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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.

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.
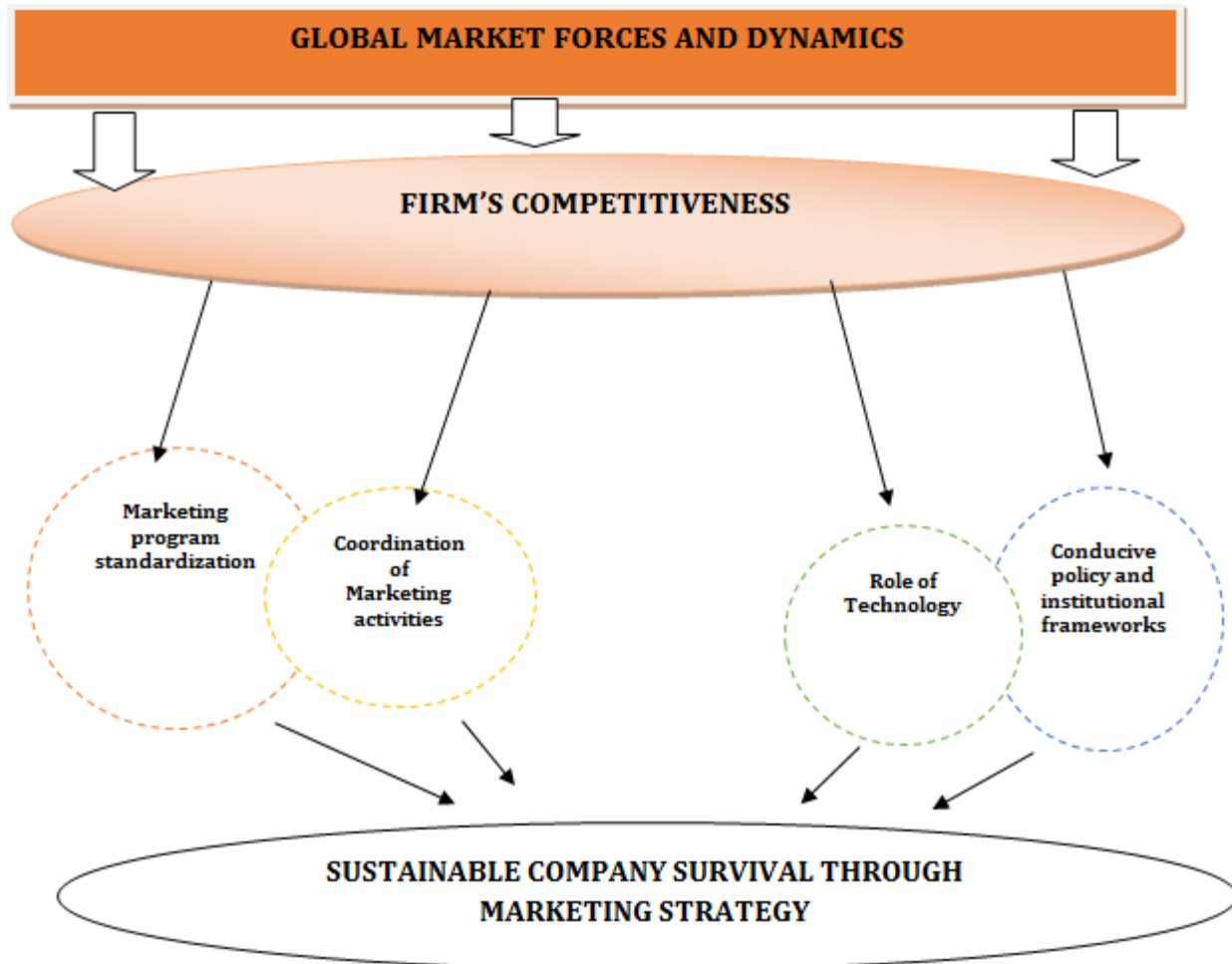

Figure-1. Conceptualization of the Marketing Strategies in the Global Context

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

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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 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).

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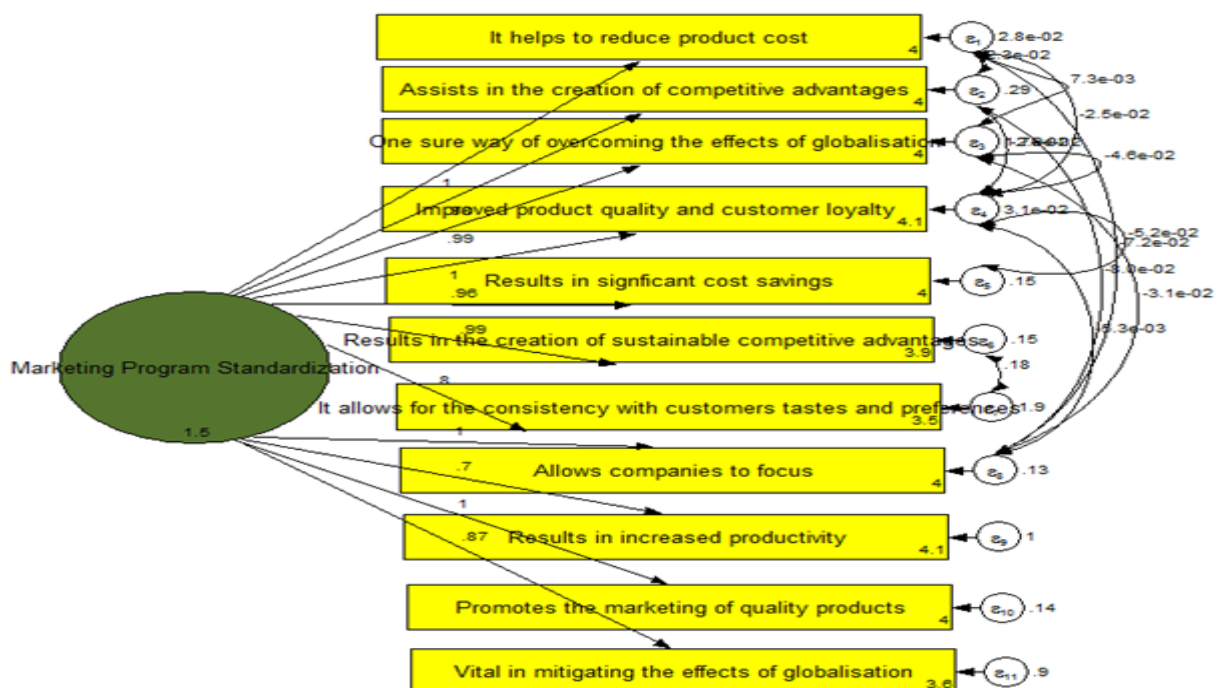

Figure-2. Marketing Standardization Model

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, 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
_____
                                   OIM
                      Coef.   Std. Err.      z    P>|z|     [95% Conf. Interval]
_____
Measurement
  BenefitsOfIntegration1 <-
    Integration_coallainces    1  (constrained)
                 _cons   3.929134   .1225826   32.05   0.000    3.688876    4.169391
_____
  BenefitsOfIntegration2 <-
    Integration_coallainces  -3.591143  1.358255   -2.64   0.008   -6.253273   -.9290127
                 _cons   2.047244   .1193417   17.15   0.000    1.813339    2.28115
_____
  BenefitsOfIntegration3 <-
    Integration_coallainces   3.985697  1.562655    2.55   0.011    .9229494    7.048445
                 _cons   3.677165   .1244402   29.55   0.000    3.433267    3.921064
_____
  BenefitsOfIntegration4 <-
    Integration_coallainces  -2.781439  1.108791   -2.51   0.012   -4.954628   -.6082491
                 _cons   2.055118   .1046427   19.64   0.000    1.850022    2.260214
_____
  BenefitsOfIntegration5 <-
    Integration_coallainces   3.725083  1.461537    2.55   0.011    .8605238    6.589642
                 _cons   4.015748   .1096634   36.62   0.000    3.800812    4.230684
_____
  BenefitsOfIntegration6 <-
    Integration_coallainces   3.627223  1.425468    2.54   0.011    .8333566    6.421089
                 _cons   3.984252   .1085331   36.71   0.000    3.771531    4.196973
_____
  BenefitsOfIntegration7 <-
    Integration_coallainces   2.959803  1.162395    2.55   0.011    .6815502    5.238056
                 _cons   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
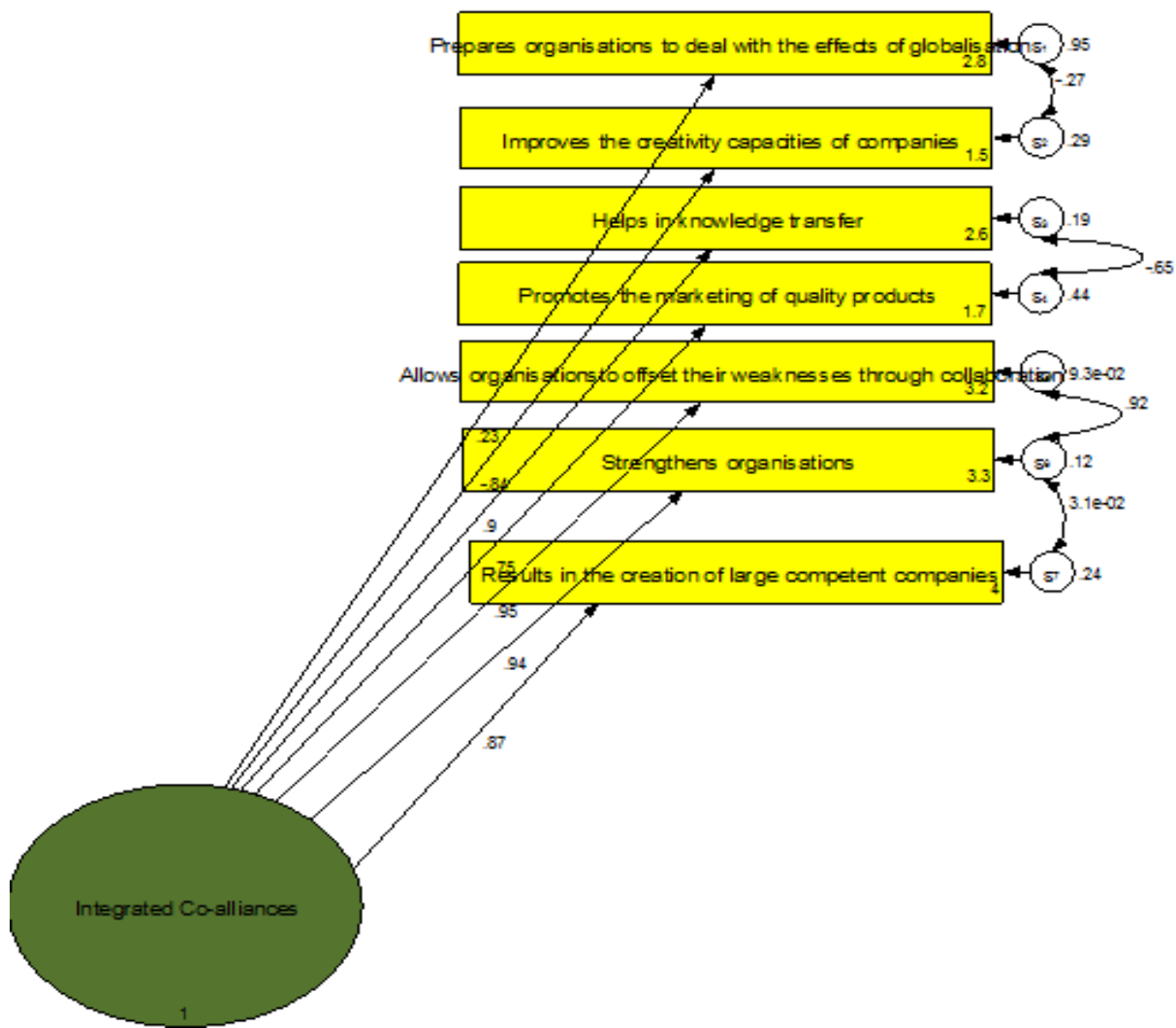

Figure-3. Coordination of Marketing Activities

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
```

		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)
```

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).

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.
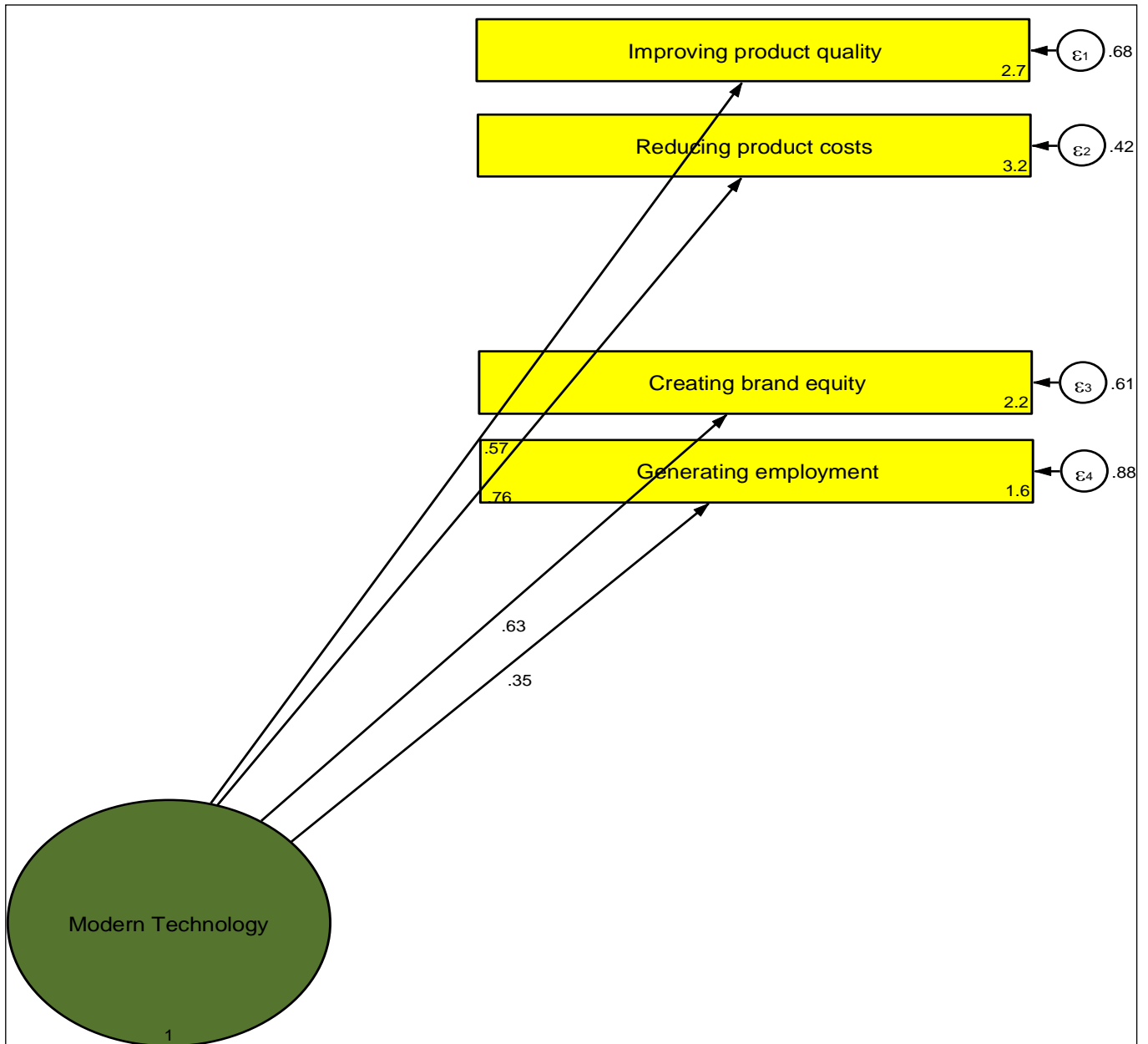

Figure-4. The Role of Technology

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 0949 respectively.

4.4. National Policy

Table 7 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 7 a structural equation model confirming the relation was produced as shown on Figure 5 below.
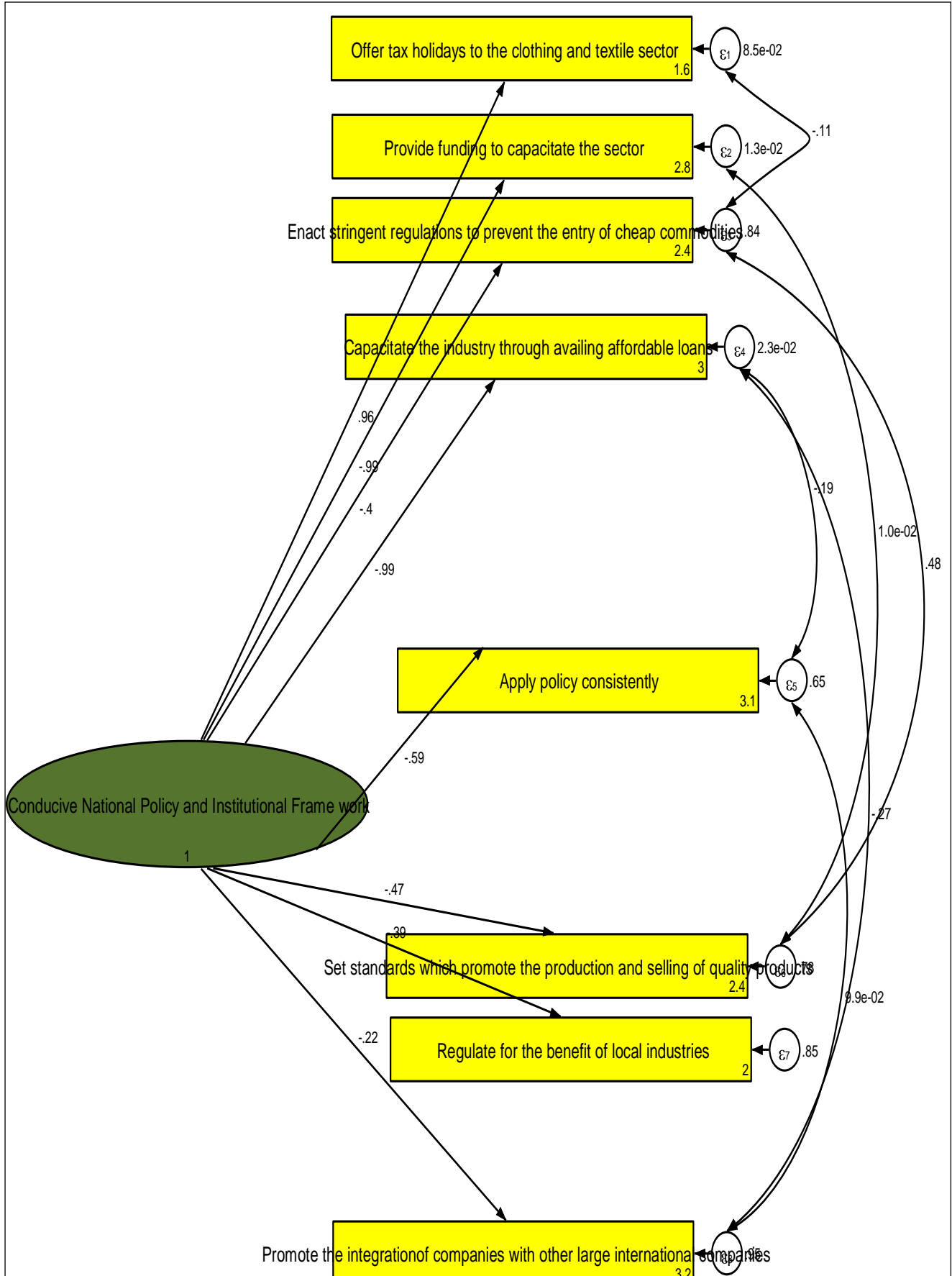

Figure-5. Effect of National Policy

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
─────────────────────────────────────────────────────────────────────────────
                              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
```

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 0998 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					