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Exploring the Impact of Globalization on Marketing Strategy in a Developing Country

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ABSTRACT The aim of this paper was to explore the implications of globalization on Zimbabwe's Clothing and Textile (C and T) sector thus providing empirical evidence for closing the 'gap' between the general understanding of globalization and the crafting of appropriate marketing strategies to assist businesses in the sector to manage the impact of globalization. A two-stage cluster sampling technique was used to collect data from 127 from stakeholders in the C and T sector. The results from a Categorical Critical Component Analysis using SPSS positively support the research hypotheses and the confirmed results were supported at 5 percent level of significance. Based on the results of this research, the paper concludes that moving marketing and marketers towards sustainability requires a range of new ideas and tools based on a critical understanding of the broader market.

INTRODUCTION

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 (Malek 2016; Covi 2016; Madsen and Wu 2016). This invariably requires breaking the embedded path dependencies which retard strategy implementation (Kindström 2010). Organizations are encouraged to coordinate and configure strategy in response to the new business environment created by globalization, since the ability to coordinate is made possible through the direct involvement and commitment of top management, since the entire organization work towards achieving a common objective of sustaining operations in the face of globalization (Covi 2016). When marketing strategies are aligned to the existing resources, the resultant synergy created comes as a major benefit to the company (Covi 2016; Malek 2016). Clearly, the internal processes of the company must be consciously ready to facilitate the process of seizing and exploitation thereof (Chesbrough 2010; Teece 2010). 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 of the aforementioned, Stiglitz (2002: 57) asserts that "an important task of a government is to protect jobs and vulnerable sectors of the economy such as the clothing and textile industry." While many company executives would wish that the State assumes 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). 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, and the role of national policy is to provide a national vision which guides the conduct of business (Moyo 2014).

Within the globalization discourse, policymakers should be highly critical of market conditions in order to save the industry from total collapse (Chirisa and Dumba 2012; Moyo 2014). 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), and the impact of these turbulences on global markets are currently being transmitted to developing countries such as Zimbabwe, amplified by increased globalization and

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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 is encouraged; especially by all policy makers in the developing world (Chirisa and Dumba 2012).

Research Context

Over the past ten years, Zimbabwe has opened itself up considerably to the influences of the global economy through a process of trade liberalization (Zindiye et al. 2012) in an attempt to raise its growth rate by stimulating investment (Zindiye et al. 2012). However, due to the poor performance of its economy, it did not reap the anticipated benefits (Ndlovu and Heath 2013). With respect to the globalized market in a developing country, company competitiveness can no longer be defined only by the "Five Forces," but also through extending Porter's (1985) model and incorporating government as a key force to consider. In light of the above, the paper explores the implications of globalization on marketing strategy with respect to Zimbabwe's C and T sector. The main question is, "What sustainable competitive strategies can Zimbabwean clothing and textile companies employ to mitigate the impact of globalization on the sector?" More specifically, we explored the impact of standardized marketing strategy; coordination of marketing activities; integration; the role of technology, and the impact of government policies on the sustainability of clothing and textile (C and T) businesses in a developing country, namely, Zimbabwe.

Literature Review

While globalization seeks to eliminate 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 World Trade Organization (Hillebrand et al. 2010). These measures are deliberately designed to protect local industries from undue competition from companies originating from developed countries (Erixon and Sally 2010). Protection against cotton and clothing import has been cited in the literature as a common phenomenon across the globe, mainly due to the vulnerable nature of the sector which employs low skilled labour (Erixon and Sally 2010). Such moves to protect markets are not without justification particularly so in developing countries (Garmann 2014). These protectionist measures that 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 C and T industry was largely due to State support through a number of policy frameworks (Bonnin 2011; Kaplinsky 2013). The support primarily came in two forms, namely, financial support through the Industrial Development Corporation; and the state provided support through direct protection of the sector through stringent tariffs which discouraged importing of finished clothing products (Morris and 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 (Chirisa and Dumba 2012; Moyo 2014).

A strong marketing leadership position to drive the strategy is also needed (Kapferer 2012). Several research studies link marketing strategy and the overall performance of an organization (Wang and Verma 2012; Patel and Chavda 2013). Zou and Cavusgil (2002: 53) argued 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." Through combining a number of factors, Zou and Cavusgil (2002) call for the radical adaptation of the marketing mix elements in pursuance of the marketing strategy which guarantees success in the global market place. The aforementioned authors extend this notion by developing what they term "the global marketing strategy (GMS) which includes factors such as configuration, coordination, and integration of activities" (Zou and Cavusgil 2002: 45).

Through aligning strategy to the broader context, the firm is able to develop marketing plans which allow it to offer the right product to the right market, and thus gain a competitive advantage (Morgan 2012). "These specialized combinations of capabilities and assets create competences which lead to organizational competitiveness" (Madhavaram and Hunt 2008: 69). 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 and 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).

Marketing strategy development is thus a complex feat composed of processes, routines and activities as marketing plans that 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).

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 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 a potential market, recognizing regional differences without taking into consideration national boundaries, normally they offer their product universally with only some superficial adaptations."

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 and Mauborgne 2015). The need to study the influence of the external environment on strategy has huge support in the literature (Gabrielsson, Gabrielsson and Seppälä 2012; Nasir and Altinbasak 2009). Anecdotal evidence suggests that favourable regulations and consumer stability generally give more opportunity for growth (O'Cass and Weerawardena 2010). This is primarily so in view of the ever changing consumer tastes and cultural traits fuelled by the globalization wave (López-Duarte and Vidal-Suárez 2010). The divergent tastes and habits of consumers which vary among the different local cultures are some of the main obstacles for marketing and the quest for a standardized global product (Nasir and Altinbasak 2009). 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. 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 (Gabrielsson et al. 2012; Virvilaite et al. 2011). The industry-based view, further stresses the need to align company strategy and its broader environment (Gabrielsson et al. 2012), and pressures exerted by the external environment must be dealt with in order for a firm to survive and prosper (Kim and Mauborgne 2015).

Globalization has unfortunately created a new and challenging situations where companies from developing countries now find it difficult to compete with companies from the highly industrialized countries (Gereffi and Frederick 2010). Firms from low-wage industrialized countries have distorted competition in the clothing and textile industry, thus threating the survival of companies from third world countries (Roberts and Thoburn 2002). In order to mitigate these challenges, effective marketing strategies which focus on cost reduction, quality and efficiency must be adopted (Goworek 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 (Gabrielsson et al. 2012). 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 which need to pursue horizontal integration (Morris and 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). "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 for the consumer (Buch-Hansen and Wigger 2010). In light of the brief literature review, this paper will explore the views of various stakeholders in the C and T industry in Zimbabwe using the methodology described below.

METHODOLOGY

A survey was conducted among C and T stakeholders as well as government officials responsible for trade policy pertaining to the C and T industry. The study was designed in two stages, with the first stage being exploratory to determine the effects of globalization on the C and T industry in general, with the main aim of isolating any possible pointers attributable to the demise of the C and T industry. 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 sample for this research was drawn from companies in the C and T industry, industry association representatives, consumers and government officials. Detailed interview guides and well-designed questionnaires were tested and used to gather data. The study was designed in such a way that both qualitative and quantitative data could be obtained from the participants. Qualitative 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 the research findings. In addition, secondary data from both internal and external publications was extensively used, since the researchers 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.

While 148 questionnaires were sent out to the sampled companies, consumers and policy makers from the key government Ministries, 127 usable questionnaires were returned, which translated into a satisfactory overall response rate of 85.8percent. Of the 127 participants, 21.3 percent were clothing manufacturing companies, 19.7 percent were textile manufacturers, 10.2 percent clothing retailers, 7.9 percent textile retailers; while 40.9 percent collectively represented industry associations, consumers and policy makers of key government departments, as these participants were considered key stakeholders in the clothing and textile sector. The majority (22%) of the respondents were marketing managers, followed by general managers (16.5%), and the majority (75.6%) of the businesses had been in existence for at least 5 years, which implies that most of the companies sampled had survived the hyperinflationary decade that affected Zimbabwe from the year 2000 to 2008. These companies also managed to survive the multicurrency period of 2009-2013, in which period, the negative impact of globalization on the C and T sector was at its peak. 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, albeit the challenging operating landscape.

RESULTS

Instrument Reliability and Validity

The Cronbach's coefficient alpha was calculated to determine the validity of the questionnaire, and the outcome using SPSS is reflected in Table 1. All the measures were found to be reliable (Tavakol and Dennick 2011).

Table 1: Instrument reliability

Theme	*Cronbach's Alpha*	*No. of items*
Standardized marketing strategy	0.732	18
Coordination	0.816	8
Competitive integration	0.764	7
Role of advanced technology	0.788	6
Impact of government policies	0.784	18

With reference to validity, the Principal Component Analysis (PCA) extraction method and varimax rotation with Kaiser Normalization was used, with the extraction criterion being that only components with eigenvalues above the Kaiser' default of 1 were extracted.[1] The outcome of this process for each of the measurements is explained below.

Measuring Sustainability

Figure 1 clearly shows that of the 14 components/items which were developed to measure the sustainability of the C and T industry, only 3 which cumulatively accounted for over 99 percent of the variance among the factors, had eigenvalues exceeding 1. This implies that all the other components from the 4th onwards had eigenvalues below 1 and could therefore not qualify for analysis.

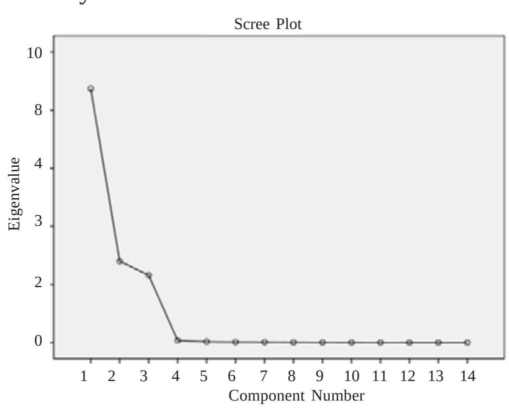

Fig. 1. Sustainable marketing strategies

Standardized Marketing Strategies

The scree plot shown in Figure 2 confirms the extraction of the two principal components with initial eigenvalues of 13.228 and 2.303 and rotated eigenvalues of 8.294 and 7.237 respectively. The rotation sums of the squared loadings show that the first component accounted for 46.08 percent of the variation in the benefits of standardized marketing strategy, while the second component accounted for 40.2 percent 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.

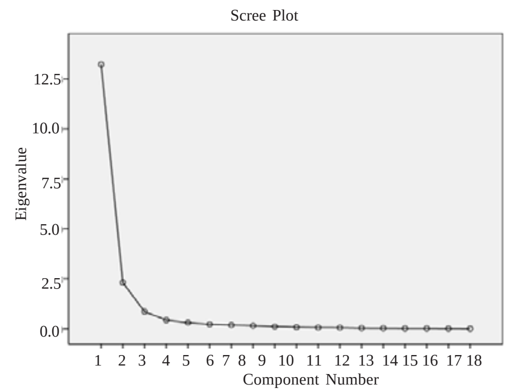

Fig. 2. Standardization of marketing strategies

Coordination of Marketing Strategies

Figure 3 illustrates that only two components met the extraction criterion, with all other components from the third having eigenvalues less than 1. To summarise the broad benefits that arise from coordinating organizational activities as a strategy to survive in the globalized C and T sector, component 1 and 2 were further analysed and accounted for 57.6 percent and 36.5 percent respectively of the variation in marketing strategy.

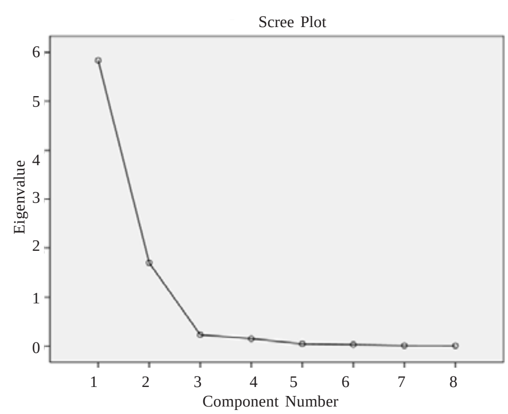

Fig. 3. Coordination of marketing strategies

With respect to the 18 items developed to measure the impact of national policy on marketing strategy, it was ascertained (Fig. 4) that only 3 principal components were extracted and these cumulatively accounted for 73.95 percent of the variance among the factors.

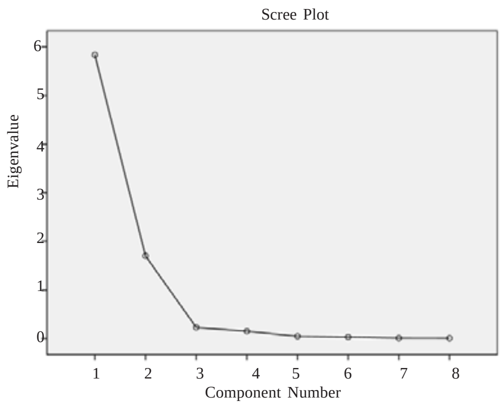

Fig. 4. Effect of National Policy

Role of Technology

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 percent up to 29.3 percent 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.

Challenges of Globalization

The respondents were provided with brief statements that described some of the challenges of globalization and were requested to show the extent of their agreement or disagreement with each statement on a Likert scale that ranged from strongly agree (SA=5) to strongly disagree (SD=1). The results of this exercise are reflected in Table 2.

Table 2 reveals that the overwhelming majority (74.1%) of respondents disagreed that globalization causes prices of local products to increase. This can be explained by the fact that globalization in the C and T sector is normally associated with the dumping of poor quality and second hand clothes from developed countries. 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 majority (73.2%) of the participants 'agreed' that globalization forced the closure of local clothing and textile businesses. This was closely linked to the argument 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 C and T 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 developing countries, and in the process making locally manufactured clothing and textile products uncompetitive.

Benefits of Globalization

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 C and T markets. The results are reflected in Table 3.

It is evident from Table 3 that the majority (61.4%) of the respondents agreed that globalization assisted increased participation in inter-

Table 2: Challenges of globalization

Challenge	*SA*	*A*	*Neutral*	*DA*	*SD*
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%

Table 3: Benefits of increasing interconnectedness of markets

Benefit	*SA*	*A*	*Neutral*	*DA*	*SD*
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%
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%
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%

national markets. Furthermore, an almost equal majority (60.7%) of respondents also indicated that globalization has the effect of facilitating access to foreign markets. The aforementioned findings imply that one of the major benefits of globalization is “the ability of companies in the clothing and textile sector to explore market 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 also presents an opportunity for companies to shift focus to the export market by revising their marketing strategies appropriately.

The overwhelming majority (74.8%) of the respondents did not agree that increasing interconnectedness of the clothing and textile markets had the benefit of creating employment. This can most probably be explained by the fact that the involvement of foreign companies in the clothing and textile sector in Zimbabwe has been restricted to exporting rather than manufacturing, which does not create sustainable employment. This development can be explained by the relatively harsh business environment that prevails in Zimbabwe.

Sustainable Marketing Strategies

The respondents were requested to indicate their agreement or disagreement on a scale of 1-5, with respect to 14 pre-established marketing strategies that clothing and textile companies could adopt to mitigate the effects of globalization. The results reflected in Table 4 reveal that all 14 marketing strategies had minimum and maximum scores between 1 and 5 respectively, except for advocacy, lobbying, and relationship marketing, which each had a minimum score of 2. Through the use of improved internal working systems, the 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 positive effects of such a development would be a potential reduction in production costs that enhances the capacity to adopt cost leadership strategies necessary in order to compete in the price elastic C and T markets. This is because the ability of companies to improve the utilization of human resources, financial resources, as well as the existing technology can improve their operational efficiencies.

Table 4: Descriptive statistics for marketing strategies

	N	*Min*	*Max*	*Mean*	*S Dev*
Improved internal working systems	127	1.00	5.00	3.6299	1.25864
Reduce cost through cost leadership	127	1.00	5.00	3.6299	1.25864
Use of advanced technology	127	1.00	5.00	3.6220	1.27198
Exploit value chains though collaborations	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	0.87630
Relationship marketing	127	2.00	5.00	2.6299	0.88014
Aggressive marketing and selling	127	1.00	5.00	2.6063	0.90989
Standardise marketing strategies	127	1.00	5.00	2.6063	0.90989
Effective product positioning strategies	127	1.00	5.00	2.0630	1.20678
Differentiation	127	1.00	5.00	2.0551	1.21045
Emphasise personal customer tastes	127	1.00	5.00	2.0551	1.21045
Niche marketing	127	1.00	5.00	2.0472	1.21406
Local brand consumption through brand building	127	1.00	5.00	2.0315	1.22109
Valid N (listwise)	127				

Standardized Marketing Strategy

Participants were asked to indicate the extent of their agreement or disagreement with a set of 18 predefined benefits that the clothing sector companies could enjoy through adoption of a standardised marketing strategy; whose benefits were on a five-point Likert scale, where 1 = 'strongly disagree' and 5 ='strongly agree'. The results in Table 5 show that the respondents were convinced that the use of a standardized marketing strategy was one sure way of overcoming the effects of globalization. This means 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.

The results in Table 5 also show that the participants perceived that standardization results in significant cost savings, helps to reduce product costs, promotes the marketing of quality products, and generally improves productivity, since all means exceeded a score of 3. Considering that globalization invariably results in intensification of competition particularly through pricing, these benefits would be a welcome development for the local clothing and textile companies, as they try to improve their survival strategies through marketing. Considering that only two broad categories of benefits emerged, the results in Table 6 show that the benefits of a standardized marketing strategy were highly related to each other.

Role of Coordination

A total of eight (8) statements describing the benefits that coordination could bring through the creation of sustainable marketing strategies were provided to the participants, and they 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), and the results were captured through the descriptive statistics shown in Table 6:

The results in Table 6 show that based on the mean score of 4.2756, it may be deduced that the respondents 'agreed' that the coordination of marketing strategies promotes the achievement of company objectives. It can therefore 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. 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.

Table 5: Effects of standardization of marketing strategy

	N	*Min*	*Max*	*Mean*	*S Dev*
Improves resource utilization	127	1.00	5.00	1.9843	1.24712
Creates uninform corporate image	127	1.00	5.00	2.0630	1.25197
Rapid company growth	127	1.00	5.00	2.1339	1.24952
Promotes strategy alignment	127	1.00	5.00	2.1575	1.24356
Greater control across borders	127	1.00	5.00	2.1969	1.33357
Improved planning and distribution	127	1.000	5.00	2.1969	1.39750
Mitigates effects of globalization	127	1.00	5.00	2.2598	1.33460
Meet customer tastes and preferences	127	1.00	5.00	3.4331	1.30682
Increases productivity	127	1.00	5.00	3.6378	1.34323
Improves customer loyalty	127	1.00	5.00	3.7008	1.11494
Reduces product costs	127	1.00	5.00	3.7323	1.11589
Promotes marketing of quality products	127	1.00	5.00	3.8425	1.35357
Results in cost savings	127	1.00	5.00	3.8819	1.16574
Creation of competitive advantage	127	1.000	5.00	3.8898	1.33469
High quality products at low costs	127	1.00	5.00	3.8898	1.30462
Creation of sustainable competitive advantages	127	1.00	5.00	3.9370	1.32586
Allows company to focus	127	1.00	5.00	3.9843	1.34509
A way of overcoming effects of globalization	127	1.00	5.00	4.0787	1.23189
Valid N (listwise)	127				

Table 6: Benefits of coordinating marketing strategies

	N	*Mean*	*S Dev*
Achievement of company objectives	127	4.2756	0.98139
Improves productivity	127	4.2598	0.97763
Improves capacity to deal with effects of globalization	127	4.0079	1.20512
Results in creation of synergies	127	3.9843	1.23433
Can be used as a competitive advantage	127	3.9370	1.31383
Improves staff morale	127	2.2126	1.33708
Helps achieve organizational goals	127	2.0945	1.26261
Promotes teamwork	127	2.0000	1.26617
Valid N (Listwise)	127		

Role of Technology

Due to the limited number of items in the questionnaire which measured the effect of technology on marketing strategy, Categorical Critical component analysis could not be conducted. However, a correlation analysis was conducted and the results are shown on Table 7.

The results in Table 7 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 ($R = 0.208$, $p = 0.019$).

DISCUSSION

Standardized Marketing Strategies

It is evident that the major benefits of standardized marketing strategies relate to assis-

Table 7: Spearman's Rho correlations – Effect of technology

	Improve product quality	*Reduce product costs*	*Increase product availability*	*Build brands*	*Create brand equity*	*Generate employment*
Spearman rho: Improving quality coefficient	1	0.357	0.084	0.272	0.5	0.237
Sig(2 tailed)	0	0	0.348	0.002	0	0.007
N	127	127	127	127	127	127
Reducing product cost Correlation coefficient	0.357	1	-0.457	-0.137	0.541	0.5
Sig(2 tailed)	0	0	0	0.124	0	0
N	127	127	127	127	127	127
Increasing product availability coefficient	0.084	-0.457	1	-0.094	-0.084	-0.223
Sig (2 tailed)	0.348	0	0	0.292	0.347	0.012
N	127	127	127	127	127	127
Building strong brands Correlation coefficient	0.272	-0.137	-0.094	1	-0.208	-0.354
Sig(2 tailed)	0.002	0.124	0.292	0	0.019	0
N	127	127	127	127	127	127
Creating brand equity Correlation coefficient	0.5	0.541	-0.084	-0.208	1	0.422
Sig(2 tailed)	0	0	0.347	0.019	0	0
N	127	127	127	127	127	127
Generating employment Correlation coefficient	0.237	0.5	-0.223	-0.354	0.422	1
Sig(2 tailed	0	0	0.012	0	0	0
N	127	127	127	127	127	127

**Correlation is significant at the 0.01level (2 tailed) tance in the creation of competitive advantages (Khan et al. 2016), allowing for consistency with customer tastes and preferences and resulting in increased productivity (Haron 2016). 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 (Khan et al. 2016). These recommendations from literature which are supported by empirical evidence may help save the C and T industry in Zimbabwe.

Coordination of Marketing Strategies

The presence of a marketing strategy alone without coordinating the effort does not assist a company in the face of globalization, and four key factors (Table 6) were singled out for their contribution towards the creation of sustainable marketing strategies through an effective coordination of the marketing effort (Schmid et al. 2016). These four factors which were coordinating the marketing effort helps to promote team work and the achievement of organizational goals, strengthens the organization and improves its capacity to deal with the effects of globalization, improves employee morale and improves productivity. These results are well supported by 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 (Verbeke and Kano 2016; Fischer et al. 2010). 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" (Gabrielsson et al. 2012: 28). An integrated pattern of organizational behaviour (Verbeke and Kano 2016) 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 (Schmid et al. 2016).

Integration of Marketing Activities

The need for companies in the sector to integrate and coordinate strategies was highlighted in an interview with the Government officials, and this was confirmed by over 75 percent of the company representatives interviewed. This is in line with previous studies which posit that in today's dynamic environment, the need for collaboration has grown even bigger than before (Jeng and Pak 2016) as a single company may not be better positioned to respond to existing market opportunities (Mentzer and Zacharia 2000).

The Role of Technology

The study reveals 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 huge savings which should be translated into customer value thus improving the company's competitive position in the global market place (Madar and 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. It is quite evident that the current processes of globalization are made possible because of technology (Blázquez 2014). Nayak et al. (2015: 4) assert 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. As the goal of competitiveness through technology is pursued, it must be noted that technology is not the only variable which matters but, also the quality of entrepreneurial posture (Ali and Habib 2012). Therefore, 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. Clearly, the C and T 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 in the global market place.

Government Policies

The 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 for fair competition while protecting the interests of the consumer. 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 save its clothing and textile sector from total collapse through regulation and national support. 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.

Managerial Implications

The current dynamic business environment driven by forces of globalization, challenges managers on the conceptualization of business strategy in general and realignment of marketing strategy in particular. 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. This requires managers with a global mindset and cross-cultural competences to operate across large distances. 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. 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. 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. 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 marketing.

Technology is one of the key drivers of globalization and as such, must be embraced by all organizations in the C and T sector. 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.

The success of firms in the C and T sector cannot be attributed to the marketing strategy alone, without mentioning the role of government policy. The implications are that, without the positive intervention of the State, on their own, 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. Clothing and textile companies in Zimbabwe must therefore continue to lobby the government to create an enabling operating environment through policy pronouncements which favor the growth of the once vibrant clothing and textile sector.

CONCLUSION

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 through the distribution chain. Generally, standardized marketing affects the international appeal for the product to the different markets, as consumers are provided with a uniform product worldwide. If the local clothing and textile sector was to acquire such technological benefits, they would be better placed to deal with 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 input costs and a subsequent reduction in the final price of the product, in order to be competitive.

RECOMMENDATIONS

The current dynamic business environment driven by forces of globalization challenges how managers conceptualize their businesses and realign marketing strategy. Globalization has created one big ocean, where (almost) every firm competes with any other that happens to offer similar products or services. Thus, the competitive challenge is to devise a competitive strategy which takes a global stance and to recognize threats and opportunities on that level. To recognize and implement 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 in the top management. 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. The paper recommends a more constant critique of the business environment and adapt accordingly through robust marketing strategies.

NOTE

[1] Due to the length of this paper the various tables have not been reported but are available, should it be requested; thus only the scree plots are reported.

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