



Validating Marketing Strategy Measures for a Globalized Developing Country

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Abstract


Due to economic globalization, business leaders are expected to monitor changes in the market, while also aligning their strategy to the realities of the context in which their businesses operate. Marketing strategy effectiveness depends on strategy implementation, and thus developing an effective strategy is paramount. Although Porter's 5-Forces model has been tried and tested, its appropriateness in a developing environment is not fully conclusive. On the basis of the theory, certain other variables have been identified which warrant investigation, namely, market strategy standardization, marketing strategy co-ordination, technology, and government policies. In order to determine whether these variables will impact the sustainability of a globalized industry in a developing economy, the items which comprise these variables need to be assessed to confirm its validity and reliability. In light of the above, this paper reports on research conducted to develop and empirically evaluate research instruments to measure the impact of specific competitive marketing strategies among a sample of stakeholders from the clothing and textile sector in Zimbabwe. More specifically, the following instruments, namely, market strategy standardization, marketing strategy co-ordination, technology, and government policies, were developed and their reliability and validity confirmed.


Keywords: Structural equation modeling, Research instrument, Marketing strategies, Globalization, Developing environment, Competitive strategy.

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1. Introduction

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 trade and commerce is conducted. While many countries are benefiting by riding on the globalization wave, others are losing, most notably some developing countries. 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 (Hemmatfar *et al.*, 2010). The International Monetary Fund (2010) as cited by Baffour and Amal (2011) 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.

Powell (2015) notes that depending on inter-alia, the strength of different countries' political and economic institutions, globalization presents numerous opportunities. The aforementioned depends on the development of effective competitive marketing strategies, since 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). One of the oldest models in the field of marketing strategy, namely, Porter (1985) commands companies to utilize their "competitive advantages" of cost leadership, focus and differentiation in order to out-compete their rivals. Other researchers (Walker and Mullins, 2011) argues that "firms should pursue competitive advantages through synergy and a well-integrated program of marketing mix elements."

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 (Hansen *et al.*, 2013). "These specialized combinations of capabilities and assets create competences which lead to organizational competitiveness" (Madhavaram and Hunt, 2008). "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).

Marketing strategy denotes how well blended a firm's marketing mix elements are in relation to the target market served, and the extent to which these elements are coordinated affect the firm's performance (Mintzberg and Lampel, 2012). Marketing strategy development is thus such a complex exercise composed of processes, routines and activities as marketing plans are designed and executed in order to achieve organizational objectives (Baker, 2014). It requires a great deal of innovation (Baker, 2014) however, "such innovations are rare and valuable capabilities" (Eisenhardt and Martin, 2000) which may take various forms ranging from the creation of unique marketing strategies or novel products and services (Varadarajan, 2010).

It seems evident from the above, that there is need to develop better models to manage competitiveness in a global context, especially in developing environments. Developing management models entails identifying variables that impact competition, and more importantly the items (questions) by which these variables can be measured, and the validating the questionnaire. Thus, this study on which the paper is written, attempted to develop and validate research instruments to measure variables which the literature argues impact business sustainability in a globalized developing country context.

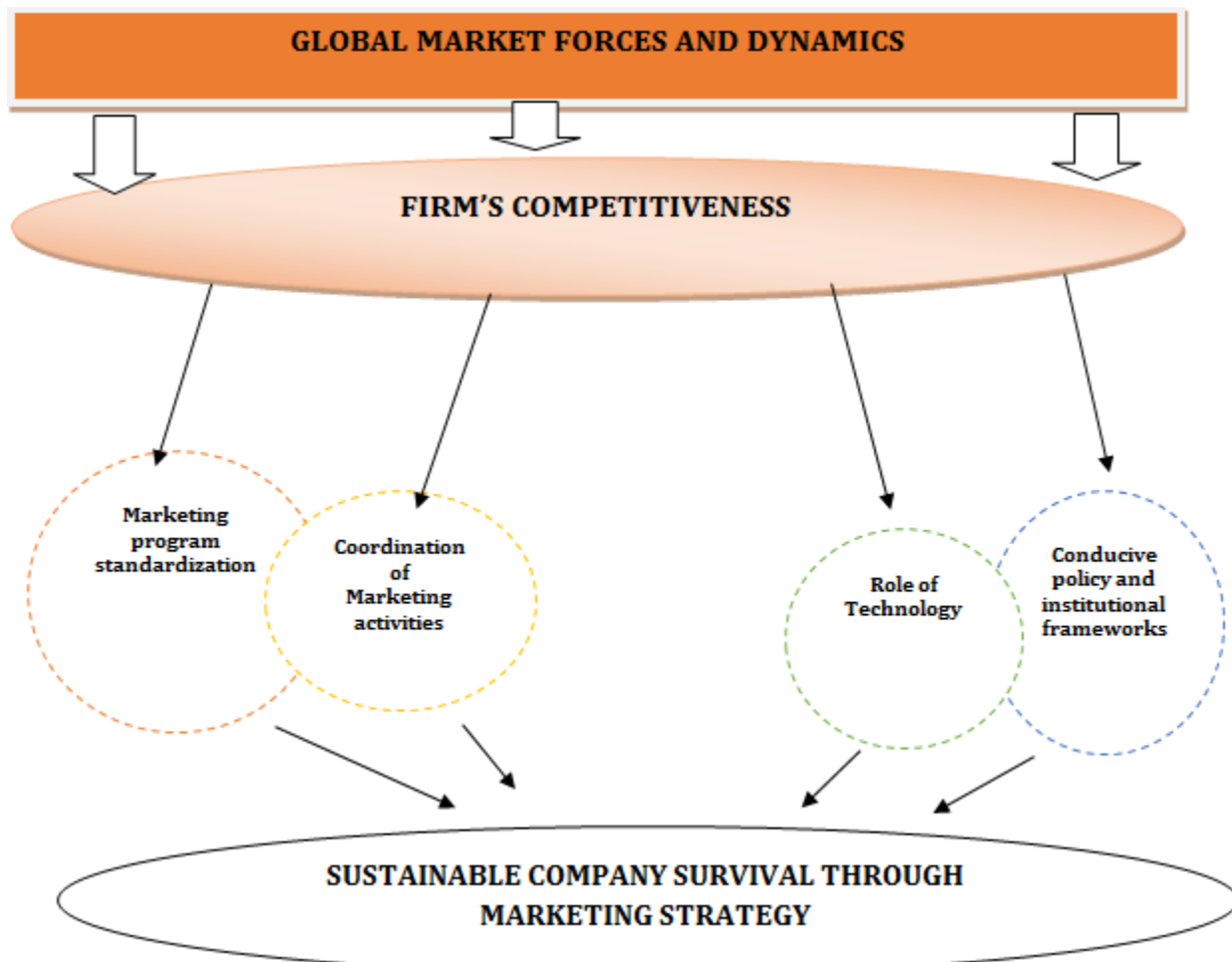


Figure-1. Conceptualization of the Marketing Strategies in the Global Context

The aim of this paper is not to validate the above conceptual model, but to validate the measurement instruments of each variable which is purported to impact on the sustainability of clothing and textile enterprises in a globalized developing environment, using the methodology describe below.

2. Methodology

As reflected in the conceptual model (Figure 1) which was developed from the literature, the following ‘variables’ were deemed to influence a company’s sustainability in a globalized environment, namely, market program standardization, coordination of marketing activities, national policy, and technology. Each variable was measured using several items developed through an intensive literature review (Appendix A). Each item was expressed on a 5-point Likert scale, which required the participants to indicate their agreement/disagreement with each of the statements pertaining to the research construct or variable, where 1 = Strongly Agree and 5 = Strongly Disagree. Several researchers, inter-alia, Radhakrishna (2007) and Deniz and Alsaffar (2013) argued that the development of a valid and reliable questionnaire is a must, and the outline several steps that must be followed in developing a reliable and valid questionnaire, from conceptualization to establishing validity and reliability. Kimberlin and Winterstein (2008) simply state that “key indicators of the quality of a measuring instrument are reliability and validity, which in large part, focus on reducing measurement errors.”

The instruments were developed primarily on the basis of the literature on competitive strategy and tested in in among a sample of stakeholders in the clothing and textile industry in Zimbabwe. Using a two-stage cluster (probability) sampling technique (Thompson, 2012) data was collected from 127 respondents in the clothing and textile sector (Lei *et al.*, 2012). The clothing and textile sector was divided into various sectors ranging from clothing retailers to manufacturers, and the second stage involved a selection of company representatives from the identified clusters.

3. Data Analysis

The statistical software package STATA (version12) was used assess each construct’s reliability and validity. The Cronbach’s coefficient alpha was used to determine the reliability of research instrument, where a value less than 0.7 generally indicates unsatisfactory internal consistency reliability (Connelly, 2011) and .acceptable reliability estimates range from 0.70 to 0.80 (Tavakol and Dennick, 2011). With respect to validity, the Principal Component Analysis and varimax rotation with Kaiser Normalization were used, and only components with eigenvalues above the Kaiser’ default of 1 were extracted. Table 1 indicates that all the measures had high reliability standards.

4. Literature Review

Although in the face of globalization and enormous resource disadvantages, the only way for companies from developing countries to succeed is through continuous upgrading of their internal capabilities, it is imperative that external factors (Kim and Mauborgne, 2015) also be considered, and this has huge support in the literature (Gabrielsson *et al.*, 2012). 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 and Weerawardena, 2010).

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 helps reduce marketing costs and increase overall competitiveness (Schilke *et al.*, 2009). Recent studies emphasize the importance of a “strategic fit” between marketing strategy and the business environment so as to achieve superior performance (Gabrielsson *et al.*, 2012). 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 and Larimo, 2009).

While there is no doubt about the degree of impact of the external environment on strategy, unique strategies peculiar to the clothing and textile sector must be created (Niinimäki and Hassi, 2011). 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 and 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 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).

Adaptation has the ability to give a company a sustainable competitive advantage (Lishchenko *et al.*, 2011) and some studies suggest that proponents of globalization 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). The aforementioned researchers argue that “such a stance as allowing them to pursue a low cost leadership strategy as they offer global products through a standardized strategy.” This is important particularly with respect to clothing and textiles firms in developing countries who need to pursue horizontal integration (Morris and Barnes, 2014). 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).

The competitive strategy framework which is based on Porter (1985) four generic strategies, is an important tool for appraising the attractiveness of a particular business environment (Salunke *et al.*, 2011) and Peng (2013) asserts that any company which applies these strategies will be able to outperform its rivals. However, this framework “only performs better when the 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). Campbell-Hunt (2000) assert that “collaboration may present a crucial gap 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.”

Having noted the arguments above, the research on which this paper is written attempts to provide 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.” Based on the exploration above of how global market forces affect marketing strategy, and issues regarding the global marketing strategy within the local market context such as that pertaining to the Zimbabwean clothing and textiles companies, the competitive marketing strategy model is conceptualized as depicted in Figure 1 below. The conceptual framework extends the GMS model (Zou and Cavusgil, 2002) by adding three additional predictor variables (Teece, 2014).

Table-1. Instrument Reliability

Instrument	Cronbach’s Alpha	No. of Items
Standardized marketing strategy	0.732	18
Coordination	0.816	8
Role of technology	0.788	6
Impact of government policies	0.784	18

4.1. Standardized Marketing Strategy

Table 2 which represents the outcome of confirmatory factor analysis for the first construct, namely, Marketing Program Standardization shows significant loadings for the construct measurements, $p < 0.001$.

Table-2. Factor Loadings for Standardized Marketing Strategy

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

On the strength of the high factor loadings confirmed, a structural equation model confirming the relationship was produced as shown on Figure 2. 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.

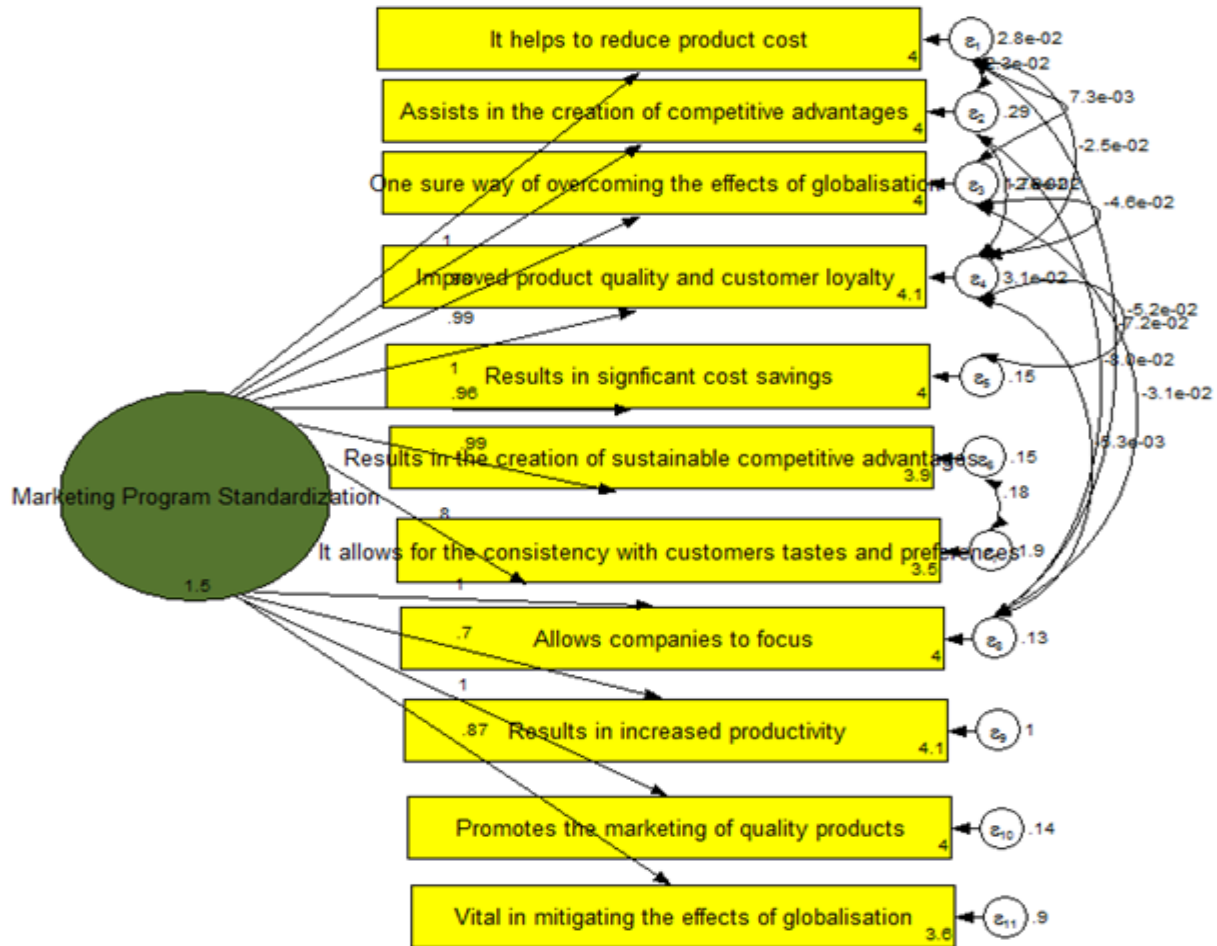


Figure-2. Marketing Standardization Model

Although Figure 2 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 3 below, which results confirm (CFI and TLI indices of 0.950 and 0.917 respectively) confirm a perfect fit between standardization of marketing strategies and its measurements, which indicates the suitability of the model.

Table-3. 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

4.2. Coordination of Marketing Activities

Table 4 shows significant items loadings into the Coordination of Marketing Activities construct (p<0.05).

Table-4. Factor loading - Coordination of Marketing Activities

Structural equation model		Number of obs =		127		
Estimation method = ml						
Log likelihood = -889.73948						
(1) [BenefitsOfIntegration1]Integration_coallainces = 1						
	Coef.	OIM 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	1.358255	-2.64	0.008	-6.253273	-.9290127
	2.047244	.1193417	17.15	0.000	1.813339	2.28115
BenefitsOfIntegration3 <- Integration_coallainces _cons	3.985697	1.562655	2.55	0.011	.9229494	7.048445
	3.677165	.1244402	29.55	0.000	3.433267	3.921064
BenefitsOfIntegration4 <- Integration_coallainces _cons	-2.781439	1.108791	-2.51	0.012	-4.954628	-.6082491
	2.055118	.1046427	19.64	0.000	1.850022	2.260214
BenefitsOfIntegration5 <- Integration_coallainces _cons	3.725083	1.461537	2.55	0.011	.8605238	6.589642
	4.015748	.1096634	36.62	0.000	3.800812	4.230684
BenefitsOfIntegration6 <- Integration_coallainces _cons	3.627223	1.425468	2.54	0.011	.8333566	6.421089
	3.984252	.1085331	36.71	0.000	3.771531	4.196973
BenefitsOfIntegration7 <- Integration_coallainces _cons	2.959803	1.162395	2.55	0.011	.6815502	5.238056
	4.299213	.0953471	45.09	0.000	4.112336	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

Figure 3 below, shows the best fitting path diagram for the tested construct – Co-ordination of Marketing Activities

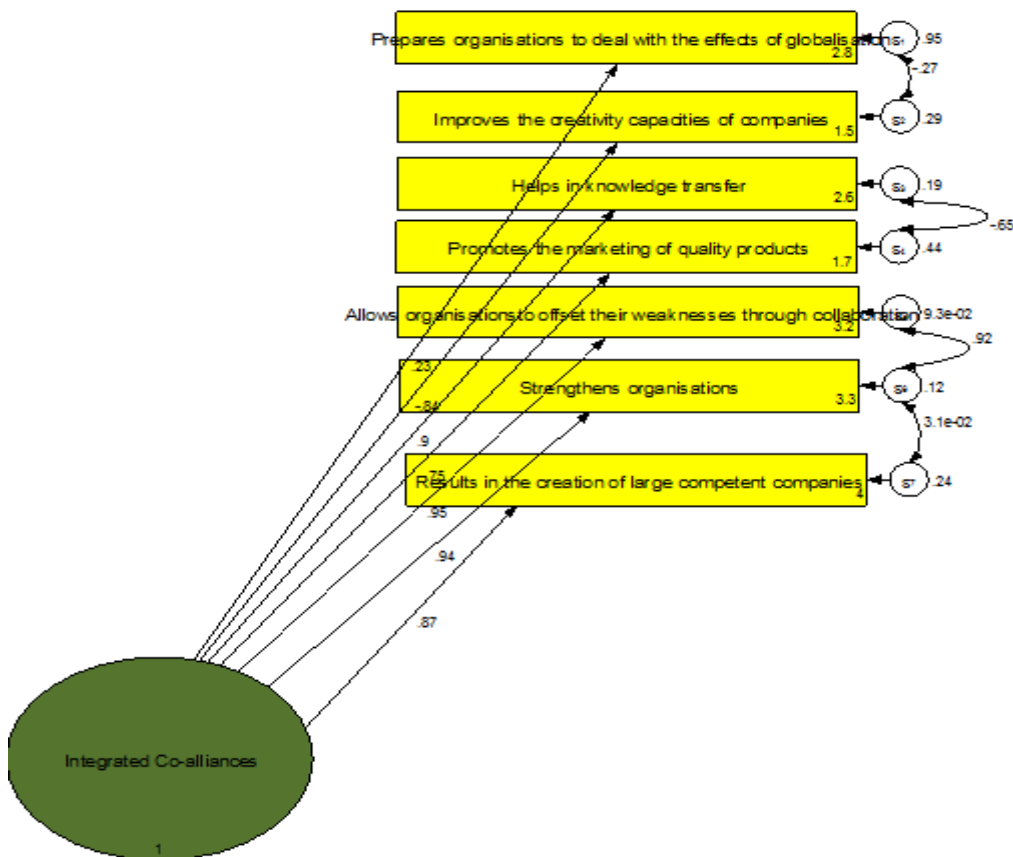


Figure-3. Coordination of Marketing Activities

The goodness of fit test statistics reflected in Table 5 indicate that 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.

4.3. Role of Technology

Table 6 reflects the outcome of confirmatory factor analysis was done with respect to determining the relevance of the items to measure the role of technology. It is evident that all items show significant loading (p<0.05).

Table-5. Factor Loadings - The Role Technology

Structural equation model		Number of obs		=		127	
Estimation method = ml							
Log likelihood = -814.947							
(1) [Technology1]Modern_technology = 1							
	Coef.	OIM Std. Err.	z	P> z	[95% Conf. Interval]		
Measurement							
Technology1 <- Modern_technology _cons	1	(constrained)					
	3.740157	.1225985	30.51	0.000	3.499869	3.980446	
Technology2 <- Modern_technology _cons	1.170225	.2845399	4.11	0.000	.6125368	1.727913	
	3.858268	.107228	35.98	0.000	3.648105	4.068431	
Technology5 <- Modern_technology _cons	1.064776	.2249729	4.73	0.000	.623837	1.505715	
	2.952756	.1182982	24.96	0.000	2.720896	3.184616	
Technology6 <- Modern_technology _cons	.5698959	.1981507	2.88	0.004	.1815277	.9582641	
	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)							

Figure 4 below shows the confirmed path analysis of the best fitting model. It is evident that only four measurements confirm their effect on the hypothesized construct, and a further analysis was therefore necessary in order to confirm the goodness of fit of the model.

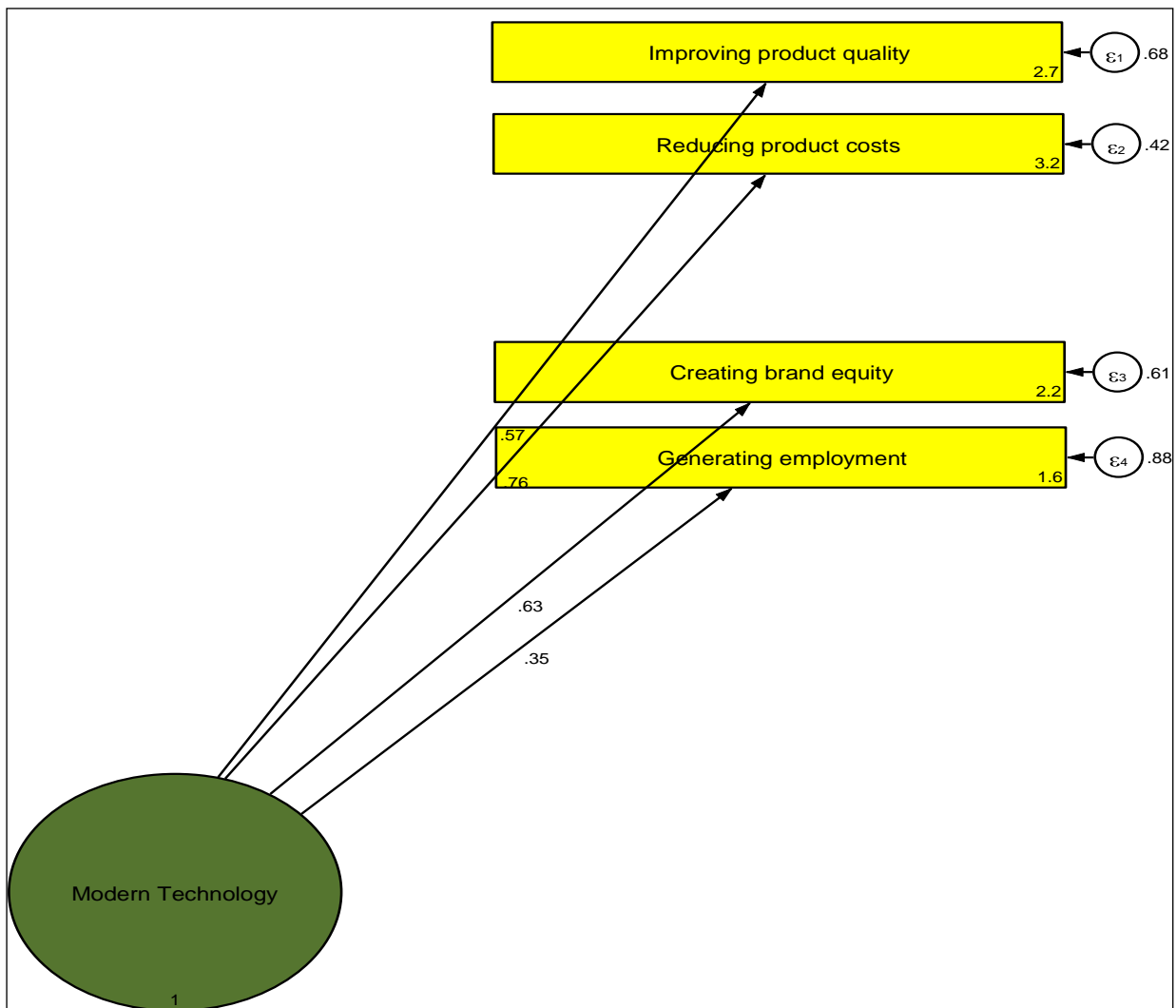


Figure-4. The Role of Technology

Table-6. Goodness of fit - Effects 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

The results above show a good fit of the hypothesized construct and its measurements, as reflected by high CFI and TLI indices of 0.983 and 0.949 respectively.

4.4. National Policy

Table 8 reflects the factor loadings for the items developed to measure the construct national policy. On the strength of the high factor loadings confirmed in Table 8 a structural equation model confirming the relation was produced as shown on Figure 5 below.

Table-7. National Policy Factor Loadings

Structural equation model		Number of obs = 127				
Estimation method = ml		Log likelihood = -1093.5077				
(1) [Role1]National_Policy = 1						
	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]	
Measurement						
Role1 <-	1 (constrained)					
National_Policy	1.913386	.1068221	17.91	0.000	1.704018	2.122753
Role2 <-	National_Policy					
National_Policy	-1.176326	.0344586	-34.14	0.000	-1.243863	-1.108788
Role3 <-	National_Policy					
National_Policy	3.834646	.1208418	31.73	0.000	3.5978	4.071491
Role6 <-	National_Policy					
National_Policy	-.2125444	.0432798	-4.91	0.000	-.2973713	-.1277176
Role8 <-	National_Policy					
National_Policy	1.496063	.05441	27.50	0.000	1.389421	1.602705
Role9 <-	National_Policy					
National_Policy	-1.108128	.034366	-32.24	0.000	-1.175484	-1.040772
Role11 <-	National_Policy					
National_Policy	3.874016	.1146431	33.79	0.000	3.649319	4.098712
Role12 <-	National_Policy					
National_Policy	-1.4768401	.0585641	-8.14	0.000	-.5916235	-.3620566
Role14 <-	National_Policy					
National_Policy	2.818898	.0813865	34.64	0.000	2.659383	2.978412
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						

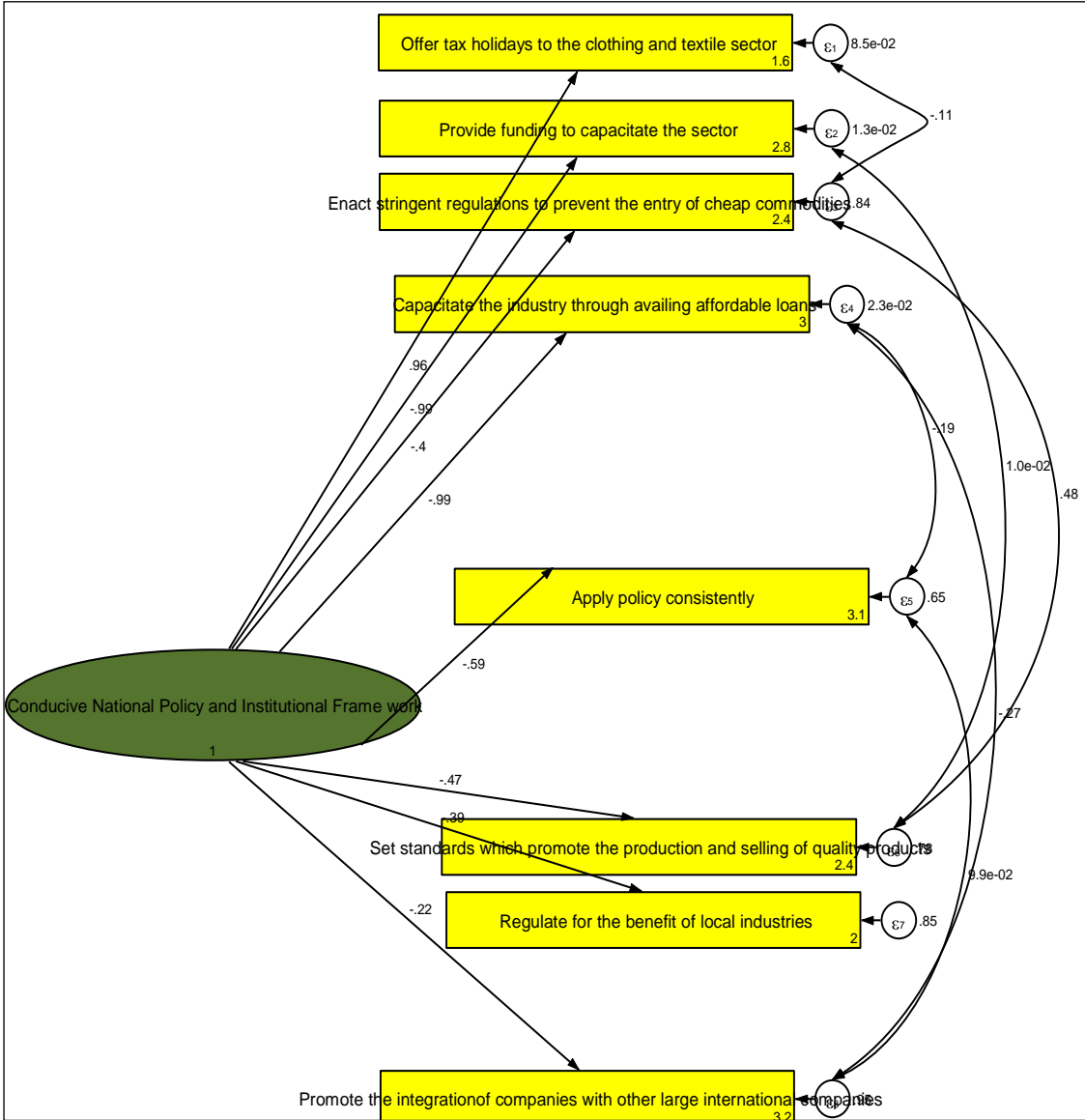


Figure-5. Effect of National Policy

The model above 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 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 8 below.

Table-8. Goodness of fit - 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

The results above (Table 8) show a good fit of the construct and its measurements, as 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, which is supported by the literature (Kline, 2005) where values for the RMSE range from zero to 1.0 with well-fitting models obtaining values less than 0.05.

5. Conclusion and Recommendation

The variables identified as influencing marketing strategy in a globalized developing country environment were: marketing programme standardization, co-ordination of marketing activities, role of technology, and conducive national policies. The number of items developed to measure each of the aforementioned were 18; 8; 6; and 18 respectively (Appendix A). However, only 11; 7; 4; and 8 items were found to be valid and thus retained. Thus, the revised instrument could be deemed as being reliable and valid for use in a developing country environment to mitigate the risks of globalization. The next logical step will be to assess the conceptual model (Figure 1) and use inferential statistics such as structural equation modelling to test the model.

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Appendix-A. Extract of the Questionnaire

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					

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					

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					

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