27.50 | 0.000 | 1.389423 | 1.602703 |
| Role4 <- | | | | | | |
| National_Policy | -.3621035 | .0539039 | -6.72 | 0.000 | -.4677532 | -.2564537 |
| _cons | 1.740157 | .072349 | 24.05 | 0.000 | 1.598356 | 1.881959 |
| Role5 <- | | | | | | |
| National_Policy | -.1679117 | .1025831 | -1.64 | 0.102 | -.3689708 | .0331474 |
| _cons | 2.511811 | .1203804 | 20.87 | 0.000 | 2.27587 | 2.747752 |

| | | | | | | | |
|-----------|-----------------|-----------|----------|-------|-------|-----------|-----------|
| Role7 <- | | | | | | | |
| | National_Policy | -.4498908 | .0800099 | -5.62 | 0.000 | -.6067074 | -.2930743 |
| | _cons | 3 | .1032667 | 29.05 | 0.000 | 2.797601 | 3.202399 |
| Role8 <- | | | | | | | |
| | National_Policy | -.4521693 | .0582538 | -7.76 | 0.000 | -.5663446 | -.337994 |
| | _cons | 2.818898 | .0813865 | 34.64 | 0.000 | 2.659383 | 2.978412 |
| Role9 <- | | | | | | | |
| | National_Policy | -.4563835 | .0690872 | -6.61 | 0.000 | -.5917918 | -.3209751 |
| | _cons | 2.937008 | .0923297 | 31.81 | 0.000 | 2.756045 | 3.117971 |
| Role10 <- | | | | | | | |
| | National_Policy | 1.030791 | .0349251 | 29.51 | 0.000 | .9623391 | 1.099243 |
| | _cons | 1.984252 | .1107884 | 17.91 | 0.000 | 1.767111 | 2.201393 |
| Role11 <- | | | | | | | |
| | National_Policy | -.2713571 | .046681 | -5.81 | 0.000 | -.3628502 | -.179864 |
| | _cons | 1.637795 | .0606548 | 27.00 | 0.000 | 1.518914 | 1.756676 |
| Role12 <- | | | | | | | |
| | National_Policy | -.2686554 | .0576716 | -4.66 | 0.000 | -.3816896 | -.1556211 |
| | _cons | 1.614173 | .0722071 | 22.35 | 0.000 | 1.47265 | 1.755697 |
| Role13 <- | | | | | | | |
| | National_Policy | 1.056902 | .0767239 | 13.78 | 0.000 | .9065258 | 1.207278 |
| | _cons | 3.283465 | .1381425 | 23.77 | 0.000 | 3.01271 | 3.554219 |
| Role14 <- | | | | | | | |
| | National_Policy | -.1531223 | .070472 | -2.17 | 0.030 | -.2912448 | -.0149998 |
| | _cons | 3.031496 | .0832839 | 36.40 | 0.000 | 2.868263 | 3.194729 |

| | | | | | | | |
|-----------------------|-----------|---------------|--------|-------|-----------|-----------|--|
| Role15 <- | | | | | | | |
| National_Policy | -1.070726 | .0286302 | -37.40 | 0.000 | -1.12684 | -1.014612 | |
| _cons | 3.944882 | .1120808 | 35.20 | 0.000 | 3.725208 | 4.164556 | |
| Role16 <- | | | | | | | |
| National_Policy | -.458192 | .0685203 | -6.69 | 0.000 | -.5924893 | -.3238946 | |
| _cons | 2.913386 | .091842 | 31.72 | 0.000 | 2.733379 | 3.093393 | |
| Role17 <- | | | | | | | |
| National_Policy | -.3953168 | .0689834 | -5.73 | 0.000 | -.5305219 | -.2601117 | |
| _cons | 3.03937 | .0893634 | 34.01 | 0.000 | 2.864221 | 3.214519 | |
| MarketingStrategy1 <- | | | | | | | |
| Sustainability | 1 | (constrained) | | | | | |
| _cons | 3.606299 | .1131926 | 31.86 | 0.000 | 3.384446 | 3.828153 | |
| MarketingStrategy2 <- | | | | | | | |
| Sustainability | .4432538 | .074113 | 5.98 | 0.000 | .2979949 | .5885126 | |
| _cons | 2.031496 | .1076069 | 18.88 | 0.000 | 1.82059 | 2.242402 | |
| MarketingStrategy3 <- | | | | | | | |
| Sustainability | .971377 | .0097154 | 99.98 | 0.000 | .9523352 | .9904187 | |
| _cons | 3.629921 | .1097471 | 33.08 | 0.000 | 3.414821 | 3.845022 | |
| MarketingStrategy4 <- | | | | | | | |
| Sustainability | .9748592 | .0141566 | 68.86 | 0.000 | .9471128 | 1.002606 | |
| _cons | 3.622047 | .1109309 | 32.65 | 0.000 | 3.404627 | 3.839468 | |
| MarketingStrategy5 <- | | | | | | | |
| Sustainability | .4146316 | .0745825 | 5.56 | 0.000 | .2684526 | .5608105 | |
| _cons | 2.055118 | .1067041 | 19.26 | 0.000 | 1.845982 | 2.264254 | |

| | | | | | | |
|---|----------------------|----------------------|-----------------|----------------|----------------------|----------------------|
| MarketingStrategy5 <- Sustainability _cons | .4146316 2.055118 | .0745825 .1067041 | 5.56 19.26 | 0.000 0.000 | .2684526 1.845982 | .5608105 2.264254 |
| MarketingStrategy6 <- Sustainability _cons | .2722627 2.629921 | .0554249 .0776246 | 4.91 33.88 | 0.000 0.000 | .1636319 2.47778 | .3808934 2.782063 |
| MarketingStrategy7 <- Sustainability _cons | .3008849 2.606299 | .0565223 .0802232 | 5.32 32.49 | 0.000 0.000 | .1901031 2.449065 | .4116666 2.763534 |
| MarketingStrategy8 <- Sustainability _cons | .2391561 2.653543 | .0563241 .0773227 | 4.25 34.32 | 0.000 0.000 | .1287629 2.501994 | .3495493 2.805093 |
| MarketingStrategy9 <- Sustainability _cons | .4372174 2.047244 | .0738482 .1069923 | 5.92 19.13 | 0.000 0.000 | .2924776 1.837543 | .5819571 2.256945 |
| MarketingStrategy10 <- Sustainability _cons | .4146307 2.055118 | .0745825 .1067041 | 5.56 19.26 | 0.000 0.000 | .2684517 1.845982 | .5608097 2.264254 |
| MarketingStrategy11 <- Sustainability _cons | .3925537 2.062992 | .0752332 .1064081 | 5.22 19.39 | 0.000 0.000 | .2450994 1.854436 | .5400079 2.271548 |
| MarketingStrategy12 <- Sustainability _cons | .983615 3.622047 | .00816 .1109038 | 120.54 32.66 | 0.000 0.000 | .9676217 3.40468 | .9996083 3.839415 |

| | | | | | | |
|--|-----------------------------|----------------------|----------------|----------------|----------------------|----------------------|
| MarketingStrategy13 <- Sustainability _cons | .9713778 3.629921 | .0097147 .1097471 | 99.99 33.08 | 0.000 0.000 | .9523373 3.414821 | .9904183 3.845022 |
| MarketingStrategy14 <- Sustainability _cons | .310299 2.606299 | .0561226 .0802106 | 5.53 32.49 | 0.000 0.000 | .2003007 2.449089 | .4202973 2.763509 |
| BenefitOfStandardising1 <- Marketing_Standardization _cons | 1 (constrained) 4.047244 | .109025 | 37.12 | 0.000 | 3.833559 | 4.260929 |
| BenefitOfStandardising2 <- Marketing_Standardization _cons | .9845942 3.976378 | .040188 .1159726 | 24.50 34.29 | 0.000 0.000 | .9058272 3.749076 | 1.063361 4.20368 |
| BenefitOfStandardising3 <- Marketing_Standardization _cons | .9918636 4.015748 | .016827 .107954 | 58.94 37.20 | 0.000 0.000 | .9588834 3.804162 | 1.024844 4.227334 |
| BenefitOfStandardising4 <- Marketing_Standardization _cons | 1.019161 4.11811 | .0260618 .1133498 | 39.11 36.33 | 0.000 0.000 | .9680805 3.895949 | 1.070241 4.340272 |
| BenefitOfStandardising5 <- Marketing_Standardization _cons | .9606093 3.992126 | .0297402 .1088188 | 32.30 36.69 | 0.000 0.000 | .9023195 3.778845 | 1.018899 4.205407 |
| BenefitOfStandardising6 <- Marketing_Standardization _cons | .998734 3.929134 | .0295364 .1125632 | 33.81 34.91 | 0.000 0.000 | .9408437 3.708514 | 1.056624 4.149754 |

| | | | | | | |
|---|-----------------------|----------------------|-----------------|----------------|-----------------------|-----------------------|
| BenefitOfStandardising7 <- Marketing_Standardization _cons | .8166846 3.464567 | .099424 .1488981 | 8.21 23.27 | 0.000 0.000 | .6218172 3.172732 | 1.011552 3.756402 |
| BenefitOfStandardising8 <- Marketing_Standardization _cons | -.7625366 1.992126 | .0661692 .1143746 | -11.52 17.42 | 0.000 0.000 | -.8922259 1.767956 | -.6328473 2.216296 |
| BenefitOfStandardising10 <- Marketing_Standardization _cons | .9787392 4.03937 | .0336313 .112133 | 29.10 36.02 | 0.000 0.000 | .912823 3.819593 | 1.044655 4.259147 |
| BenefitOfStandardising11 <- Marketing_Standardization _cons | .9815917 4.015748 | .0336792 .1124548 | 29.15 35.71 | 0.000 0.000 | .9155817 3.795341 | 1.047602 4.236155 |
| BenefitOfStandardising12 <- Marketing_Standardization _cons | .6894119 4.086614 | .07547 .1173327 | 9.13 34.83 | 0.000 0.000 | .5414934 3.856646 | .8373303 4.316582 |
| BenefitOfStandardising13 <- Marketing_Standardization _cons | 1.002898 4.047244 | .0295085 .1129356 | 33.99 35.84 | 0.000 0.000 | .9450627 3.825894 | 1.060734 4.268594 |
| BenefitOfStandardising15 <- Marketing_Standardization _cons | -.711954 2.102362 | .0676061 .1118191 | -10.53 18.80 | 0.000 0.000 | -.8444595 1.883201 | -.5794486 2.321524 |
| BenefitOfStandardising17 <- Marketing_Standardization _cons | -.696049 2.141732 | .0724325 .1150385 | -9.61 18.62 | 0.000 0.000 | -.8380141 1.916261 | -.5540839 2.367204 |

| | | | | | | |
|---|-----------------------------|----------------------|----------------|----------------|-----------------------|----------------------|
| BenefitOfStandardising18 <- Marketing_Standardization _cons | .8655848 3.559055 | .070291 .1258136 | 12.31 28.29 | 0.000 0.000 | .7278169 3.312465 | 1.003353 3.805645 |
| BenefitsOfIntegration1 <- Integrated_Coalliances _cons | 1 (constrained) 3.929134 | .1225829 | 32.05 | 0.000 | 3.688876 | 4.169392 |
| BenefitsOfIntegration3 <- Integrated_Coalliances _cons | 4.848239 3.677165 | 2.357209 .1244395 | 2.06 29.55 | 0.040 0.000 | .2281936 3.433268 | 9.468284 3.921062 |
| BenefitsOfIntegration4 <- Integrated_Coalliances _cons | -3.429031 2.055118 | 1.682673 .1046423 | -2.04 19.64 | 0.042 0.000 | -6.727009 1.850023 | -.131053 2.260213 |
| BenefitsOfIntegration5 <- Integrated_Coalliances _cons | 4.956167 4.015748 | 2.39555 .1096626 | 2.07 36.62 | 0.039 0.000 | .2609756 3.800813 | 9.651359 4.230683 |
| BenefitsOfIntegration6 <- Integrated_Coalliances _cons | 4.857579 3.984252 | 2.348841 .108526 | 2.07 36.71 | 0.039 0.000 | .253936 3.771545 | 9.461222 4.196959 |
| BenefitsOfIntegration7 <- Integrated_Coalliances _cons | 3.563934 4.299213 | 1.736161 .0953466 | 2.05 45.09 | 0.040 0.000 | .1611202 4.112337 | 6.966748 4.486088 |
| Technology1 <- Technology _cons | 1 (constrained) 3.740157 | .1225985 | 30.51 | 0.000 | 3.499869 | 3.980446 |
| Technology5 <- Technology _cons | .8597485 2.952756 | .152181 .1182982 | 5.65 24.96 | 0.000 0.000 | .5614791 2.720896 | 1.158018 3.184616 |
| Technology6 <- Technology _cons | .3012732 2.015748 | .1594828 .1124548 | 1.89 17.92 | 0.059 0.000 | -.0113075 1.795341 | .6138538 2.236155 |