MARKETING MIX AND ITS APPLICATION IN THE TEXTILE SECTOR IN GHANA

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ABSTRACT

The textile industry plays an essential role in most economies. For instance, the textile industry in Ghana used to be a large and thriving industry and contributed immensely to the nation's employment generation, GDP, government revenues non-export earnings and constituted key exports to neighbouring African countries. However, in recent times the industry is faced with difficulties which have led to the closure of many firms in the industry, leading to the widespread unemployment with its associated issues. The study seeks to unveil the reasons behind this unfortunate development by determining the marketing tools used in by the firms and how they can apply the right marketing mix to increase their market share both internationally and locally. This study employed the descriptive survey design. The purposive sampling technique was used to select a sample size of eighty respondents from five local textile firms in the Tamale Municipality.

Keywords: Marketing Mix; Textile Industry; Marketing Strategy; Indigenous Textiles

1. INTRODUCTION

The current processes of manufacturing and globalisation have resulted in a momentous shift in all business environments. Businesses thus have to alter their traditional practices to suit the situation. Presently, trading firms including the textile sector that desire to meet the requirements of patrons cannot rely solely on traditional marketing techniques (Makasi & Govender, 2017; Karlicek et al. 2013; Kotler et al. 2011). Consumers are becoming fussier; thus, traditional marketing solutions are no longer adequate. Thus, the need for the management of businesses to adapt and to offer an efficient marketing mix. Businesses are confronted with extraordinary competition (Singh, 2012); consequently, in order to manage a successful business undertakings in the trade sector, there is the need to improve the range and vend quality products/services, in order to satisfy the needs of consumers, (Voravudhi et al. 2016; Nguyen et al. 2015; Maheswari & Nagamuthu 2014) and to reduce expenditure.

It is similarly essential to align and meritoriously apply the marketing mix components in order to accomplish efficiency (Thabit & Raewf, 2018; Rad & Akbari, 2014). Effective marketing mix application empowers marketers to fashion a blend of components that will permit judicious management of the firm's budget in order to realise the desired intents. Thus, businesses that strive to function efficiently and realize their objectives have to control all the components of the marketing mix (Kareh, 2018; Eavani & Nazari, 2012; Riaz 2011). In order to realise excellent outcomes, it is not sufficient to merely apply one or a few of the elements. The utilisation of the marketing mix necessitates the consideration of the features of each element so that they could be appropriately aligned. The non-alignment of the components mentioned above could lead to unfavourable outcomes.

According to the Chartered Institute of Marketing CIM (2009), **s**uccessful marketing is contingent on addressing some basic concerns such as what the firm want to produce; how much it will be valued; how the products services will be delivered to the consumer; and how the products/services will be promoted or advertised. Conventionally, these concerns were identified as the 4Ps connoting Product, Price, Place (distribution) and Promotion. As marketing evolved into a more sophisticated discipline, a fifth 'P' was included - People. Later, two more 'P's were added, primarily for service industries - Process and Physical evidence. These are presently referred to as the 7Ps of marketing, sometimes referred to as the marketing mix. However, the current study will limit itself to the initial 4Ps in determining its application in the textile sector in Ghana since textile firms deal with tangible products.

1.1 Concept of Marketing Mix

The marketing mix is the operative strategies utilised in effecting the marketing strategy elements (Kareh, 2018; Eavani & Nazari, 2012; Goi 2009; Van Waterschoot & Van den Bulte, 1992). It is a conceptual framework that establishes the primary decision-making process in designing a firm's products/services to suit customers' requirements. The elements can be employed to advance both long-term policies as

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well as short-term strategic agendas (Thabit & Raewf, 2018; Singh, 2012). The 4Ps comprises of 4 elements that were initially proposed by McCarty (1964), and these four components are still operative. Nevertheless, the mix adds some three additional Ps in some literature and even five additional Ps in others in the service business.

According to Singh (2012), businesses strive for competitive advantage as well as synergy through a well-combined program of marketing mix elements. Therefore, marketing strategy is denoted as a roadmap of how a company allocate its resources and relates to its surroundings and in the process, achieves a corporate aspiration in order to gain competitive advantage and remain viable in the textile market ahead of its competitors (Makasi & Govender, 2017; Makasi & Govender 2015; Menon et al. 2015). Such resource allocation role of marketing approaches in a firm allows one to appreciate the marketing strategies from a resource-based point of view.

Consequently, marketing mix, in general, symbolizes the product, distribution, promotion as well as the pricing strategies in producing and performing exchanges to acquire the target markets. The interconnected activities and solutions of the marketing mix are to fulfil customer requirements as well as to realise the firm's marketing objectives, as a whole (Kotler & Keller, 2014; Rad, & Akbari 2014; Kotler et al. 2011; Riaz 2011). Singh (2012) infer that marketing is a multifaceted range of marketing solution variables employed in a firm in a quest to trade their products/services. Therefore, the marketing mix is the amalgamation of various marketing decision variables employed by a company to market its product or services.

Subsequent to determining the market and collecting the required information, the resulting phase is the direction of market programming, is to determine the tools as well as the approach to satisfy the requirements of consumers and the challenge of competitors (Menon et al. 2015; Adewale et al. 2013; Kotler & Keller, 2011; Burnett, 2008). It affords an optimal amalgamation of all marketing elements that assist corporations in realising their objectives such as profit, sales volume, market share, return on investment, and so on. Consequently, while filling the requirements of patrons, the firm makes decisions regarding the product, its price, place/distribution and promotion (Thabit & Raewf, 2018; Kotler & Milton 2015; Eavani & Nazari, 2012).

1.2 The four (4) Ps

1.2.1 Product

Kotler & Armstrong (2011) specify that marketing-mix development commences with forming a product that gives target consumers value. However, developing a product or service entails specifying the advantages it will proffer which is communicated and presented through product attributes including features and style, quality, as well as design (Arab, 2018; Festa et al. 2016; Kotler & Armstrong, 2012; Ibidunni, 2011). Consequently, developing an effective marketing policy for any textile product encompasses a cautious planning as well as implementing all these fundamental elements of a product. Besides, the product element of marketing mix like the textile design, brand mix, warranty, as well as customer service, and the textile product

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benefits or features like breathability, weight, drape, durability, softness, construction and as well as quality are variables of product marketing mix (Arab, 2018; Kim et al., 2012).

Similarly, an organisation's products are vital to their survival and growth only as far, and as long as they continue to offer the solutions and benefits, the consumers desire for them (Arab, 2018; Owomoyela et al. 2013; Salgado-Beltrán et al. 2012). Thus, as inferred by CIM (2009), there is no point in manufacturing a product that no one desires to purchase, nonetheless several firms determine what to produce first, and then expect to find a market for it after. In contrast, the effective business will find out what consumers require or desire before developing the appropriate merchandise with the proper l quality to satisfy those requirements. Accordingly, Singh (2012), infer that product mix specifies market requirements that may be served by different products. It is a firm‘s product mix, duly linked to market strategies that ultimately dominate the overall strategy as well as the spirit of the corporation.

1.2.2 Pricing

Pricing is a unique and one of the most central yet the most challenging decisions that an organisation have to make particularly a textile manufacturing enterprise. For most organisations, price is the single element which generates profits; all the other elements are expenses (Smith 2012; Kotler & Armstrong, 2012). Thus, of a certainty, if efficient product development, distribution and promotion sow the seeds of company achievement; compelling pricing mix will be the return. A product, according to CIM (2009), is only deserving what consumers are willing to pay for. Pricing also needs to be competitive; however, this does not necessarily suggest the cheapest; small businesses may be capable of competing with larger competitors by adding additional services or features that will give consumers better value for money. Pricing must afford a profit as well since it is the only component of the marketing mix that generates revenue. Everything other mix embodies a cost.

Nonetheless, compelling pricing mix can certainly not compensate for the other elements (Deshpande, 2018; Hill 2013). To make a textile product pricing sustainable, it must be consistent as well as integrated with the other marketing mix elements to realise the organisational goals (Makasi & Govender, 2017; Singh, 2012). Accordingly, appropriate textile pricing cannot be achieved independent of the other marketing mix strategies. Notwithstanding, the integration of prerequisite and significance, pricing remains the most flexible marketing mix strategy (Al Badi, 2018; Smith 2012). Consequently, proper pricing strategy continues to be a challenge for most marketers currently. The relative significance and complexity of the pricing strategy differ substantially from one product and market sector to another.

As most companies advance in their businesses and regularly engage in pricing, they become conversant with the practice, and thus, pricing becomes easier (Arab 2018; Kotler & Armstrong, 2012). Hence, a business typically estimates a price for the first time when it develops a new product, or launches its conventional product through a new distribution channel or geographical area (Kotler & Armstrong, 2012). Besides, a

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company must also consider the dynamics that affect pricing arrangements. Ordinarily, the prevailing outlook of pricing policy maintains that pricing aims, goals, including strategies that must be formulated a priori and must be consistent with marketing and corporate strategies (Al Badi, 2018; Smith, 2012). Other factors affecting pricing decisions include cost, demand, competition, as well as marketing objectives.

These factors impact the pricing strategies in a given company relative to the industry and therefore must be deliberated on in an attempt to arrange the prices of a product (Syapsan, 2019; Deshpande, 2018; Hill 2013). The relative significance of pricing differs significantly from one product and market sector to another. Nevertheless, all of these factors need to be given careful thought in the choice of the pricing off the product (Deshpande, 2018; Behram, 2014; Smith, 2012). Consequently, it is vital for textile companies to consider all of the elements in addition to physical, mechanical and chemical properties. Again, pricing literature advocates that companies set prices by evaluating consumer elasticity and competitive prices and before setting prices in order to maximise profit (Hill, 2013).

1.2.3 Place

Another crucial element of the marketing mix is 'Place' (distribution), which is described as the process or approach by which products/services reach consumers (Mårdh & Correia, 2013; Eavani & Nazari, 2012). Place also denotes a system through which products just like messages are conveyed to consumers in terms of easy availability of the product. The place element guarantees the availability of the product to consumers at convenient points for their purchase. The examination of the literature indicated that there are varied techniques by which firms can deliver products to their clientele. Among them are two common distribution channels, i.e. the direct and indirect marketing channels (Thabit & Raewf, 2018; Rad & Akbari, 2014; Moghaddam & Foroughi, 2012).

Therefore, the direct channel from the manufacturer offers a product to the consumer. The direct distribution of products can take place in two forms; through the company's own sales branches and staffs and through autonomous brokers who operate in accordance with the company's instructions (Kareh, 2018; Behram, 2014; Huang &Sarigöllü, 2012; Khazaei & Baloee 2011). The indirect distribution channel, on the other hand, comprises brokers; thus, the producer company vends its products to wholesalers, then to retailers before it gets to the final consumer. This, however, can escalate the cost of the products, since each middleman will take a percentage of the profits (Nagle & Muller 2018; Hill 2013; Smith 2012).

Thus, the ''Place' (distribution) in the marketing mix elements comprise decisions and actions linked to the movement of products from the manufacturer to consumer (Kumar & Bansal, 2013; Kotler & Armstrong, 2012). In comparing the place strategy with other marketing mix strategies like product, price and promotion, the locus of 'Place' is different as the absence of it cannot guarantee production. For instance, while the product gives the desired features, product lines, etc., price is capable of

generating revenue, promotion is carried out to communicate to the target market through diverse promotional methods. However, all these marketing undertakings take place at a specific place or channel. Textile products are manufactured to meet the requirement and demands of consumers. Thus, they must be made available to the customers at a place where they can easily acquire them.

1.2.4 Promotion

Promotion, as inferred by CIM (2009), is the technique a firm uses to communicate what it produces and what it can offer patrons. It comprises activities like branding, advertising, public relations, corporate identity, sales management, special offers and exhibitions. In other words, promotion strategies are concerned with the design, application, and control of convincing communication with patrons. The promotion mix in a company is intended to communicate value to consumers (Bratina, 2018; Sidhanta & Chakrabarty, 2010)). In order to communicate effectively, marketers have the preference to select from or an assortment promotion mix strategies that entails the explicit combination of advertising, public relations, personal selling, sales promotion, and direct marketing tools that the business employs to convincingly communicate consumer value as well as build consumer relationships (Kotler & Armstrong, 2012; Belch & Belch, 2011).

The literature notes that these communication implements are so diverse, and it comes in both conventional and contemporary forms. The principal techniques of promotional communications comprise the usual mass media advertising; online advertising; sales promotions; store signage and point-of-purchase communications; direct-mail literature; marketing-oriented public relations and publicity releases; sponsorships of events and causes; presentations by salespeople; and various collateral forms of communication devices (see Kumar, et al. 2018; Bratina, 2018; Hackley & Hackley 2013; Dominici, 2009). Additionally, social media has gained recognition presently as an effective technique of promotion.

According to Kotler and Armstrong (2012), a product's design, its price, the shape and colour of its package, and the stores that sell it all somewhat communicates customers. Thus, granting the promotion strategy is the enterprise's key communications activity, the entire marketing mix must be harmonised to achieve competitive advantage in the market place in order to remain relevant. According to the literature, promotion mix has affected brand switching, purchase quantity, and stockpiling (Rahmani et al. 2015). Thus, the design of tactics in dealing with these matters defines the role that each category of promotion plays in a specific context. Nonetheless, having a mixture of two or more promotional strategies is more effective than a single mix if better results are to be achieved (Kumar et al. 2018).

1.3 Marketing Strategies in the Textiles Sector in Ghana

Generally, the textile sector is a very complex and diverse one. A variety of processes are involved in the textile value chain. The activities commence from the sourcing of raw materials to the semi-finished and finished products. At each stage of the textile value chain, lots of activities are involved both internally and externally before it

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reaches the final consumer Ali & Habib, 2012). However, the marketing mix has not been explored in the Ghanaian textile sector as compared to other industries. One of the major obstacles in this regard is the product description such as the construction of fabric, fibre content, care information, colour, prints and design, fabric finishes as well as other textile properties (Makasi & Govender 2015; Nayak et al. 2015). Fundamentally, the marketing mix formulated and implemented mostly relate to Business-to-Business Marketing, as well as overall product marketing. To some extent, entire marketing follows the traditional marketing.

However, textile products require a unique way of marketing that is not usually employed by most textile firms in Ghana. Most textile firms follow and practice a tailored strategy to capture market both globally and locally. The textile sector is the only sector where the process of production, labour capacity, equipment, and compliance comes before the physical product. Other sectors such as the food industry, (Sunardi, et al. 2016; Nguyen et al. 2015; Maheswari & Nagamuthu 2014; Salgado-Beltrán et al. 2012) the main focus is always on the final product, processes and equipment remain a secondary consideration relative to the product. For these sectors, a brand name works better in capturing the market.

Consequently, in these sectors, a strong brand name, as well as product marketing strategies, are enough for consumers to buy. However, in the textile sector, the production processes and equipment precede the product. Even though brand name exists in the sector, it is not strong enough for a textile manufacturer to capture the market. Thus, the marketing mix must be a dominant feature in the marketing decision based on a thorough knowledge of the products as well as their current and future prospects (Makasi & Govender, 2017).

The textile industry in Ghana used to be a large and thriving industry and contributed immensely to the nation's employment generation, GDP, government revenues and non-export earnings (Egu 2009; Amateye, 2009). Indigenous textiles from Ghana constituted key exports to neighbouring African countries, Europe, and the U.S. (Quartey & Abor, 2011; Amateye, 2009). In the late 1970s, for instance, Ghana was keen on improving on its textile industry, which contributed significantly to developing the livelihood of Ghanaians. The textile industry employed about 25000 workforces and contributed to 27% of total manufacturing employment in 1997 (Quartey, 2006). However, in recent times the industry is faced with severe difficulties which have led to the closure of many of these facilities, leading to the widespread unemployment of the workforce employed in that sector. A few instances are the Ghana Textile Print (GTP), which had an exceptional manufacturing volume of 30.7 million yards. Their weaving and spinning departments were also shut down, laying off most of its workforce.

Currently, textiles in Ghana are no longer competitive anywhere in these markets. Quartey & Abor (2011) infer that the inability of the Ghanaian textile industry to take advantage of duty-free exports to the U.S., encouraged by the U.S. African Growth Opportunity Act (AGOA) is worrying. Asare (2012) infer that the Ghanaian economy

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has a problem with competitiveness, thus the need for textile industries to regain their competitiveness in Africa and the world. Consequently, an understanding of the reasons for the poor performance of the industry in the region is essential. In order to accelerate growth, the textiles sector in Ghana has to be developed enough to meet consumer requirement and to capture the market both locally and internationally through an effective market mix, and this is the focus of the current study.

2. METHODOLOGY

This study employed a descriptive survey design. Survey designs are a type of research design that involves the collection and the analysis of a large amount of quantitative data from a sizeable population through the use of descriptive and/or inferential statistics (Hunter & Brewer, 2015; Creswell 2015). They are popular and authoritative research strategy, affording researchers more control over the research process. The target study population was the local artisans and weavers in the Tamale municipality of Ghana. Consequently, the purposive sampling technique was used to select five local textile firms in the Tamale Municipality. According to Etikan et al. (2016), purposive sampling is appropriate when the study aims to glean knowledge from targeted respondents deemed to have specific knowledge in the field of study.

3. RESULTS AND DISCUSSION

An analysis of the responses ascertained from the questionnaires distributed on the subject of links marketing mix strategies and local textile firms' success and sustainability on the local and global market is presented in this section. It is done in five (5) parts; the first contains the demographic characteristics of the respondents who formed the sample population, the second part concentrates on the major strengths of local artisans and weavers, while the rest concentrates on the Mean score analysis of issues relating to the marketing mix strategies.

3.1 Demographic characteristics of respondents

Generally, 110 individuals participated in the study. Removing those questionnaires not completed in their entirety or those that were soiled beyond use the final usable sample consisted of 80 participants. As shown in Table I, the total sample consisted of 43 (54%) females and 37 (46%) males. The majority being female creates the assertion that most of the local artisans and weavers in the northern region are female.

Cumulatively, almost 82% of the respondents have at least some form of formal education with the majority of them (50% of total respondents) having only JHS certificates, 23 (29%) had 6 – 10 years of working experience.

Table I: Personal Information of respondents

Personal Information	Category	(*n*)	(%)
Gender	Male	37	46.2%
	Female	43	53.8%
	Total	**80**	**100.0%**
Education	No Education	10	12.4%
	JHS	40	50.0%
	SHS	25	31.3%
	HND/Degree	5	6.3%
	Masters & Degree	0	0.0%
	Total	**80**	**100.0%**
Years of Work/Experience	1-5	18	22.5%
	6-10	23	28.7%
	11-15	14	17.5%
	16-20	11	13.8%
	20+	14	17.5%
	Total	**80**	**100.0%**

3.2 Major strengths of local artisans and weavers in the Textile Business

Respondents indicated which of the 4P's (Price, Product, Place and Promotion) is their source of strength in order to compete favourably in the textile business. Their responses are summarised in Table II below.

Table II: Major Strength based on the elements of the marketing mix (4P's)

Variable	*n*	%
Price	13	16.3
Product	57	71.3
Place	4	5.0
Promotion	6	7.5
Total	**80**	**100.0**

From Table II above, Majority of the respondents (71.3%) indicated that they drive their marketing strength from the products they sell, while 16.3% of them rather indicated that price is their major strength. Only 5% and 7.5% of the total respondents identified Place and Promotion respectively as their major strength in competing in the textile business environment.

3.3 Measuring the internal consistency of the data

The most common measure of internal consistency ("reliability") of data is the Cronbach's alpha. It was adopted for this study since the questions are in the survey/questionnaire forms a scale, and we want to determine if the scale is reliable in terms of the various elements of the marketing mix (4P's). The Reliability Statistics is shown in Table III.

Table III: Reliability analysis of Elements of the marketing mix (4P's)

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Pricing	.878	.862
Product	.985	.960
Promotion	.897	.992
Place	.950	.932

The Cronbach's alpha obtained in Table III above is 0.878 and 0.985 for determining the internal consistency of responses provided for the variables on Pricing and Product respectively while that for determining the internal consistency of responses for the variables on Promotion and Place are 0.897 and 0.950 respectively. These values are greater than the minimum acceptable 0.7 and therefore indicates a high level of internal consistency among the responses provided by respondents on variables under each construct and therefore providing a firm base for further analysis to be performed.

3.4. Mean score Analysis of the elements of the marketing mix (4P's)

Respondents indicated the level at which they agree to statements relating to the elements of the marketing mix (Pricing, Product, Promotion and Place) in the textile industry on a 5-scale point scale, where points 1 and 5 represents "Strongly Disagree" and "Strongly Agree" respectively. Their responses are summarised below in Tables 4, 5, 6 and 7 for Pricing, Product, Promotion and Place, respectively.

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Table IV: Mean score analysis of issues relating to Pricing in the Textile Industry

Variable	Mean	±SD
Long-term pricing fixing	1.91	0.245
Availability of substitutes	4.13	1.421
Fix price based on my colleagues	3.19	0.388
Customer's purchasing power	1.93	0.145
Negotiating with Buyers and Agents	4.34	0.326
International driven based	1.13	0.226
Price base on cost	4.60	0.523
Price base on newness of product/style	4.54	0.653
Price on status of buyer	1.98	0.253
Price base on product type	3.66	0.638
Price base on raw material	4.66	0.630
Price base on booking condition fast/anytime	4.28	0.387
Price base on profit	4.43	0.516
Price based on demand condition	4.68	0.557
Price base on uniqueness of product	4.63	0.664

From Table IV above, respondents disagreed with the statements "Long-term pricing fixing", "Customer's purchasing power", "International driven based" and "Price on status of buyer" since they obtained mean scores lower than 2. However, variables such as "Availability of substitutes", "Negotiating with Buyers and Agents", "Price base on cost", "Price base on newness of product/style", "Price based on demand condition", "Price base on uniqueness of product" had mean scores above 4 which implies that respondents agreed more with these statements. The standard deviations recorded for these statements are closer to 0 and therefore indicates that respondents varied less in their opinions regarding the statements.

Table V: Mean score analysis of issues relating to Product in the Textile Industry

Variable	Mean	±SD
I produced branded products	1.68	1.061
I produced unique products	1.76	.873
I produced differentiated products	1.64	.869
I invent new style/product	1.97	1.205
I use technology to produce product	1.20	1.424
I used traditional means	4.27	1.089
I used both technology/traditional mean	2.11	1.245
I produce different product for different people	1.88	1.059
I produce different product for different occasion	1.69	.875
I used standard product for all	1.41	1.552
I produce base on customer request	1.82	1.064
I produce latest design style	2.24	1.412
I used new but traditional colours	4.28	.958
I produced durable products	4.24	1.432
I provide good packaging products	2.09	1.196

From Table V above, statements such as "I use new but traditional colours", "I produced durable products" and "I used traditional means" recorded means scores above four indicating that respondents agreed much with them. However, variables such as "I use technology to produce product", "I produced unique products", "I used standard product for all", "I invent a new style/product", "I provide good packaging products" recoded means scores closer to 1 indicating that respondents generally disagreed with these statements. The low standard deviations obtained for these variables is an indication that respondents varied very little in their opinions regarding them.

Table VI: Mean score analysis of issues relating to Promotion in the Textile Industry

Variable	Mean	±SD
Displaying at the shop	4.74	1.270
Using Advertising media	4.33	1.028
Through friends	4.00	1.432
Through customers	4.31	1.228
Photos on social media. E.g. WhatsApp/Facebook	1.56	1.404
Online/internet promotion	1.34	1.423

From Table VI above, respondents agreed with the statements "Displaying at the shop", "Using advertising media" and "Through customers and friends" since they recorded mean scores closer to 5. However, the variables "Photos on social media. E.g. WhatsApp/Facebook" and "Online/internet promotion" recorded mean scores closer to 1, indicating that respondents generally disagreed with them. The low standard deviations closer to 0 also indicates that respondents varied less in their responses regarding these statements.

Table VII: Mean score analysis of issues relating to Place in the Textile Industry

Variable	Mean	±SD
Export to other countries	1.12	0.549
Selling through agents	1.83	1.557
Selling directly to end users	4.86	1.220
Selling to both agents and end users	3.01	1.573
Selling to government/department/ firms	1.81	0.969
Selling to individuals	4.80	0.403

From Table VII, respondents agreed much with statements "Selling directly to end users" and "Selling to individuals" since their mean scores are closer to 5. However, respondents disagreed with the statements "Export to other countries", "Selling through agents" and "Selling to government/department/ firms" since their mean scores are closer to 1. The very low standard deviations for all the variables indicates that respondents varied little their responses regarding those statements.

3.5 Determining the relationship between elements of the marketing mix (4P's) and local textile firms' success and sustainability on the local and global market

PLS path modelling estimation technique was adopted to determine whether a significant relationship between elements of the marketing mix (4P's) (Price, Product, Place and promotion) and local textile firms' success and sustainability on the local and global market in terms of Profitability, Market share and Competitive advantage. The PLS path modelling estimation in establishing this relationship is shown in figure 1 below.

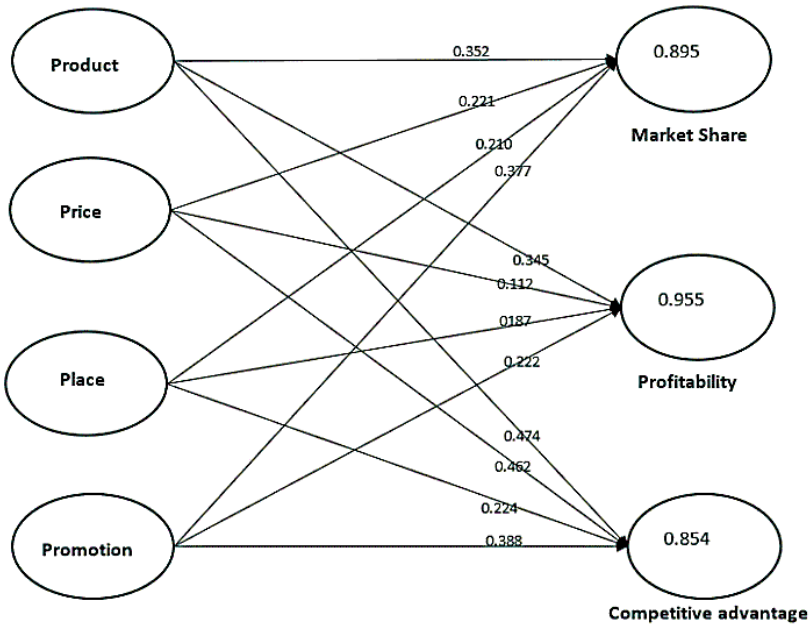


Figure 1: PLS-SEM MODEL and Results

Examining figure 1 carefully, the following preliminary observations are made:

(i) Explanation of target endogenous variable variance

The coefficient of determination, R^2, is 0.893 for Market Share latent variable and that for Profitability is 0.955. This means that the four variables (Place, price, Product and Promotion) explain 89.3% of the variance in Market share and 95.5% of the variance in profitability. Also, the coefficient of determination, R^2, is 0.854 for Competitive advantage, which implies that the four latent variables (Place, price, Product and Promotion) explains 85.4% of the variance in Competitive advantage.

(ii) Inner model path coefficient sizes and significance

In examining the path co-efficient of the Inner Model (same as the Standardized beta coefficients in the regression analysis) between the variables, the following observations are made. The inner model suggests that promotion has the strongest effect on the Market share (b1=0.377), followed by product (b2=0.352), price (b3=0.221) and place (b4=0.210). Also, the model suggests that product has the

strongest effect on profitability (b1=0.345), followed by Price (b4=0.322), promotion (b3=0.0.222) and place (b2=0.187).

Again, the model suggests that product has the strongest effect on Completive advantage (b1=0.474), followed by Price (b4=0.462), promotion (b3=0.388) and place (b2=0.224). Based on the above analysis, it can be concluded that: Place, price, Product and Promotion are all strong predictors of Market Share, Profitability and competitive advantage are both statistically significant since their standardised path coefficients are higher than 0.1.

3.6 Checking Structural Path Significance with Bootstrapping

SmartPLS was also used to generate *T*-statistics and p values for significance testing of both the outer model, using a procedure called bootstrapping. Table VIII below presents the summary of all calculated p-values based on each of the hypothesis.

Table VIII: P-values of Path Coefficients (Inner Model) using Bootstrapping

Hypothesis	Correlation	P-Values	Conclusion
H_1	PRODUCT → MARKET SHARE	0.001	Significant
	PRODUCT → PROFITABILITY	0.003	Significant
	PRODUCT → COMPETITIVE ADVANTAGE	0.000	Significant
H_2	PRICE → MARKET SHARE	0.007	Significant
	PRICE → PROFITABILITY	0.045	Significant
	PRICE → COMPETITIVE ADVANTAGE	0.000	Significant
H_3	PLACE → MARKET SHARE	0.014	Significant
	PLACE → PROFITABILITY	0.047	Significant
	PLACE → COMPETITIVE ADVANTAGE	0.003	Significant
H_4	PROMOTION→MARKET SHARE	0.000	Significant
	PROMOTION→PROFITABILITY	0.029	Significant
	PROMOTION → COMPETITIVE ADVANTAGE	0.000	Significant

From Table VIII above, using a two-tailed *t*-test with a significance level of 5%, the path coefficient will be significant if the *T*-statistics is larger than 1.96 or P-Value less than 0.05 (testing at 95% confidence level). All path coefficients in the inner model are statistically significant. This confirmed the earlier findings when the results were presented visually examining PLS-SEM results visually (see Figure 1).

3.7 Determining the relationship among elements of the marketing mix (4P's)

The Cornell-Larcker correlation matrix among the elements of the marketing mix (Place, Price, promotion and Product) is presented in Table IX below;

Table IX: Cornell-Larcker Correlation Matrix

Correlation	β coefficients	t-Values	Conclusion
PLACE → PRODUCT	0.787	4.74	Significant
PLACE → PROMOTION	0.662	3.87	Significant
PLACE → PRICE	0.542	2.84	Significant
PRODUCT → PRICE	0.623	3.66	Significant
PRODUCT → PROMOTION	0.545	2.98	Significant
PRICE → PROMOTION	0.754	4.00	Significant

From Table IX above, the Beta values indicate the path coefficients and the T-values indicates how significant these path coefficients are. Using a two-tailed t-test with a significance level of 5%, the path coefficient will be significant if the T-statistics is larger than 1.96 or P-Value less than 0.05 (testing at 95% confidence level). All path coefficients in the model are statistically significant, indicating a strong correlation among the variables. However, the correlation between Place and Product and that of Price and promotion are the strongest.

4. CONCLUSION

With regards pricing, Local textile firms' in the local and global market fix prices of products based on the cost of raw materials, demand conditions, uniqueness of product, product type, availability of substitutes and as well negotiating with potential. Majority of them do not consider long term pricing policies or fix prices based on the international market. Also, the Majority of the Local textile firms' mainly use traditional means rather than modern technology in the production process and mostly produce based on customer request. Hence, they are unable to produce branded or unique products. Good packaging for their products is also a major challenge.

With respect to promotion, most of the local textile firms' display their products at the shop and advertise through other media like radio. Most of them also promote their products through friends. They, however, do not resort to social media, E.g. WhatsApp/Facebook" and Online/internet in promoting their products. Exporting their products to other countries, selling through agents as well as selling to government/department/ firms is not common among local textile firms' in Ghana. They rather resort to Selling to individuals and Selling directly to end users.

5. RECOMMENDATIONS

Institutions without a continuing relationship with customers and their attitudes level of satisfaction with the quality of services and products they offer will find it extremely

difficult to survive in any competitive business environment. Considering the negative impact that the influx of foreign textiles has on the local textile industry because of liberal trade, it is recommended that the government puts in place stringent measures to safeguard the textile industry. It is obvious that Ghana has a long way to go if it should compete keenly with offshore countries in terms of technological advancement in textile manufacture. It, therefore, becomes economically prudent for the country to move into other textile production areas other than what the foreign competitors are engaged in.

Local textile firms' need to acquire the necessary knowledge about determining the nature of market and manufacturing products and services that meet the needs of the market areas and have been selected as a target. They should know pricing practices as well for more attractive and economical selling prices. New weaving machines with high efficiency that produces some fabrics that is fully competitive with competing products with high demand in the domestic and international markets should be purchased considering the wide range of facilities, capital, labor in various sectors in line with the textile industry such as agriculture (cotton and hemp products) and chemical industry (production of synthetic fibers and dyeing, etc.) and are working in cloth manufacturing sector. Companies that want to act strategically must not prefer temporary benefits to the long-term benefits, and with offering sales and marketing, ideal systems build a firm situation for the future.

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