THE IMPACT OF GLOBALISATION ON THE PERFORMANCE OF CABLE AND WIRE MANUFACTURING INDUSTRY IN GHANA

BY

BENJAMIN OWUSU

(PG4137910)

A Thesis submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology in partial fulfillment of the requirements for the degree of

COMMONWEALTH EXECUTIVE MASTERS IN BUSINESS ADMINISTRATION

SEPTEMBER 2012

DECLARATION

I hereby declare that this submission is my own work towards the CEMBA degree and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgment has been made in the text.

Benjamin Owusu	……………………	………………………
(ID No. 20115404)	Signature	Date

Certified by:

Mr. Bylon Abeeku Bamfo	………………………	………………
(Supervisor)	Signature	Date

Certified by:

Prof. I.K. Dontwi	…………………….	………………
Dean, IDL	Signature	Date

ACKNOWLEDGEMENTS

This dissertation is dedicated to my parents, for whom none of my accomplishments in life could have been achieved. Their unconditional love and unending support of my personal endeavors has been a major factor in giving me the strength of mind to complete my CEMBA program.

I am very grateful to Dr. Emmanuel Ofori, who persistently encouraged me to strive for excellence. He taught me to think critically and to have self-discipline. As my advisor, he was readily available and gave prompt advice during the dissertation process. I truly appreciate his guidance, patience, and dedication throughout my CEMBA study.

I am also very grateful for the assistance provided by Mr. Bylon Abeeku Bamfo, my dissertation supervisor. He always reminded me to address fundamental, yet very crucial issues that are often overlooked by scholars. He emphasized the significant contributions of my work to practitioners and helped me relate it to a real world phenomenon. I am thankful for his input. Mr. Abeeku gave insightful comments on the methodological techniques and other important issues in this dissertation. His feedback was immediate and he was available for me whenever I needed help on my study and dissertation. I feel very fortunate to have had him as my supervisor.

Finally and importantly, I am also thankful for the special friends I met during my time at KNUST, Palmas Tsyokplo, and all the CEMBA students who gave me tremendous emotional support.

Without the valuable contributions from these aforementioned individuals, the completion of my CEMBA degree would not have been possible. Thank you

Dedication

This study is dedicated to any students who will do further research on the impact of Globalisation on the performance of Ghana manufacturing industry.

ABSTRACT

This study examined the impact of globalization on the performance of Ghanaian Cable and wire manufacturing sector with focus on selected cable and wire manufacturing firms from Tema. The data were collected using both qualitative and quantitative methodologies. The former were collected through interviews while the latter were collected via structured questionnaire and documents. In all, 58 respondents were used for the study. The respondents were selected using multiple sampling techniques – comprising of (i) stratified random sampling (ii) quota sampling, and (iii) systematic sampling techniques. The data were analyzed using parametric and non-parametric statistics. The main finding of the study is that globalization had strong adverse effects on the performance of cable and wire manufacturing sector. And that the problems associated with globalization and liberalization of trade hindered economic growth and sustainable development. The study concluded on the note that Ghana needs to have a second thought on globalization and if she does not intend to do away with the manufacturing sector of the economy.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background to the study

Over the recent decades, the world economy has experienced not only a quantitative leap in the volume and value of international trade and financial transactions, but a qualitative transformation in the way residents of different nation-states interact with each other.

National economies are increasingly linked through international markets for products and factor markets, leading to increased cross-border flows of goods, capital, labour, and through flows of information, technology and management know-how. The world economy is becoming increasingly integrated. This process of globalisation is one of the most critical developments affecting the evolution of national economies. Globalization offers participating countries new opportunities for accelerating growth and development but, at the same time, it also poses challenges to, and imposes constraints on policy makers in the management of national, regional and global economic systems. While the opportunities offered by globalization can be large, a question is often raised as to whether the actual distribution of gains is fair, in particular, whether the poor benefit less than proportionately from globalization – and could under some circumstances actually be hurt by it.

Globalisation is one of the most important factors of today's economic development fundamentally influencing all fields of business, including production. The large multinational companies play a determining role in the development of their sectors globally and country by country, both by getting the trends of technical/technological innovation and by applying and disseminating up-to-date management approaches and methods. Their actual role is subject of heated discussion from many sides.

Globalization has caused dramatic changes to business practices around the world. Companies such as IBM, Intel, Microsoft, and Philips have started to outsource specialists from various parts of the world, causing job shifts and changes in companies' structures (Engardio, Bernstein, and Kripalani, 2003). Alliances among automakers (e.g., GM-Ford- DaimlerChrysler, Ford-Mazda, and GM-Honda), petroleum manufacturers (e.g., BP-Mobil, NUPI-Chevron Texaco), and airlines (e.g., star alliances) are other examples of changes driven by this phenomenon. In view of this, this dissertation investigates the impact of globalization on business with a key focus on the cable and wire manufacturing industry in Ghana.

In this study, "globalization" refers to the process of increasing social and cultural inter-connectedness, political interdependence, and economic, financial and market integrations that are driven by advances in communication and transportation technologies, and trade liberalization (Molle, 2002; Orozco, 2002).

1.1.1 Globalization and its effects

Globalization is an interesting phenomenon since it is obvious that the world has been going through this process of change towards increasing economic, financial, social, cultural, political, market, and environmental interdependence among nations. Virtually, everyone is affected by this process. Given these changes, globalization brings about a borderless world (Eden & Lenway, 2001; Ohmae, 1989a).

Globalization drives people to change their ways of living, prompts firms to change their ways of conducting business, and, spurs nations to establish new national policies. Events transpiring in different parts of the world now have dramatic consequences to other parts of the world at a faster pace than anyone could imagine in the past. For example, the Asian financial crisis in 1997 has severely affected businesses around the world (McLean, 2001; Woo, 2000) and the outbreak of SARS (Severe Acute Respiratory Syndrome) in 2003 has shown how globalization permits the rapid spread of the disease (Anthony, 2003; Meredith, 2003), which affects many airlines, the hospitality industry, and other businesses around the globe.

On the positive side, globalization enables firms to outsource and find customers around the world, e.g., the auto and electronics industries. The globalization of production and operations benefits firms through the realization of economies of scales and scope (Corswant, 2002; Reyes, Raisinghani & Singh, 2002). Hence, no one can deny that globalization has changed the way we conduct business.

Throughout this dissertation, the effects of globalization are classified into two broad categories: 1) global market opportunities, and 2) global market threats. These two major effects are chosen to be investigated here because they are frequently cited in the past literature as the most apparent and immediate effects of globalization (Hafsi, 2002; Jones, 2002; Molle, 2002). Global market opportunities refer to the increases in market potential, trade and investment potential and resource accessibility (Fawcett & Closs, 1993; Jones, 2002; Shocker, Srivastava & Ruekert, 1994). Global market threats refer to the increases in the number and level of competition, and the level of uncertainty (Burgers, Hill & Kim, 1993; Fawcett & Closs, 1993; Jones, 2002).

1.1.2 Globalization and business

The opportunities and threats evoked by globalization have caused firms to adapt their organizational structures and strategies accordingly (Jones, 2002; Knight, 2000). Firms that respond to these trends have been found to improve their performance (Knight, 2000). Although many scholars have often discussed these two effects of globalization, a review of related literature reveals that empirical work on such effects and business firms is still scarce (Clougherty, 2001; Eden & Lenway, 2001; Oxley & Schnietz, 2001). Therefore, this dissertation specifically aims at analyzing the effects of global market opportunities and threats on a firms' overall performance.

1.1.3 Globalization and firm performance

Since the effects that global market opportunities and threats have on firm performance are almost unexplored, the two studies included in this dissertation are designed to study the relationships between these two effects of globalization on firms' performance and their international marketing cooperation and performance. On the one hand, it is suggested that global market opportunities enable firms to access worldwide resources and expand into many new overseas markets; thus, enhancing firm performance (Hafsi, 2002; Jones, 2002; Levitt, 1983; Shocker, Srivastava & Ruekert, 1994). On the other hand, global market threats can be destructive to firm performance due to an increasing number of competitors and an increase in intensity of competition coupled with higher market uncertainty (Eng, 2001; Fawcett & Closs, 1993; Hafsi, 2002; Jones, 2002).

However, no conclusion can yet be drawn on how these two aspects of globalization effects relate to firm performance due to the absence of an empirical study that tests these relationships. Hence, investigating the magnitude and directions of the relationships between these two globalization effects and firm performance will help us gain a better understanding about the directions of the effects, and determine appropriate strategies to better manage these effects and help firms stay competitive in a globalized era.

1.2 Statement of the Problem

Although there is quite an amount of literature on international marketing, much has not been done especially in the area of globalisation in the cable and wire manufacturing industry. Past literature also suggests that firms from emerging economies usually possess characteristics which distinguish them from those of developed economies (Hitt, et al., 2000). Ghana has become a dumping ground for all kinds of foreign products. There is thus the inevitable need to turn the searchlight on globalisation and all those accompanied it and examine its impact on the Ghanaian Cable and Wire manufacturing industry. How does globalisation affect performance of firms in cable and wire industry in Ghana? Do firms in the cable and wire manufacturing industry in Ghana engage in cooperative alliances as a result of globalisation? It is against this background that the present study seeks to examine globalisation and its impact on firms in the cable and wire industry in Ghana.

1.3 Research Objectives

The primary objective of this research is to gain a better understanding of the effects of globalization on performance of firms in Cable and Wire industry in Ghana. The specific objectives include:

1. To examine the effect of globalisation on the performance of firms in the cable and Wire industry in Ghana.
2. To find out the strength of relationship between global market opportunities, global market threats, and firm performance.
3. To examine whether firms in the cable and wire manufacturing industry enter into cooperative alliances as a result of globalisation and compete in international markets.
4. To analyse the challenges, opportunities and risks of globalisation and their implication for sustainable development in Ghana.

1.4 Research Questions

1. How does globalization affect performance of firms in the cable and wire manufacturing industry Ghana?

2. What is the strength of relationship between global market opportunities and performance; and global market threats and performance of cable and wire manufacturing firms in Ghana?

3. Do firms in the cable and wire manufacturing industry in Ghana engage in co-marketing alliances to manage globalization effects and stay competitive in international markets?
4. What are the challenges, opportunities and risks of globalisation and their implication for sustainable development in Ghana?

1.5 Significance of the study

It is anticipated that the study will raise the awareness of globalisation effects on the cable and wire manufacturing industries in Ghana. It is again hoped that the study will help stakeholders identify the extent to which firms can cooperate in order to achieve competitive advantage in the industry and how market opportunities and threats affect firm performance. This would direct decision making as to the kind of activities firms can engage in at particular periods.

Furthermore, the study would help management become aware of the sources of opportunities and threats in the market and position themselves to take advantage of opportunities just as they arise as well as devise means to always outweigh market threats.

Finally, this work seeks to contribute to the existing store of knowledge on globalisation effects on industry.

1.6 Scope of the Study

The present study seeks to examine the impact of globalisation on the cable and wire manufacturing industry. In view of this the scope of the study is limited to players in this industry. Some of the players in the cable and wire manufacturing industry include Tropical

Cable and Conductor Limited, Reroy Cable Limited, and Nexans limited. However, there is a chunk of other players in the market which mainly deal in imported cable and wire products. These importers usually tend to position themselves mainly in the cost leadership segment. Although the general scope of the study is primarily on manufacturers, the present study would also closely monitor the activities of these importers mainly from the point of view of the consumer.

1.7 Overview of Research Methodology

The survey research design was mainly adopted in the conduct of the study. This primarily involved the use of structured questionnaires to collect information from manufacturers and consumers on cable and wire products.

The study mainly made use of primary data and secondary data involving past financial performance of firms.

The main sources of the primary data included stakeholders in the industry including managers of firms, as well as consumers.

1.8 Research Limitation

The major limitation of this research is time constraints and unavailability of data. In order to achieve an in-depth understanding of the impact of globalisation, this study should critically examine an era of pre and post globalisation of firms in the industry. Although the study would do its best in retrieving past data from these firms, the information is foreseen to be less sufficient for understanding globalisation impact.

1.9 Organisation of the Study

This research is organized into five chapters. Chapter one which is the introduction covers the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, Scope of the study, and research limitations.

Chapter two is devoted to the theoretical framework and the literature review. Under this the literature on globalisation would be extensively discussed as well as an overview of cable and wire manufacturing industry in Ghana.

The next is chapter three gives account of how the study was conducted. The following sub-headings are discussed in this chapter: Research design, population, sample and sampling procedure, instruments, data collection and data analysis procedure.

Chapter four deals with analysis of data, and the interpretation and discussion of findings in reference to the literature / previous findings.

The last chapter that is chapter five focuses on the summary, conclusion and recommendation in the light of the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

While the world economy is moving towards a new era of globalisation, namely free flow of goods, services, ideas, individuals, capital and information among countries(Lutfi 1999), manufactures, whether in developed or less developed countries, find themselves in a severe manufacturing environment where they have to act locally and to think globally. Therefore, manufacturing companies should pay attention to the process and impact of globalisation; otherwise they waste executive resources (Morrison & Beck 2000).

A manufacturing company, whether in developed or less developed countries, that operates within today's dynamic and hostile environment (i.e., globalisation) is vulnerable. The different functional areas within a company need to be mobilised to confront the threat.

In the past two decades, the world has gone through the process of globalisation, one that causes increasing economic, financial, social, cultural, political, market, and environmental interdependence among nations. Business, as well, is inevitably affected by this process of change towards more interdependence. Many forms of organizational restructuring (such as downsizing, reengineering, implementation of cooperative strategies) have been witnessed as responses to globalisation (Jones, 2002). Yet, limited empirical studies have been conducted to investigate how globalisation actually affects firms. International business scholars (e.g., Clark &

Knowles, 2003; Clougherty, 2001; Eden & Lenway, 2001; Young, 2001) point out the need to explore further the impact of globalisation on firms. Therefore, this study aimed to investigate the impact of globalisation on Cable and Wire manufacturing firms' performance.

In this study, globalisation is defined as the process of increasing social and cultural inter-connectedness, political interdependence, and economic, financial and market integrations (Eden & Lenway, 2001; Molle, 2002; Orozco, 2002). Although much descriptive and theoretical literature is published on the impact of globalisation, very little empirical work exist that tests globalisation impact. A few exceptions of empirical studies examining the impact of globalisation include, for example, Clougherty (2001), and Oxley and Schnietz (2001). While Clougherty's (2001) study is related to industry-level variables (i.e., domestic competition policy in the airline industry), the study conducted by Oxley and Schnietz (2001) is more focused on firm-level variables by relating globalisation to firm performance. At the macro level, globalisation is found to undermine autonomy in domestic airline competition policy (Clougherty, 2001). At the micro level, globalisation (operationalised as trade liberalization) is found to improve the performance of U.S. multinational enterprises (Oxley & Schnietz, 2001).

From these two studies, it is known that globalisation is a multi-faceted construct. Therefore, the classification of its effects into different dimensions and the study of their impact on firms prove to be worthwhile. We aim to classify and define the effects of globalisation based on a review of globalisation-related literature. Furthermore, we operationalised such effects and conduct an empirical test on the relationships between each of the key globalisation effects and the performance of Cable and Wire manufacturing firms in Ghana. Hence, this research attempts to answer two research questions: 1) Does globalisation affect firm performance? and 2) Is the relationship between global market opportunities and performance stronger than the relationship between global market threats and performance?

This paper is organized as follows. We first review the literature on globalisation effects, and define global market opportunities and global market threats. We then discuss the theoretical frameworks underlying this study. The next section discusses the research method and presents the results of the study. The research contributions and conclusions are provided in the last section of the paper.

2.2 Globalisation

Globalisation has made it easy for the task of pursuing international business strategies; trade among nations has been liberalized with a tremendous reduction in trade barriers. Consequently, fewer trade barriers have also led to the spread of improved technologies, communication systems, transportation systems and logistics, which all facilitate the exchange relationships between a firm and its buyers, suppliers and other actors across the globe (Carasco and Singh, 2009; Harford, 2007; Andersson and Wictor, 2003; Knight and Cavusgil, 1996). However, the impact of globalisation remains very controversial. While many claim that the benefits of globalisation can be seen and experienced in almost all markets, LDCs being no exception (Carasco and Singh, 2009; Alvarez and Vergara, 2006; Lee, 2005), others express serious concerns about most LDCs' inabilities to enjoy the benefits of globalisation (Awuah, 2009; Carasco and Singh, 2009; Peters and Pierre, 2006; Human Development Report, 2004).

A few examples are worth giving to show the controversy around the impact of globalisation. Regarding the effects of globalisation on SMEs in LDCs, Alvarez and Vergara (2006), using firms from Chile as a sample, claim that SMEs from markets and industries that are more exposed to foreign competition are more likely to survive, to achieve a better performance and to generate more employment. Cheminade and Vang (2008) affirm that globalisation permitted SMEs from the Bangalore area, in India, to take benefits from their specialization advantages in the software industry to compete on the international market. But, they also stress that these firms were supported by government public policies to overcome market imperfections by improving the regional innovation system through stimulating interactive learning and placing the products on a global context through international networks, given that it lacked local customers.

A recent study by Awuah (2009), shows how a whole domestic nail industry or market in Ghana that is exposed to intense global competition, an important feature of globalisation, has been rendered less competitive *vis-à-vis* competition from nail producers in China and India that export their nails to Ghana. Several nail producers in Ghana have already closed down their businesses. Many other industries in Ghana (Awuah, 2009) have also been closed down due to their inability to compete. As reported elsewhere also (Spiegel, 2007; Beamish and Lu, 2004; Human Development Report, 2004), many LDCs are not able to have an equal share in the benefits of globalisation. Many SMEs in so many LDCs operate in economies beset with constraints such as lack of production inputs, lack of efficient communication system, transportation system, banking system, and supportive government economic policies, which all facilitate the conduct of business in the current competitive globalized markets:

Other concerns have to do with the unleveled playing field, on which globalisation takes place (Peng *et al.*, 2008; Beamish & Lu, 2004). If some rich and developed countries provide subsidies and restrict trade (Peng *et al.*, 2008; Spiegel, 2007; Beamish & Lu, 2004) so that their firms can be competitive in our globalized markets, SMEs operating in poor countries without subsidies and/or enabling environment will be less competitive when competing with resourceful and powerful multinational companies (MNCs) in the former's own domestic markets.

In spite of the controversial debate on the impact of globalisation, particularly when talking about the competitiveness of SMEs in LDCs, some have started to offer suggestions as to how SMEs can cope with the effects of globalisation. Van Laere and Heene (2003) suggest, for example, that SMEs will need to, in an environment of increased global integration, belong to a network(s), since globalisation demands the SMEs' collaboration with other organizations. Globalisation, as the authors maintain, is forcing them to compete directly with larger players in their industry, making their business and social networking an even more important competitiveness asset. Subramahnya (2007) understands that globalisation has aided the SMEs internationalization through the intensification of foreign direct investment flows and MNCs activities. Smaller firms may benefit from MNCs, which can subcontract certain activities to domestic firms to produce intermediate goods, and from the horizontal cooperation of SMEs, which may build networks to overcome their weak infrastructures when compared to larger firms. Globalisation has also assisted the consumption of Indian SMEs products by British buyers, as mentioned by Sethna (2006). The globalisation process has enlarged the cross-border contacts of Indians and British through increasing executive travel and students living abroad, which resulted in a trust gained by Indian firms; but there is still a great cultural difference between the two countries which implies business difficulties.

Again, with some of the above suggestions, we notice that when firms do not directly compete head on with foreign firms but rather exchange products or services with them, the domestic firms may gain from the exchange; the domestic SMEs in this case may not only be having frequent and trustful business with foreign firms, they may also tap into the foreign business partners' network of exchange relationships, an opportunity that can enable SMEs to even internationalize their activities. However, SMEs that do compete directly with foreign firms may not be able to compete with resourceful and powerful MNCs, some of which come with subsidies (Peng *et al.*, 2008; Beamish & Lu, 2004).

2.3 Forces of globalisation

One important effect of globalisation is the increased interdependence among nations, which the world has never seen before. Technological, economic, political, and cultural exchanges between nations have increased tremendously (Curry, 2000; Peter & Pierre, 2006). With increased interdependence among nations, globalisation has demanded increased liberalization of markets, the dismantling of almost all trade barriers (Lee, 2005; Czinkota & Ronkainen, 2007). Evidently, almost all nations, firms, and private individuals are being affected by the forces of globalisation, with trade liberalization as the necessary condition for the realization of the full impact of globalisation (Martin, 1993; World Development Report, 1990; Human Development Report, 2004).

The forces of globalisation and trade liberalization among nations, however, may present a very dismal development for most countries, particularly LDCs. LDCs are said to be countries with very low income, weak human capital, and high economic vulnerability (UNCTAD, 2004: xiv).

The dismal development in most LDCs has not been adequately addressed in the extant literature. In Africa today, especially those at the south of Sahara, foreign goods/services, from foreign producers dominate in the markets. These goods and services may range from agriculturally processed goods (e.g. tin tomatoes from Europe) to sophisticated high-tech ones (e.g. computers, medical equipment, electronic equipment, mobile phones, cable T.V sets, and broad band services). Africa, for the most part, is not the setting for the research, development and production centres of these goods and services. Africa is just a consuming market, where finished goods are bought and sold. The worst thing is that most countries that were self-sufficient, as far as satisfying their basic needs from agricultural products were concerned, are now very much reliant on what comes from abroad (Spiegel Special, 2007; Human Development Report, 2004; World Development Report, 1994).

As reported elsewhere, indigenous firms in many African countries have been driven away from their markets because they could not match the competition from goods and services imported from abroad (Spiegel Special, 2007; Human Development Report, 2004). The forces of globalisation and liberalization have made it possible for many firms to serve several countries from their home markets (Czinkota & Ronkainen, 2007; Lee, 2005). As competition intensifies, due to the impact of globalisation and trade liberalization, many indigenous firms are out-competed (Spiegel Special, 2007; Human Development Report, 2004, 2002).

From a manufacturing point of view this latter means they have to provide better quality, higher dependability, higher flexibility, and lower prices than their competitors (Ferdows – De Meyer, 1990). If companies satisfy their customers more, they have more profit to reinvest. So they can go abroad to satisfy new customers. Today’s global companies have already tremendous experience how to operate abroad. As Johanson and Vahlne (1977) pointed out their knowledge about how to establish and operate new entities abroad is accumulated during the years.

According to Harvey and Novicevic (2002), various factors that drive increasing globalisation can be grouped under four broad categories: 1) Macro-economic factors, 2) political factors, 3) technological factors, and 4) organizational factors. Macro-economic factors include, for example, an acceleration of technology transfer among countries and a rapid increase in populations in emerging economies (Harvey & Novicevic, 2002; Manardo, 1991). Political factors refer to privatization, deregulation and trade liberalization of many nations in favor of free flows of trade and investments (Eden & Lenway, 2001; Hafsi, 2002). Technological forces such as advance development in communication and transportation technologies, which promote growth in international business transactions, are also key drivers of rapid globalisation (Graham, 1996; Knight, 2000). Organizations such as multinational enterprises are another major agent of this process (Eden & Lenway, 2001; Harvey & Novicevic, 2002). Shifting organizational strategic attention towards a more global mindset is an example of organizational forces of globalisation. Consequently, these forces have inevitably caused changes in the global marketplace. Such changes can be viewed as effects of globalisation, which ultimately have impact on firms. These effects are discussed in detail in the following sections.

2.4 Globalisation effects

The notion that the world has become a global village is shared by almost every person on earth. Events, discoveries, technologies, and crises that make headlines in one part of the world are swiftly brought to the notice of many people all over the world. Globalisation can be defined in several ways (Czinkota & Ronkainen, 2007; Peters & Pierre, 2006; Curry, 2000). For Curry

(2000), globalisation refers to the worldwide phenomenon of technological, economic, political, and cultural exchanges among nations, organizations, and private individuals (with some emphasis from authors). These exchanges have led to interdependencies at all levels (national, firm, and private individual levels).

Interdependencies at all levels, an inherent feature of globalisation, provide several actors (governments, organizations, and private individuals) numerous opportunities such as large markets, access to modern technology worldwide, access to modern and superior goods/services, and fewer barriers to trade and capital flows. It is up to every actor to develop its capabilities so as to be able to exploit the opportunities emerging from globalisation. As maintained by Lee (2005), our tastes, needs, wants and demands are converging, a trend termed as "global consumers". It is not uncommon to witness that modern technologies are making it not only easy for isolated places and impoverished people to be exposed to modern goods and services, they are eager for modernity's allurements (Cox & Enis, 1988). However, the potential benefits which globalisation provides cannot be realized by many people or countries of the poorest parts of our globalize markets (Spiegel, 2007; Peters & Pierre, 2006; Human Development Report, 2004).

Globalisation also comes with enormous challenges such as liberalization of markets, intense competition, decline of domestic job opportunities and revenues, economic volatility of the integrated markets, cyclical crises, and non-tariff barriers to trade, spread of pandemics, and new security issues. Many actors, especially in the least developed countries (LDCs) may not have the capabilities to handle challenges (Spiegel, 2007; Human Development Report, 2002) which globalisation brings with it. And above all, one major challenge will be the ability of poorer countries and the firms in them, for example, to deal with the fact that there is no leveled playing field (Speigel, 2007; Beamish & Lu, 2004; Human Development Report, 2004, 2002) for exchanges between economic actors. Subsidies and trade restrictions of various kinds are still common rather than the exception in many developed countries, even emerging markets, and some LDCs (Peng *et al.*, 2008; Spiegel, 2007; Beamish & Lu, 2004).

Thus, according to Audretsch (2003), globalisation has brought two important developments. The first is related to the re-emergence of the importance of regions and proximity as units of economic activity, which have contributed to enhance more investigation about clusters and innovation. On the other hand, the innovativeness of firms is increasingly associated with high-tech innovative regional clusters. The result of this association between innovation and regional proximity is related to a strong linkage between the competitiveness of firms and regions, which induce the policy makers to adopt more intensively a strategic management of regions as a response to the risks of changes in the production location:

Since the 1980s, we have witnessed dramatic changes in the international and global marketplace. Liberalization of world trade and capital markets led by globalisation has created a new and challenging competitive arena for all firms (Nolan & Zhang, 2003). With the trend 18 towards more interdependence among nations, several changes in the business environment have emerged. There has been an emergence of global markets for goods, services, labor and financial capital (Deardorff & Stern, 2002; Hansen, 2002). Consumers' demands around the world have converged (Fram & Ajami, 1994; Levitt, 1983; Ohmae, 1989a). Increasing trade and investment liberalization evoked by advances in transportation and communication technologies has resulted in larger volumes of international business transactions (Deardorff & Stern, 2002; Fawcett, Calantone & Smith, 1997; Fawcett & Closs, 1993). These aforementioned trends have brought about two key effects of globalisation, global market opportunities and global market threats (Contractor and Lorange, 1988; Fawcett & Closs, 1993; Hitt, Keats & DeMarie, 1998; Molle, 2002; Perlmutter & Heenan, 1986; Sanchez, 1997). It is obvious that globalisation not only presents more opportunities to firms, but also higher levels of threats (D'Aveni, 1994; Eng, 2001; Jones, 2002; Oxley & Yeung, 1998; Shocker, Srivastava & Ruekert, 1994). While opportunities can arise from globalisation, competition and uncertainty are inevitable. Although frequently mentioned in past literature, empirical studies relating these effects to firm performance are still scarce. This calls for a need to study globalisation-performance relationships. These two dimensions along with our theoretical framework and hypotheses are discussed next.

2.5 Globalisation symptoms

An extensive review of the literature has been done to explore the globalisation symptoms. The key global factors and the anticipated changes in the production/operations (P/O) activities are depicted below. These are global factors or barriers that my represent the symptoms of deployment of globalisation.

2.5.1 Increased product variety

One reason for communicating with a customer is to learn what the customer needs and to customise the product accordingly (McLaughlin & Fitzsimmons 1996). The market is no longer satisfied with a mass produced uniform product (Brown, Shivnan & Harhen 1998), where increasing product and part variety, in order to met varied market requirements, is one of the most distinctive characteristics of industrial competition today (Tang & Yam 1996; Da Silveira 1998).

2.5.2 Great difficulty in estimating aggregate demand

Several factors have come together to cause the increase in global competition. One factor that is significant is rapidly changing aggregate demand (Tam et al. 2000). Moreover, although measuring aggregate demand is a major input into capacity planning and control, it s very difficult to predict in the global market (Slack et al. 1998).

2.5.3 Changing standard of raw materials

Researchers of different disciplines have pointed out that manufacturing companies should adopt a high standard a raw materials for coping with globalisation symptoms such as product variety and global completion (Yeh & Chu 1991; Tang & Yam 1996). In addition, authors such Dey (2001)and Median and Duffy (1998) have argued that high quality in raw materials is required in order to help manufacturing companies to globalise their production.

2.5.4 Increased global competition

Globalisation has significantly changed the nature of competition (Ng & Hung 2001). Authors such as Prasad, Babbar and Motwani (2001) have argued strongly that manufacturing companies are challenged by severe competition not only in local or regional markets, but also in the large international market. Furthermore, Buxey (2000) reported that manufactures everywhere should create global manufacturing in order to meet global competition.

2.5.5 Increased technology support

Globalisation and technology cab considered as significant drivers of change for manufacturing companies in today's world. By becoming global, firms can achieve effectiveness in their operations. One way for global firms to this objective is to adopt and implement new technologies or to upgrade existing technologies, whether tangible or intangible (Kim & Oh 2000; Ng & Hung 2001).

2.5.6 Great difficulty in distribution

In today's world, consumers have increasingly become more attuned and selective in other choices: criteria such as ease, speedy delivery, delivery dates and after sales services may now take precedence over price (Jina 1996; Slack et al. 1998). Therefore new distribution networks should be created as a matter of survival (Gill & Allerheiligen 1996). However, it has become very difficult for manufacturers to distribute their products in local and global markets effectively and sufficiently. As a consequence, distribution is currently considered as feature of globalisation.

2.5.6 Changing skills levels of workers

According to Rodriquez-Diaz (2000), Belout, Saba & Dolan (2001) and Ng and Hung (2001) employing highly skilled workers, empowering teams of workers, increased workforce diversity and developing accelerated and integrative learning programs are some of the most important prerequisites for meeting global challenges. Therefore, manufacturing companies are seeking to acquire less expensive, but well-educated, labour (McLaughlin & Fitzsimmons 1996). Furthermore, the increase in global industrialisation stimulates manufacturers to have well-trained and flexible workers (Kerlake & Goulding 1997).

2.5.7 Anticipated changes in Production/Operations management activities

With the rapid evolution of globalisation, i.e. worldwide competition and the pace of technological development, increasing pressures have been placed on the manufacturing companies and industries to change. An extensive literature review revealed that operational changes must be associated with globalisation. The much proclaimed path of change includes:

2.5.8 Changing capacity planning and control

Production/ operations management can deal with globalisation symptoms, such as increased product variety and great difficulty in estimating aggregate demand, through adaptive or flexible strategies of capacity (Da Silveira 1998). According, a company should have flexible capacity plans in order to meet any unexpected increase in demand (Slack et al. 1998).

2.5.9 Changing quality planning and control

Global competition has forced manufacturing companies to devise plans to respond to an increasingly competitive market place. Many efforts have been exerted or are being exerted to confront this increase in competition. At the forefront of these efforts have been attempts to improve quality in order to meet varied needs and requirements in different and dispersed markets (Tan et al. 2000). Therefore, companies must shift their focus toward customer satisfaction, which is very difficulty in this era of globalisation (Mehra, Hoffman & Sirias 2001).

2.5.10 changing inventory planning and control

According to Ng and Hung (2001), in today's manufacturing world, a production plan should be prepared based on the schedule of incoming orders and issued for production. The scheduling is based on standard times estimated from known manufacturing processes, modified as appropriate by material status reports from the material control department. Therefore, a company should have several inventory plans in order to meet any unexpected changes in production and customers' requirements (Chase, Aquilano & Jacobs 1998).

2.5.11 Setting global operations strategy

As a result of global manufacturing, the operations strategy should be rethought and should include the following elements: competitive advantages, the performance of the operating system and the four phases of the so-called operation value chain: design, purchasing, production and distribution (De Toni, Filippini & Forza 1992). Furthermore, in the global environment, the risks associated with strategic errors are carefully considered. As a consequence, manufacturing companies wanting to enter or to compete, whether in domestic or global markets, must formulate effective global operations strategies, adhere to them and employ resources in way that support these strategies (Prasad, Babbar & Motwani 2001.)

In order to cope with increasing global competitive threats, firms tend to form alliances (Ireland, Hitt, & Vaidyanath, 2002; Rindfleisch & Moorman, 2001; Sheth & Sisodia, 1999). Based on the classical industrial organization—the market power perspective—reducing competition is a means to create and strengthen a firm's market power (Burgers, Hill & Kim, 1993; Kogut, 1988). Firms cooperate instead of compete with one another to gain stronger market power and competitive market position. Collaborating with other firms not only alleviates competition and improves their competitive position in the market, but also helps them avoid potential costs resulting from intensified competition (Contractor & Lorange, 1988; Gulati, 1998; Kale, Dyer & Singh, 2002).

2.5.12 International production

Recent developments in international trade and finance have been accompanied by internationalization of production (the fragmentation of production and/or intra-product specialization). This means that production is split into several separate processes which take place in different countries, hence across national borders. It can be illustrated by the modern production of cars. Though typically a car is assembled in one country, the various inputs for the final assembly (intermediate products) usually come from many different countries. The intermediate products are likely to come from plants located in other countries but owned, or at least partly owned, by the same multinational corporation (MNC) that assembles the car. Indeed, all large car corporations have set up factories for intermediate car products in the country's most profitable for the production of that specific intermediate product. In other cases, the opening of markets has led to collusive behaviour between firms and the forming of strategic cross border alliances such as joint ventures and product-sharing schemes (Emadi-Coffin (2002). Though aggregate time series data on this fragmentation are scarce, the empirical literature permits one to characterize the fragmentation aspects of globalisation as follows. First, international trade increasingly appears to be in intermediate products. Second, over the past 17 years, there has been a wave of mergers and acquisitions, resulting in powerful MNCs. Today, MNCs account for over two-thirds of world trade, and their share is even greater in the trade of technologically advanced products. Third, though the developing countries' share of internationally fragmented products has remained stable over the past 17 years, the share of the low-income countries has decreased. To return to the example of modern car production, the vast majority of developing countries is not producing any car parts. As with FDI, international production within developing countries is highly concentrated in certain countries, e.g. Argentina, Brazil, China, Mexico, Singapore and Thailand. Most of the literature concludes that cross-border fragmentation of the production process has been the driving force behind the intensification of international trade.

2.6 Impact of globalisation on poverty

While the vast majority of contributions to the academic and institutional literature conclude that globalisation has spurred economic growth and that the overall benefits of globalisation are larger than its overall costs, the literature assessing the impact of globalisation on poverty is considerably more controversial. The more influential (and mostly institutional) literature concludes that globalisation reduced poverty. However, many individual researchers have pointed out that the empirical analysis leading to that conclusion is conceptually flawed in various ways. The comprehensive study by Oxfam International (2002), which popularized the view that current trade rules and institutions are rigged in favour of developed nations, has shown that international trade can have both a positive and a negative impact on poverty. The companion study by Oxfam America (2002), analysing the impact of private international finance on poverty, concluded that current global financial systems hurt the poor. Examination of the impact of global finance can be broken down into studies examining the impact of FDI and of portfolio investments. Most of these assert that FDI is far more beneficial than other capital flows. Indeed, it has been asserted that the sudden increase in shortterm capital flows (largely invited by premature capital account liberalization and large-scale short-term borrowing by financially troubled governments) hold key responsibility for the various financial crises of the 1990s and that the subsequent social crises reversed much of the progress achieved previously. Hence, the International Monetary Fund (IMF), a traditional advocate of capital market liberalization, has started to suggest that "financial integration should be approached cautiously, with good institutions and macroeconomic frameworks viewed as important" (Prasad et al. (2003). Agénor (2002) examined the extent to which globalisation affects the poor in low- and middle-income countries, notably the possibility of a non-linear relationship. Using individual indicators of trade and financial openness, as well as a globalisation index based on principal components analysis, to test for both linear and non-linear relationships between globalisation and poverty, he concluded that the results suggest the existence of a non-monotonic, Laffer-type relationship between globalisation and poverty.

2.6.1 Increased global insecurity

Insecurity can be defined in many ways. The aspects most frequently treated in the literature are job insecurity, lack of social protection, food insecurity and fear of terrorism. No matter how insecurity is defined, there is a broad consensus in the literature that globalisation has increased economic, social and political insecurity, even for those who have benefited from globalisation. The most extensive coverage of issues related to job insecurity and changes in employment patterns is provided in Torres (2001a). The broader issues related to economic insecurity among workers is the subject of a recent empirical study by Scheve and Slaughter (2002) and various contributions in a book edited by Debrah and Smith (2002).

Globalisation and food security are addressed in Davis, Thomas and Amponsah (2001). The link between globalisation and terrorism (among others) is made in World Bank (2002). Although the heightened international volatility of trade, capital flows and production has contributed to increased insecurity, it is also argued that the absence of political action to counter the heightened risk and uncertainty has contributed as much, if not more, to increased global insecurity (see, especially, Nayyar (2002), Ocampo and Martín (2003) and also Cornia and Court (2001) and Deacon (2002)). Assuming that people are usually averse to risk, the more difficult question is whether the costs due to increased insecurity have been compensated by the overall benefits of globalisation. This is likely to be answered in the affirmative by workers and families who have been lifted out of poverty because of globalisation. However, as with many other aspects of globalisation, contributors to the literature seem to conclude that many poor and disadvantaged people suffer a disproportionate share of the increased insecurity, largely because of market failures that prevent them from properly balancing income and consumption. In conclusion, globalisation has increased insecurity, the growth in insecurity has aggravated the negative implications of rising inequality and – as Kaplinsky (2001) and others have argued – the combination of increased insecurity and increased inequality is so widespread that it threatens the sustainability of the current globalisation process.

2.7 Globalisation and migration

When reviewing the impact of globalisation on migration, the first observation is that the recent globalisation process has been accompanied by far less international migration than at any other time in world history. There is also no doubt that the limited migration is due mostly to constraints set in industrialized countries' immigration laws. Thus, compared with earlier large-scale migrations, today's migration process is far more selective in countries of both emigration and immigration.

The comprehensive analysis by Stalker (2000) concluded in this regard that some traditional migration channels, particularly those from Europe, have dried up, while many new ones are being created, notably in south-east Asia. The *World Development Report 1995* has shown that today's migrants come increasingly from poor countries.

Second, as Solimano (2001) has pointed out, today's globalisation process is less friendly to the international migration of unskilled people than were previous waves of globalisation. This aspect of migration (whereby the best educated emigrate) has long been known and is commonly referred to as the "brain drain". There is broad agreement that emigration has a very negative impact on labour supply in some developing countries, especially as most of the emigrants belong to the most productive and best-educated section of the labour force. For example, Adams

(2003) concludes that a large proportion of the best educated emigrate from the five Latin American countries located close to the United States (Dominican Republic, El Salvador, Guatemala, Jamaica and Mexico).

On the other hand, sending countries benefit from migration because of the remittances migrants send back to their country of origin. The World Bank's publication Global Development Finance 2003 has a good section on remittances, showing that for the top 20 developing- country recipients of development finance, in 2001 the share of workers' remittances in GDP varied from 7 per cent (Sri Lanka) to 37.4 per cent (Tonga) (World Bank, 2003a).

Though these remittances improve the living standards of the receiving families, they contribute little to the sending countries' development and, thus, the emigration of the best-educated and most productive workers remains a problem, especially in the poorest countries.

A variety of issues relating to the migration of people in a global economy are also addressed in three contributions to Baker, Epstein and Pollin (1999). Nayyar (2002) tentatively concludes that the time has come to initiate moves towards a new institutional framework to govern cross-border movements of people.

2.8 Globalisation and gender

The literature analysing the impact of globalisation on gender covers a variety of controversial issues and overall remains inconclusive. While there was an initial tendency to conclude that globalisation may have reduced gender imbalances, largely owing to increases in female participation rates and associated expanding freedom resulting from women's paid work, the more recent literature tends to show that discrimination against women continues regardless.

Comparing the gender literature with that on child labour, the common initial tendency is that both women and children are better integrated into formal employment.

The difference is that children's increased participation rate is considered detrimental to them, whereas women's increased participation is considered beneficial for women. There has certainly been some progress in women's social status, based on the increased female participation rate, especially in manufacturing and export processing zones. However, some of the more recent studies, especially Chambers (2000), have argued that despite the increase in female participation rates, women remain economically disempowered. Indeed, one of the reasons for the increase in female participation is that women accept lower wages.

Furthermore, it has been argued that many female workers have little control over how their salary is spent and that the key responsibility for unpaid household and family work remains with women, sometimes even in households where women provide the main or only income. Some studies have also found that, in some instances, men's violence and hostility towards women has increased because of women's changed social status. Black and Brainerd (2002) conclude that "increased competition through trade did contribute to the relative improvement in female wages in concentrated relative to competitive industries, suggesting that, at least in this sense, trade may benefit women by reducing firms' ability to discriminate". On the other hand, Balakrishnan (2002) concludes that the international fragmentation of production has led to the flexibilization of work and that women often accept unstable and vulnerable work in order to combine their family responsibilities with paid work.

Similarly, Moghadam (2001) casts a gender perspective on globalisation to illustrate its contradictory effects both on women workers and on women's activism. She concludes that globalisation has had dire economic effects on women; however, the process has created a new constituency of working and organized women, which may herald a potent anti-systemic movement. Miller and Vivian (2002) argue that the current emphasis on trade liberalization and economic restructuring will affect many countries that have a large female workforce in labour-intensive industries; that increased competitiveness must come in large part from technological upgrading and growing labour productivity; and that the challenge is to make the transition to high-wage, high-productivity employment without substituting male workers and more socially privileged workers for the existing female workforce (drawn from lower-income households).

Finally, the principal conclusions of Çag˘atay (2001) are: "that men and women are affected differently by trade policies and performance, owing to their different locations and command over resources within the economy; that gender-based inequalities impact differently on trade policy outcomes, depending on the type of economy and sectors, with the result that trade liberalization policies may not yield expected results; and that gender analysis is essential to the formulation of trade policies that enhance rather than hinder gender equality and human development.

2.9 Globalisation and inequality

It is now widely recognized that the benefits of growth depend crucially on the distribution of the income generated by economic progress. The functional distribution of income refers to the division of national income between the factors of production, traditionally identified as labour and capital. The size distribution of income measures the share of income received by individuals or families within certain income-groups; this is traditionally identified as the share of total income received by different percentiles of the population. In the mid-1950s, Simon Kuznets, the Nobel Prize-winning economist, proposed a hypothesis that income inequality initially worsens as per capita GNP rises, peaking at intermediate income levels and declining for industrial countries. Kuznets' hypothesis is one of the best known and also one of the most controversial hypotheses in economic theory. Though up to the 1960s there was some empirical support for the Kuznets inverted U-curve, most re-examinations of the 1980s found little empirical evidence for such an inverse relationship. The debate continued in the 1990s, with various studies coming to different conclusions about the relevance of the Kuznets curve. In any case, there is some general agreement today that growth and equity need not be contradictory goals. Most economists also agree that there is no automatic link between economic growth and equitable human development.

However, when this link is forged with policy and determination, it can reinforce the two goals and economic growth will reduce poverty and improve human development. As regards the impact of globalisation on income inequality, there is now a large literature with contributions from over 50 authors, most of whom conclude that globalisation has increased income inequality within as well as between countries. Stiglitz (2003), for example, argues that, as actually practised, globalisation tends to make poor societies more rather than less unequal. However, some contributors to the literature question these findings or argue that, though higher growth has been accompanied by increased inequality, poverty has still decreased. Various early studies distinguished between the impact of economic globalisation (especially trade) and the impact of technological changes, mostly concluding that the deteriorating income inequality was due to technological changes rather than globalisation. However, Cornia and Court (2001) and Cornia and Kiiski (2001) showed that the widespread surges in inequality were linked to excessively liberal economic policy regimes and to the way in which economic reform policies were carried out. Cornia and Kiiski (2001) reviewed the changes in within-country inequality over the past 20 years on the basis of an extensive review of the literature and of an analysis of inequality trends in 73 countries accounting for over four-fifths of world population and GDP. They found that over the past 20 years inequality rose in two-thirds of these countries – a clear departure from the inequality trends recorded since the end of the Second World War. The study also suggests that, qwith the exception of growing educational dispersion in Latin America, traditional causes of inequality (such as land concentration and urban bias) cannot account for the recent rise in income inequality. This appears to be related to a shift towards skill-intensive technologies and especially to the drive towards domestic deregulation and external liberalization. Of the six main components of this new paradigm, the factor most strongly contributing to rising inequality appears to have been capital account liberalization, followed by domestic financial liberalization, labour market deregulation and tax reform. Privatization was found to be associated with rising inequality in some regions but not in others, while trade liberalization had an insignificant effect on or only mildly contributed to rising inequality. Similarly, Singh and Dhumale (2000) indicate that, with respect to developing countries, neither trade nor technology are necessarily the most important factors in increasing income inequality, though they agree that globalisation (in the form of financial liberalization rather than trade) and technology are both likely to be significant factors accounting for the increased inequality in developing countries over the past 20 years. They conclude that, for developing countries, the most relevant factors are the social norms deemed acceptable, labour market institutions such as unions and minimum wages, and macroeconomic conditions. Khan, Griffin and Riskin (1999), analysing changes in recent income distribution in urban China, conclude that increased income inequality is more likely to be due to economic reform policies (especially cuts in social protection provision) than to globalisation; and that, at least in the more prosperous regions, by creating new jobs globalisation has contributed to fairer income distribution. Thus, there may be some cases where the impact on income inequality can be derived from the Heckscher-Ohlin model. However, the overall consensus remains that globalisation has led to increased income distribution both within and between countries, as long as technological changes are considered to be part of the globalisation process. Looking at the longer-term perspective, there is some agreement that income distribution deteriorated considerably during the twentieth century.

According to the IMF (2000), the world Gini coefficient rose from 0.40 in 1900 to 0.48 in 2000. Bourguignon and Morrisson (2002), examining the combined effect of trends in disparities between countries and inequalities within them, conclude that international inequalities increased significantly between 1820 and 1910, remained stable from 1910 to 1960 and grew again from 1960 to 1992. Concentrating on more recent experience, Milanovic (2002) also concludes that world income distribution became markedly more unequal between 1988 and 1993. Burtless (2002) has argued that income may not be the best indicator to assess the impact of globalisation on inequality and that indicators such as life expectancy would show that globalisation had an equalizing impact. On the other hand, there is some indication that disparities in life expectancy are growing once again, because of the AIDS epidemic. Furthermore, the earlier periods of improved life expectancy may have been influenced by the spread of medical advances. Finally, life expectancy may not necessarily be a better indicator of the impact of globalisation on inequality than income, especially as qualitative aspects of life are not taken into account if only life expectancy is considered.

2.10 Theoretical Framework

Since this study attempts to establish the link between the external environment (i.e., globalisation effects) and firm performance, there is the need to draw from environmental organization literature. Due to the nature of the environmental construct, the level and dimension of the environment to be studied must be clearly specified to minimize conceptual ambiguity and over abstraction (Castrogiovanni, 1991). Among the five levels of environmental conceptualization (i.e., resource pool, sub environment, task environment, aggregation environment, and macro environment), this research focuses on investigating the macro environment (i.e., globalisation), which is the highest level of environmental conceptualization and encompasses all the other lower levels of environmental construct mentioned above. It is the context containing forces which significantly influence organizational characteristics and outputs (Osborn & Hunt, 1974).

The environment in which firms operate provides resources that influence their survival and growth and the ability of new entrants to join the environment (Randolph & Dess, 1984). This refers to one of many environmental dimensions, the environmental munificence, which can be defined as the scarcity or abundance of critical resources needed by firms operating within an environment (Castrogiovanni, 1991; Dess & Beard, 1984; Pfeffer & Salancik, 1978). Three sub-dimensions of environmental munificence include: 1) growth/decline, 2) capacity, and 3) opportunities/threats.

Amid globalisation, firms are affected by the changes in both market opportunities and threats (Frenkel & Peetz, 1998; Hitt, Keats, & DeMarie, 1998; Kulmala, Paranko & Uusi-Rauva, 2002). These opportunities and threats are two dimensions of the macro environment emphasized in this study. They can also be regarded as forces, which affect organizational outputs, i.e., firm performance.

2.11 Global market opportunities and firm performance

Global market opportunities can be defined as increases in market potential, trade and investment potential and resource accessibility resulting from globalisation (Contractor & Lorange, 1988; Fawcett & Closs, 1993; Jones, 2002; Levitt, 1983; Shocker, Srivastava, & Ruekert, 1994). Developments in information technology, removal of trade and investment barriers, privatization, and deregulation of trade and investment policies have provided firms seeking international markets with tremendous opportunities (Scully & Fawcett, 1994). Such changes in the business environment enable firms to not only access new markets but also lower costs by relocating their operations and exploiting cheap resources around the world (Czuchry & Yasin, 2001). Market transactions have also become more efficient due to globalisation of technology (Peterson, Welch & Liesch, 2002). These new market opportunities have eventually fostered rapid growth in various economic sectors in many regions around the world (Graham, 1996).

Globalisation increases market potential, trade and investment potential and resource accessibility of firms. It has become easier for firms to outsource their production to different locations to gain benefits from location advantage since less trade and investment barriers are present in today's global marketplace (Chimerine, 1997; Czuchry & Yasin, 2001). Firms are able to reach out and serve many new untapped markets around the globe. Liberal movements of financial and human capital also facilitate their business transactions. Moreover, advances in communication technology and information systems also lower search costs and improve efficiency (Peterson, Welch, & Liesch, 2002). Hence, it is clear that globalisation makes resources necessary for a firm's growth and success more abundant.

2.12 Global market threats and firm performance

Global market threats can be further categorized into 1) global competitive threats and 2) global market uncertainty. Global competitive threats are defined as the intensified competition in global markets resulting from larger numbers of competitors in the global marketplace (D'Aveni, 1994; Hafsi, 2002). Along with higher competition, another threat posed by globalisation is global market uncertainty, which refers to the increasing complexity and demand uncertainty in the market (Burgers, Hill & Kim, 1993; Chimerine, 1997; Courtney, 2001; Oxelheim & Wihlborg, 1991).

2.13 Global competitive threats

Although globalisation enhances a firm's market opportunities, it also increases the amount and level of competition faced by such firms. Trade liberalization, technological developments, and convergence of governmental macroeconomic policies associated with globalisation have made it easy for firms around the globe to enter different geographic markets, and thus, intensify the competitive atmosphere for firms around the world (Hafsi, 2002; Harvey & Novicevic, 2002). Globalisation has dramatically changed the competitive terrain faced by firms from both developed and emerging economies (Nolan & Zhang, 2003; Scully & Fawcett, 1994). Firms operating at different levels—domestic, regional, international and global—are now competing against one another. Hence, it is obvious that globalisation has brought about a new competitive landscape referred to as "hypercompetitive markets" (Hitt, Keats & DeMarie, 1998), one that presents enormous threats to firms in every economic sector since it makes a firm's relative competitive advantage very time-sensitive (Harvey & Novicevic, 2002). In addition, globalisation also enables consumers to gather information easier, faster, and at lower costs. Thus, they become well aware of alternative products, and are ready to switch. Given a growing number of competitors, resources are becoming increasingly scarce (Castrogiovanni, 1991; Dess & Beard, 1984; Porter, 1980). Such hypercompetitive situations coupled with scarce resources is harmful to firm performance (Beard & Dess, 1981; Singh, House & Tucker, 1986). Firms are now faced with less pricing flexibility due to intensified competition and buyers' resistance, which have led to a lower rate of return (Chimerine, 1997).

2.14 Global market uncertainty

Global market uncertainty, which refers to the increasing complexity and demand uncertainty the market (Burgers, Hill & Kim, 1993; Courtney, 2001; Oxelheim & Wihlborg, 1991) is another threat confronted by firms operating in the global marketplace. Firms are faced with increasing difficulties in planning and making decisions (Chimerine, 1997; Hitt, Keats & DeMarie, 1998). Demand has become hard to forecast for various reasons. Since a growing number of firms now participate in the global marketplace, forecasting demand and/or competitors' responses has become increasingly difficult. Moreover, technology is changing at a rapid pace and information about new products is easily accessible by consumers. This has enabled consumers to shift between producers, making demand become less predictable and uncertain (Chimerine, 1997). Since operating in the global marketplace increases the level of uncertainty encountered by firms, their performance is affected. In addition, past studies found a negative relationship between perceived uncertainty and firm performance (Downey and Slocum, 1982; Gerloff, Muir & Bodensteiner, 1991; Waddock & Isabella, 1989).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The main research instrument in this study was a questionnaire, initially designed based on previous studies. The key informant technique (Campbell, 1955) was used to collect data. The targeted key informants included the presidents, owners, or middle level managers (general managers or marketing managers) who are typically top decision makers of the firms and are most knowledgeable about the firms' overall activities.

3.2 The selection of the firms

The data for the study were collected from three major cable and wire manufacturing firms and other electrical dealers in Ghana. These are:

1. Tropical Cable and Conductor Limited, Tema.
2. Nexans Ghana Limited, Tema
3. Reroy Cable Company Limited, Tema.

3.3 Justification of the firms

The afore-listed cable and wire manufacturing firms were chosen for two main reasons. First, all the cable and wire manufacturing firms use the same technology for production. It is envisaged that by studying firms using the same type of technology; technology as a variable can be held constant when other variables are changing.

Secondly, the firms were selected from the major cable and wire manufacturing firms so that the study can be representative of Ghana. Finally, these firms were selected because of the size of their labour force as well as their scale of operations, which is higher than the other firms that deal in cables and wires in Ghana.

3.4 Population and Sample

The data for this study were collected from the three cables and wire manufacturing firms chosen. These are: - Tropical Cable and Conductor limited, Nexans Ghana limited and Reroy Cable Company limited. The study population consists of the 58 following categories.

Category A: Workers/Employees. In this category, thirty workers in all with ten drawn from each of the work places were used to gather information through questionnaire.

Category B: Dealers/consumers. In this category, nineteen dealers/customers drawn from Accra and Kumasi were interviewed.

Category C: Owners/Shareholders. In this category, nine respondents with 3 drawn from each location were randomly selected and interviewed.

Workers were randomly selected from the employees' register among the rank and file of the labour force in the selected firms. The following sampling techniques were adopted.

1. *Stratified Random Sampling Technique* This was adopted using the following variables.

(a) Age - in terms of being young or old. In this study, we were particularly after age because the aged will have more work experiences to share. The cut off age was twenty-five years and above.

(b) Length of Service. This deal with the period a particular employee had been in the service of the organization. It is assumed that employees who have spent a longer period of their working lives with a firm will be in a better position to know the historical profile and details about the selected firms. The cut-off point was five years and above.

(c) Sex - in terms of being male or female - But in this study, we came up to the reality that workers in the cable and wire manufacturing firms are predominantly the males because most of the operations and procedures are highly mechanized and tedious. And as such this variable could not be used to ensure a balance in the male – female ratio. This notwithstanding, all the female employees who met other criteria were given the questionnaire to fill.

(d) Work Status in terms of being: (i) Management Staff (ii) Senior Staff and (iii) Junior Staff

2. Quota Sampling

3. The systematic sampling technique was also adopted

Taking every third name in the employees' register in each of the work places did this.

The completed questionnaires received out of the fifty eight data presented in this study were based on the thirty administered. The response rate of each of the firms is: Tropical Cable 86.7%, Nexans 83.4%, Reroy Cable 79.3%, out of each set of questionnaires administered in each of the three locations.

However, supplementary data were obtained from the interview conducted on chosen samples of dealers/consumers and shareholders of the three firms. Additional data were also collected from secondary sources such as Annual Report and Accounts for previous years, historical documents published by these firms.

3.5 Techniques of Data Collection

The primary data for this study were collected mainly by means of pre-tested questionnaires. The questionnaires were administered on a sample of thirty workers drawn from the three firms for the study (Tropical cables, Nexans, Reroy Cables). This was supplemented by data gathered from the in-depth interviews conducted on a selected sample of dealers/consumers and shareholders. Additional data were also collected from a review of official documents and publications relating to the historical and socioeconomic profile of the three firms under study.

Sample Survey:

The survey was carried out using a structured self-administered questionnaire.

3.6 The Case Study Approach

For the necessary background information, and to document the specific experience of employees who work in the selected firms, a case study approach was used. In-depth interviews were conducted among the following people-

(i) Personnel Managers in the three firms (03)

(ii) Dealers/Customers (19)

(iii) Owners/Shareholders (06)

Interview guides were constructed to solicit information from the three different groups listed above. A total of twenty eight respondents were interviewed at this level. The case study approach was necessary in order to document specific experiences or information, which cannot be obtained through the structured questionnaire.

For instance, information about the level of labour turnover, absenteeism, capacity utilization was reliably obtained with much ease in the personnel departments of the selected firms.

Supporting information was also obtained from the Annual Report and Accounts', and other historical documents and publications by the firms under focus.

3.7 Direct Observations

Direct observation of employees involved in production was also made. This helped to document the conditions under which people work. A major advantage of this approach is the tapping of additional information which respondents may not have been able to provide in the interview and the self-administered questionnaires. Again, we observed the situation of things in the immediate environment of these firms. The notable points of focus include – the availability of social infrastructure such as the network of roads, water and electricity, telephone services, finance houses, market population and others.

3.8 Procedure for Data Analysis

The data collected were analyzed in two different ways. The qualitative data collected through interviews and observation were presented using simple percentages while the quantitative data gathered were processed using the statistical package for social sciences.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Data Processing Procedures including Computer Procedures and Coding Instruction

Data collected was coded into numerical data to meet the comprehensive ability of the data processing software application. Data was processed using the Statistical Package for Social Sciences (SPSS) software. The data was processed in order to address the objectives of the study.

With the study being conducted in both quantitative and qualitative phases, this chapter presents the results in relation to both phases.

4.1.1 Qualitative interview process

It is possible that the environment in which the interviews took place may have impacted responses. Therefore the context within which observations were made must be reported if findings are to have any chance of being replicated (Jackson, 1995).

Each interview was conducted in a formal environment at the venue of the participant's choice, and consisted mainly of the interviewee's workplace. This allowed a level of familiarity and comfort to the proceedings (Sarantakos, 1998). Whenever the interviews took place at the participant's workplace, the participant typically met the researcher at reception, and organised light refreshments. Once the researcher and the participant were seated, there was usually a few minutes of light discussion, as in all cases, the participant and the researcher was known to each other. The participant was thanked for agreeing to take part in the interview, and his/her uninterrupted availability for the next one hour was confirmed.

The participant was then asked if he/she was comfortable in proceeding with the interview. No participants expressed the desire to exempt themselves from the interview. The digital voice recorder was then placed on the table, and the participant was asked if he/she had any concerns with the interview being recorded. No participants expressed concern with the interview being recorded. The Interview Guide (Appendix ii) was then jointly reviewed by both interviewer and interviewee, and the participant was asked if he/she was comfortable with the research topic. All participants expressed the opinion that they were comfortable with the interview topic. Later in the course of the interview, participants were again asked if they were comfortable with the questions being asked, and all participants responded in the affirmative. Therefore, no changes were made to the interview questionnaire.

Prior to and throughout the interview, the comfort of the interviewee was monitored, and efforts were made to ensure rapport and trust was established and maintained between interviewer and interviewee (Charmaz 2003; De Vaus 2002; Ryen 2003).

When interviewees appeared comfortable and prepared to commence the interview, the voice recorder was switched on and the interviewee was asked to provide a summary of his/her professional background and experience, particularly in relation to the effects of globalisation on the performance of their firm. Once the participant completed his/her response, the formal interview session commenced. The interview questions are contained in the Interview Guide at Appendix ii.

4.1.2 Qualitative Research Participants

The table below is a summary of companies that were involved in the interview process

Table 4.1 – A table showing the names of the participating companies and their company types.

Name of Cable and Wire Company	**Company**
Tropical Cable and Conductor Limited	Private company
Nexan Company Limited	Private Company

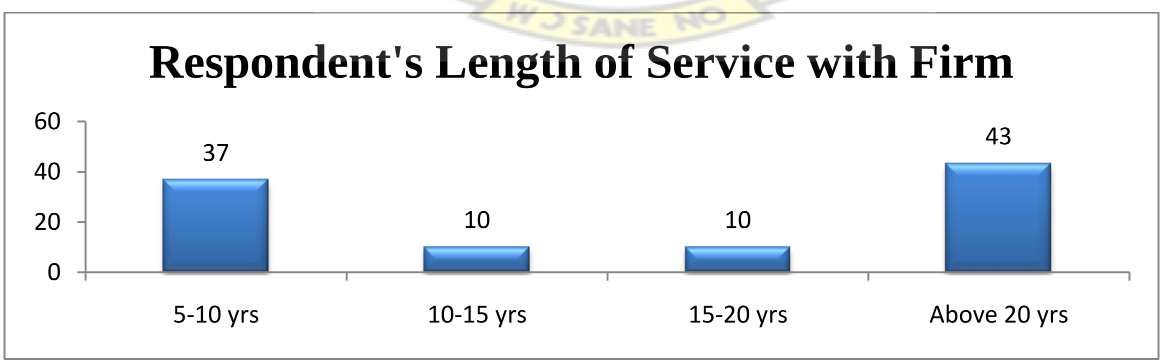
Reroy Cable Company Limited	Private Company

4.2 Profile of Respondents/Companies

The present study was conducted primarily to examine the impact of globalisation on the performance of cable and wire manufacturing companies in Ghana. The study specifically aims to examine the effect of globalisation on firm performance In addition; the study seeks to find out the strength of relationship between global market opportunities, global market threats, and firm performance, and to examine the extent to which companies enter into cooperative alliances as a result of globalisation and how companies stay competitive in international markets. Finally, the study sought to identify the sources of opportunities and threats in the global market place.

Results from the data analysis shows that majority of the respondents worked with their respective companies for over 20 years and some between 5 -10 years. This is evident in figure 4.1 below

Figure 4.1: Length of Respondent's Service with Firm

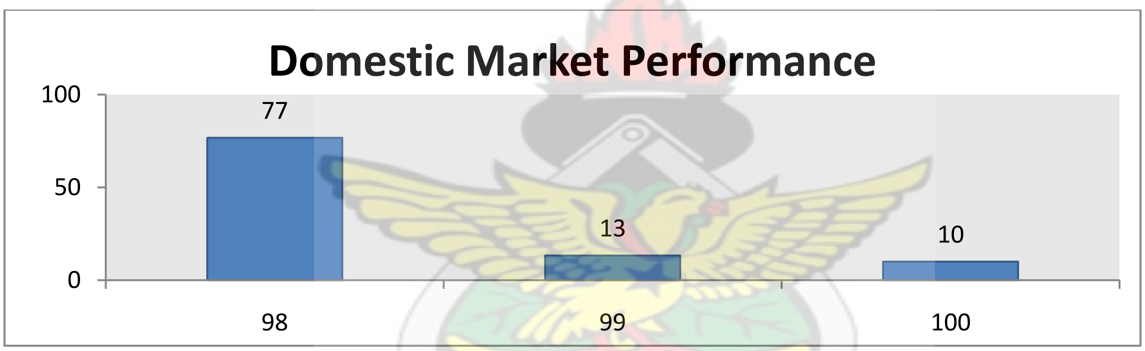


Source: Survey Data, May 2012

The above results show that most of the companies that participated in this survey were established over 20 years ago and thus have been in business for long and thus might have explored going global. This makes the companies suitable to participate in this study.

In examining the distribution of firms business among foreign and domestic markets, results show that on the average cable and wire manufacturing firms in Ghana perform mainly in the domestic market with only about 3 – 4% of their business being in the foreign market. Figure 4.2 below shows the firms' domestic performance as against foreign market performance.

Figure 4.2: Distribution of firm performance in Domestic market



Source: Survey Data, May 2012

Results from the above indicate that most firms do about 98% of their business in the local market (Ghana) and the remaining 2% in foreign markets. Few respondents (10%) stated that their business performance is solely in the domestic market.

In assessing the number of years firms have been engaging in foreign market businesses, results show that majority of firms in the industry have been transacting business in foreign markets over the past 10 years. Table 4.2 below is a summary of results.

Table 4.2: Length of engagement in foreign market business

	Frequency	Percent	Valid Percent
1-5 yrs	4	13.3	14.8
6-10 yrs	3	10.0	11.1
Over 10 yrs	20	66.7	74.1
Total	27	90.0	100.0
No foreign business	3	10.0	
Total	30	100	

Source: Survey Data, May 2012

4.3 General Perception of Globalisation_Opportunities

Globalisation as a process of increasing social and cultural inter-connectedness, political interdependence, and economic, financial and market integrations that are driven by advances in communication and transportation technologies, and trade liberalization, has lessen trade barriers for businesses worldwide. The study thus examined the perception of cable and wire manufacturers in Ghana with regards to relate to the concept of globalisation. Results on this are presented in the section.

The concept of globalisation seems to be well received in the industry and the players are well aligned with the opportunities globalisation has presented to the industry. In examining the extent of agreement to the opportunities presented 9 out of 10 players reiterated a strong opportunity. Results are summarised in figure 4.3 below.

Figure 4.3: Extent of agreement on globalisation opportunity

Source: Survey Data, May 2012

As evident from the figure above, globalisation is thus seen as giving all players the opportunity to develop markets worldwide.

Other opportunities globalisation seems to bring into the industry include Increase in firm's opportunities for trade and investment; increase in firm's market potential; and increased opportunities to expand the firm's products and/or markets. Table 4.3 below is a summary of the perception of industry players about the opportunities Globalisation has brought to the cable and wire industry at large.

Table 4.3: Globalisation opportunities

	Total	Disagree	Agree	Agree Somewhat	Strongly Agree
Globalization has increased my firm's opportunities to develop customer markets worldwide.	100%	10%	0%	0%	90%
Globalization has increased my firm's opportunities for trade and investment.	100%	10%	37%	33%	20%

Globalization has increased my firm's market potential	100%	10%	0%	0%	90%
Globalization has increased my firm's opportunities to access raw materials and labour worldwide.	100%	10%	0%	43%	47%
Globalization has increased my firm's opportunities to expand the firm's products and/or markets.	100%	10%	0%	30%	60%
Globalization has made it easy for my firm to identify potential customers.	100%	10%	0%	17%	73%

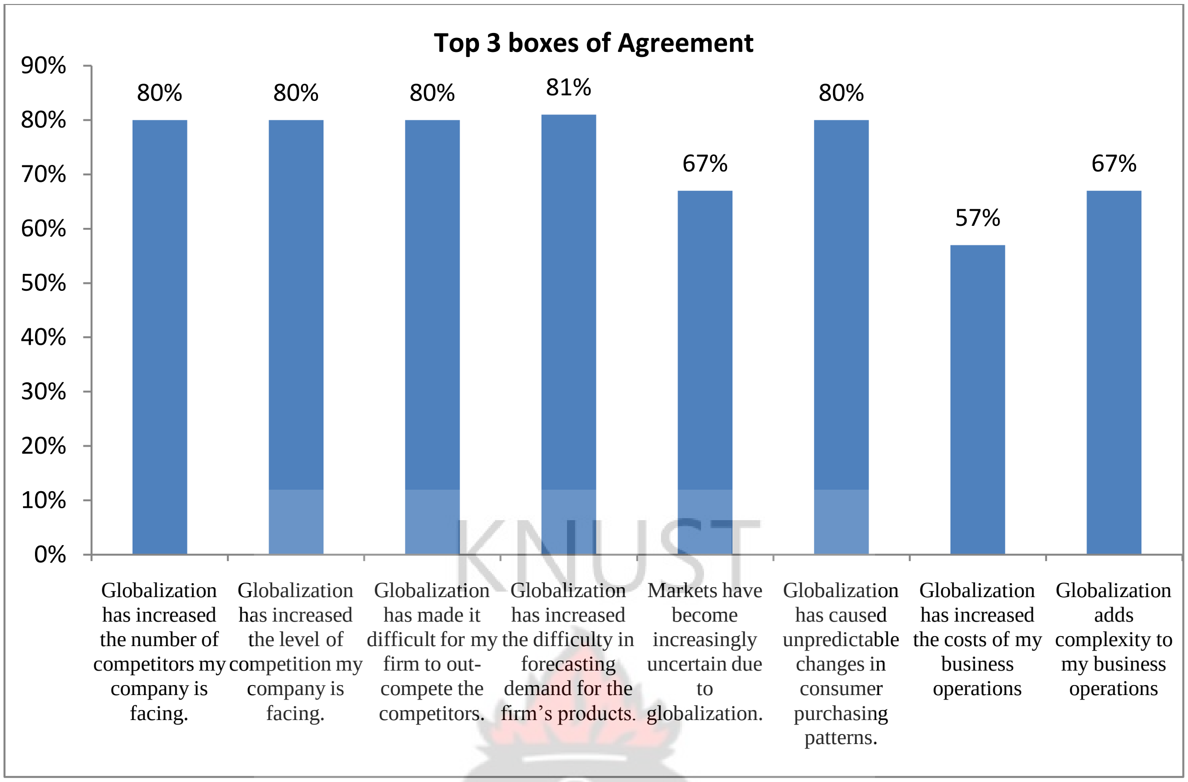
Source: Survey Data, May 2012

4.4 General Perception of Globalisation_Threats

Results from the previous section indicate that globalisation has an overall impact on businesses such that it presented various firms the opportunity to engage or extend their business abroad. However, the cable and wire manufacturing industry has also recognised negative impacts of globalisation on their businesses. This section examines the threats that face the businesses of cable and wire manufacturers.

Several difficulties or threats of competition were seen to be associated with the concept of globalisation in practice. Globalisation has thus made the market very competitive making it difficult for firms especially local ones in the industry to stay in business. The figure below shows the exact nature of threats that befalls companies in the cable and wire manufacturing industry in Ghana.

Figure 4.4: Globalisation effects on companies

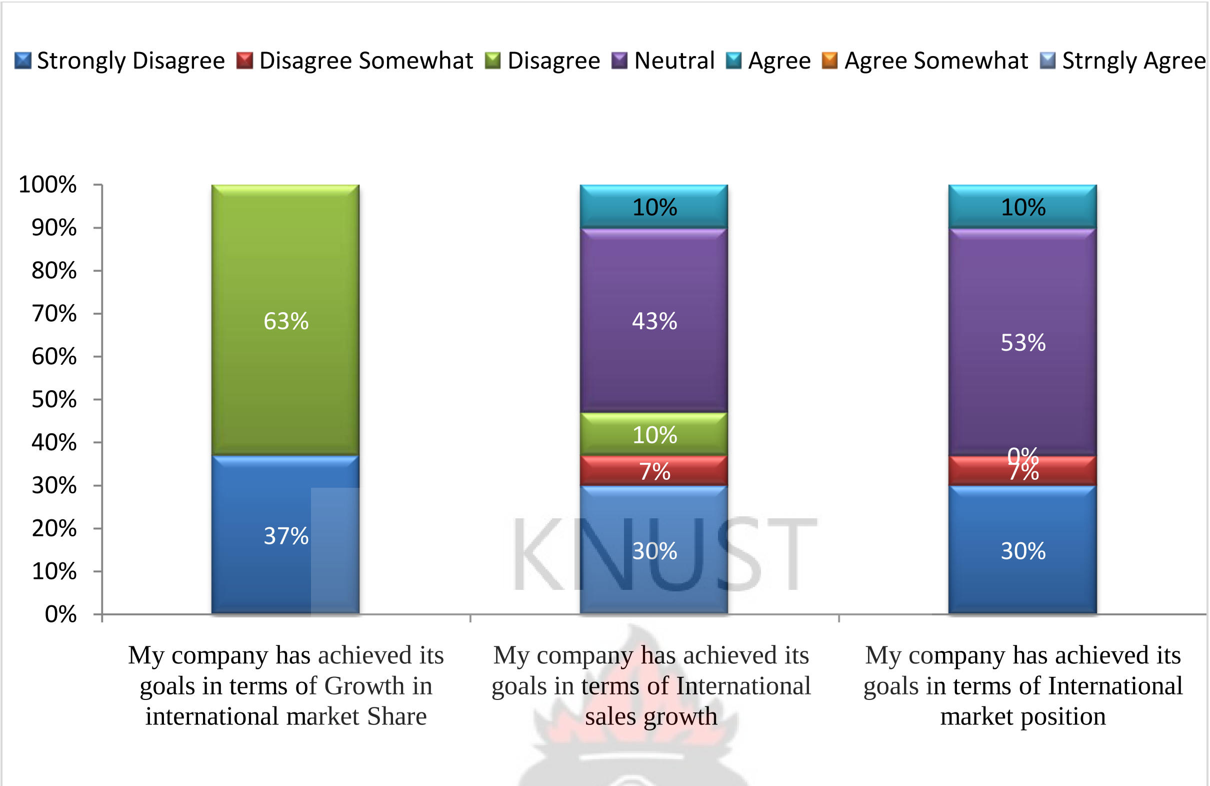


Source: Survey Data, May 2012

As can be seen from Figure 4.4 above, globalisation has actually brought much negative effects on the businesses in the industry. Of several negatives impacts recognised, there is an increase in number and levels of competition faced by companies. Not only did globalisation increases levels of competition, but also, it has made it difficult for firms to predict the demand for their product and above all, makes consumer purchasing patterns unpredictable.

In examining the extent of harm caused by globalisation, the firms' performance in global foreign markets has been looked at. Results are shown below:

Figure 4.5: Performance of firms in the international market

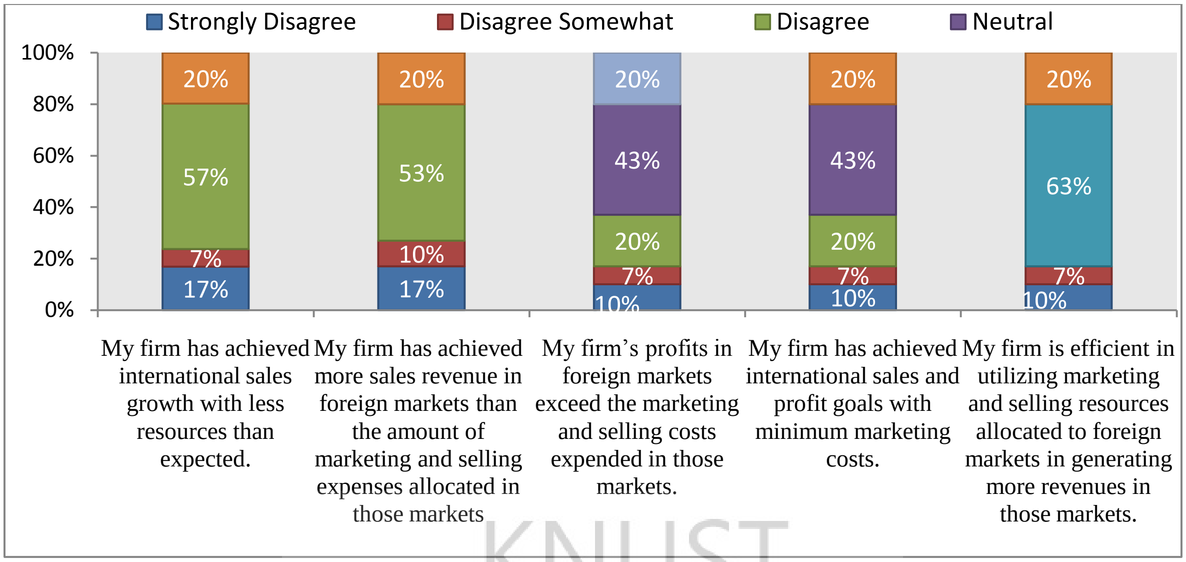


Source: Survey Data, May 2012

Results from the figure above indicate that Ghanaian firms in the cable and wire manufacturing industry could not fare well in the international market and could not position themselves well in the international market.

The study continues to explore the financial performance of companies in the industry in relation to international sales. Results are presented in figure 4.6 below

Figure 4.6 : Performance in the international market

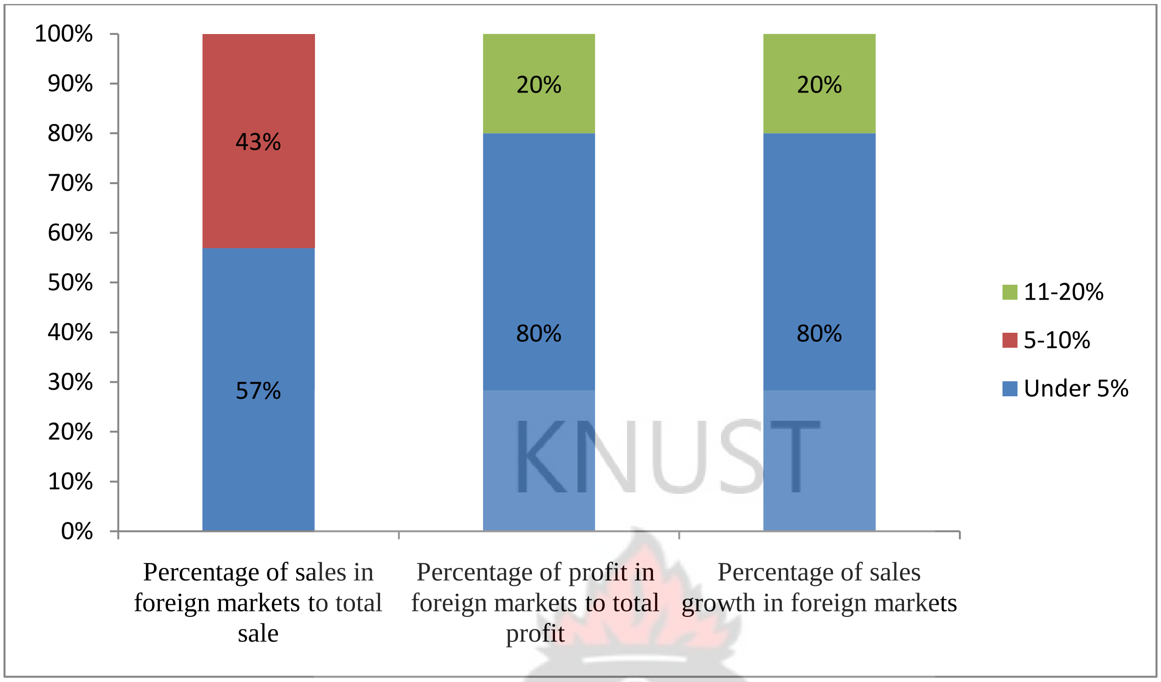


Source: Survey Data, May 2012

Results from Figure 4.6 above shows that the performance in the foreign market is not up to expectation as the value of sales revenue in foreign markets are far less than marketing and selling expenses allocated to those markets. Results also show that profits in international sales have not been much achieved. This is a clear indication of the fact that the companies in the cable and wire manufacturing industry could not perform well in the foreign market.

In order to quantify the performance of Ghanaian cable and wire manufacturers in the domestic and international market, the study examines the profit levels of the various players in the industry. Results show that profit levels in the international market are generally below 5% if not negative and are lesser than what is achieved in the domestic market although the domestic market also has its peculiar issues. Results are shown in the figure below.

Figure 4.7: Sales and profit levels



Source: Survey Data, May 2012

As can be seen from the table above, the percentage of sales in foreign markets is merely under 5%. Profits levels and sales growth are also not beyond 5%. This implies that although globalisation has lowered trade barriers and thus making it easier for businesses to operate in foreign markets, the profit level as well as sales level of Ghanaian cable and wire manufacturers in the foreign market is thus not yielding as expected by these industry players.

It is therefore evident to conclude that Ghanaian players in the cable and manufacturer industry are not benefit from the opportunities globalisation has brought in the business world. In addition, other factors in the domestic market such as the influx of foreign products make the performance of cable and wire manufacturers nothing to reckon with.

4.5 Discussion of research questions

Research question one: How does globalisation affect the performance of firms in the cable and wire manufacturing industry in Ghana?

Findings from the study both quantitative and executive interviews show that business activities of almost all cable and wire manufacturing firms and divided into domestic and foreign markets.

Thus the business performance has been divided into 98% local and 2.0% foreign market. Most of the companies are currently doing business in over five countries in West Africa. These countries include Burkina Faso, Togo, Mali, Nigeria, Niger and Liberia. Business in these foreign markets has started over the past five years. However, the performance of the companies in the foreign market has not been smooth as mentioned earlier, compared with local market. Even in the local market, there are a whole lot of foreign products currently competing with the local products. Among the foreign products are various cables and wires ranging from 0.5mm to 25mm square. There are also multicore products which the companies are finding it difficult to compete with. Examples of these cables include; 4mm x 120mm square, 4mm x 240mm square, 4mm x 185mm square, 4mm x 300mmsquare and 4mm x 400mm square armoured and unamoured cables. These imported cables and wires are having serious effect on the performance the manufacturing industry in Ghana. In terms of pricing, the imported products are cheaper than the local products.

Consumers of these products are price sensitive and therefore prefer to purchase the imported products, although they are of low quality compared to the locally manufactured products. The profit margins of the imported products are higher than the locally manufactured products, according to the retailers. Therefore, they prefer to retail the foreign products than the local products. In general, taking into account the total usage of cables and wires, about 70% of cables and wires used in Ghana are imported.

In effect, globalisation has facilitated firm's international market expansion; increased firm's opportunities to access raw materials and labour worldwide. Globalisation has also increased the firm's opportunities for trade and investment. It has also made it easy for the firm to identify potential customers, increased firm's opportunities to develop customer markets worldwide. However, whereas the players in the cable and wire manufacturers are not able to fair well in the foreign market, it is surprising to note that foreign products gained more grounds in the domestic market mainly as a result of low pricing strategy.

Research question two: What is the strength of relationship between global market opportunities and performance and global market threats and performance?

Findings from the present study show that globalisation has created several opportunities for businesses entering the international market. However, the opportunity presented by globalisation does not necessarily mean good performance. Thus although globalisation has increased the firm's opportunity to trade and investment worldwide, findings from the study show that performance in the foreign market depends solely on strategies put in place by competing firms in the market. In the case of Ghanaian cable and wire manufacturing industry, the firms were not able to perform much in the foreign markets leading though less profits they attained in these markets. On the other hand, the Ghanaian local market has experienced the influx of imported cables and wires which are selling well mainly as a result of pricing strategy they put in place. In effect, it is thus enough to conclude that opportunities and performance do not really have any relationships in the cable and wire industry.

In terms of global threats, it is evident that imported products are taking much grounds in the domestic market as consumers tend to patronise them more than the locally manufactured cables. These products thus pose a lot of threats to the local players making their products less important to the consumer.

Research question three: Do firms in the cable and wire manufacturing industry engage in co-marketing alliances to manage globalization effects and stay competitive in international markets?

In a study by Ireland, Hitt, and Vaidyanath (2002), firms tend to form alliances in order to cope with increasing global competitive threats. Firms cooperate instead of compete with one another to gain stronger market power and competitive market position. Collaborating with other firms not only alleviates competition and improves their competitive position in the market, but also helps them avoid potential costs resulting from intensified competition (2002). Furthermore, since globalization inhibits firms from possessing all necessary resources to compete effectively and efficiently in many markets, many firms have formed co-marketing alliances with other firms that possess complementary resources. Alliances enable firms to leverage their unique skills and combine their specialized resources to build competitive advantages, which help them gain stronger market position and succeed in global markets. In addition, cooperative arrangements such as alliances are considered one of the effective means to manage global competitive threats brought about by globalization (Kasmai and Iijima, 2002). Findings from the present study show that firms in the cable and manufacturing industry in Ghana do not engage in co-marketing alliances. From previous studies such as the ones discussed above, Co-marketing alliances thus helped companies with complementary competencies to stay in competition in the market. It would therefore be ideal for companies in the cable and wire manufacturing companies in Ghana to engage in marketing alliances in order to stay in competition especially in the foreign market.

Research question four: What are the challenges, opportunities and risks of globalisation and their implication for sustainable development in Ghana?

Findings from the present study show that the present study indicate that globalisation has presented lots of opportunities for companies to engage in trade in foreign markets. However, it was noted that the challenges of globalisation to local firms in the local markets outweigh the ability of local firms to take advantage of the opportunity in doing business in foreign markets. From the quantitative survey, it was realised that although firms acknowledged the opportunities presented by globalisation, Ghanaian firms in the local industry are not able to explore these opportunities in the foreign market. Although the Ghanaian firms could not fare well in the foreign market, the domestic market has been well entered by foreign companies. The influx of foreign companies into the Ghanaian market thus pose lots of challenges to the local firms. The imported products tend to be less expensive than the local ones and thus gain a lot of patronage from customers. These pose a great threat to the local cable and wire manufacturers.

The present study was conducted to examine the impact of globalisation on the performance of cable and wire manufacturers in Ghana. Using qualitative and quantitative research designs, findings from the study shows that although globalisation presents several opportunities for firms to engage in trade and investments in foreign markets, Ghanaian firms were unable to take advantage of globalisation and thus could not increase trade in the foreign markets. However, the influx of low priced imported cables into the Ghanaian market by foreigners have posed a great challenge to the local industry making the sale of local products very difficult since the imported ones tend to be very expensive.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary

The present research study was conducted to assess the impact of globalisation on the performance of cable and wire manufacturing industry in Ghana. The study thus specifically aims to examine the impact of globalisation on the performance on firms in the cable and wire industry in Ghana. In addition, the study sought to establish the relationship between global market opportunities, global market threats, and firm performance in the cable and wire industry, and to examine whether firms in the cable and wire manufacturing industry enter into cooperative alliances as a result of globalisation and compete in international markets. Finally, the study intended to analyse the challenges, opportunities and risks of globalisation and their implication for sustainable development in Ghana. These objectives were pursued using data collected from three major cable and wire manufacturers in Ghana. The study came out with four major findings

The study finds out how globalisation affects the performance of firms in the cable and wire manufacturing industry in Ghana? Findings from the present research shows that although globalisation did present opportunities for firms to engage in business in the international markets, Ghanaians firms in the industry could not wholly take advantage of this to fully enter the foreign markets and thus could not perform profitably in the foreign market. On the other hand, the local market, where the Ghanaian manufacturers do about 98% of their businesses has experienced the influx of imported products and this has affected the performance of the local firms negatively. These imported products tend to be less expensive and thus win the patronage of the consumer who are naturally price sensitive.

Secondly the study explored the relationship between global market opportunities, global market threats, and firm performance in the cable and wire industry. Findings show that although there globalisation has provided trade and investment opportunities, this does not necessary relate to performance. There is the need for strategies to be put in place by competing firms in order to stay healthy and perform well in the market. In the case of the imported products, the opportunities presented by globalisation thus created the opportunity for them to enter the local market. The success of these imported products in the local market is as a result of the price strategy put in place. It is also realised that the entry of the imported products has thus posed a great threat to the local manufacturers and thus even affect their performance in the local market.

Thirdly, while the study examined whether firms in the cable and wire manufacturing industry enter into cooperative alliances as a result of globalisation and compete in international markets. Unlike other industries, firms in the cable and wire manufacturing industry thus did not engage in any form of co-marketing alliances.

Finally, the study analyses analyse the challenges, opportunities and risks of globalisation and their implication for sustainable development in Ghana. Findings thus show that globalisation has rather pose lots of challenges to the local manufacturers and thus make their development difficult.

5.2 Conclusion

The present research was conducted to examine the impact of globalization on the performance of firms in the cable and wire industry in Ghana. The study rigorously explores the opportunities and threats globalization posed firms in the industry.

After a close look at the objectives and the research questions set out at the onset of the study, findings indicate that globalization has presented lots of opportunities to firms in the industry creating the prospect of trade and investment in foreign markets. Cable and wire manufacturing firms in the industry took advantage of this although very minimal be entering such foreign markets as Burkina Faso, Togo, Mali, Nigeria, Niger and Liberia among others. However, these firms could not take full advantage of globalization in these foreign markets are they focus only about 2% of their business in the foreign market and rather have the chunk (98%) of their businesses running in the domestic market.

On the other hand, findings from the study show that the domestic market faced a lot of threats from the influx of foreign products. These foreign products were well positioned on price strategy hence offering low price products compared to the local products. These foreign products tend to win the hearts of the consumers mainly because consumers are always price sensitive at the expense of local products. Finally, findings from the study show that firms in the Ghanaian Cable and Wire industry do not engage in co-marketing alliances in order to compete effectively especially in foreign makets.

5.3 Recommendations

After exploring the various objectives and their respective research questions, it is realised that industry players do not engage in co-marketing alliances. It is however recommended that managements of firms should consider forming these alliances especially in order to compete effectively and efficiently in foreign markets to explore the full benefits of globalisation to businesses.

It is also recommended that government enforce laws not only check the entry of these foreign products but also check their quality standards as most of these imported products turn to be of low quality and thus cheaper.

REFERENCES

Adams, Richard H. Jr. (2003). International migration, remittances, and the brain drain: A study of 24 labor-exporting countries. Policy Research Working Paper No. 3069 (May).

Agénor, Pierre-Richard. (2002). *Does globalization hurt the poor?* Policy Research Working Paper No. 2922 (Oct.).

Alvarez, R V. and ergara, S. (2006), Globalization, Survival, and Growth of Small and Medium-sized Firms, available at SSRN

Andersson, S. and Wictor, I. (2003), "Innovative internationalisation in new firms – born globals the Swedish case", Journal of International Entrepreneurship, Vol. 1 No. 3, pp. 249-76.

Anthony, Ted (2003) 'SARS Illustrates Globalization Risks', *The Dailycamera.com*

Awuah, G. (2009), "The impact of globalization and trade liberalization on competitiveness of firms in less developed countries: longitudinal study", International Journal of Business Research, Vol. 9 No. 3, pp. 7-19.

Baker, Dean; Epstein, Gerald; Pollin, Robert (eds.) (1999). *Globalization and progressive economic policy*. Cambridge, Cambridge University Press.

Balakrishnan, Radhika (ed.). 2002. *The hidden assembly line: Gender dynamics of subcontractedwork in a global economy*. Bloomfield, CT, Kumarian Press.

Beamish, P.W. and Lu, J.W. (2004), "*Network development and firm performance: a field study of internationalizing Japanese firms", The Multinational Business Review, Vol. 12.*

Belout, Adnane, Tania Saba & Shimon L. Dolan (2001), "Trends and Emerging Practices in Human Resources Management: The Canadian Scene," *International Journal of Manpower*.

Black, Sandra E.; Brainerd, Elizabeth. 2002. *Importing equality? The impact of globalization on gender discrimination*. NBER Working Paper No. 9110 (Aug.). Cambridge, MA, National Bureau of Economic Research.

Bourguignon, Francois; Morrisson, Christian (2002). "Inequality among world citizens: 1820-1992", in *American Economic Review* (Nashville, TN) Vol. 92, No. 4 (Sep.), pp. 727-744.

Browne, Jimmie, James, Shivnan & John Harhen(1996), *Production Management Systems: An integrated Perspective,* 2nd ed., Harlow, England: Addition-Wesley Publishing Company.

Burgers, Willem P., Charles W. L. Hill, and W. Chan Kim (1993) 'A Theory of Global Strategic Alliances: The Case of the Global Auto Industry', *Strategic Management Journal*, 14: 419-32.

Burtless, Gary. 2002. *Is the global gap between rich and poor getting wider?* Mimeo Washington, DC, Brookings Institution.

Buxey ,Geoff(2000), “Strategies in an Era of Global Competition,’’ *International Journal of Operations & Production Management.*

Carasco, E.F. and Singh, J.B. (2009), “The evolution of global business ethics conventions”, in Andersson, S. and Svensson, G. (Eds), Glocal Marketing: Think Globally and Act Locally,Studentlitteratur, Lund.

Castrogiovanni, Gary J. (1991) ‘Environmental Munificence: A Theoretical Assessment’, Academy of Management Review, 16 (3): 542-65.

Chambers, Julia (2000). *Gender and globalisation: Trade liberalization and gender equality*. Background paper for the Department for International Development’s White Paper *eliminating world poverty: Making globalisation work for the poor*.

Chase, Richard B., Nicholas J. Aquilano & F. Robert Jacobs (1998), *Production and Operations Management: Manufacturing and Services*, 8th ed., Chicago: Irwin.

Cheminade, C. and Vang, J. (2008), “*Globalisation of knowledge production and regional innovation policy: supporting specialized hubs in the Bangalore software industry*”,Research Policy, Vol. 37, pp. 1684-96.

Chimerine, Lawrence (1997) ‘*The New Economic Realities in Business’*, McKinsey Quarterly.

Clougherty, Joseph A. (2001) 'Globalization and the Autonomy of Domestic Competition Policy: An Empirical Test on the World Airline Industry', *Journal of International Business Studies*.

Contractor, F. J. & P. Lorange (1988). Why Should Firms Cooperate? The Strategy and Economics Basis for Cooperative Ventures. In F. J. Contractor & P. Lorange (Eds.), *Cooperative Strategies in International Business* (pp. 1-29). Lexington, Massachusetts: Lexington Books.

Cornia, Giovanni Andrea (ed.). 2004. *Inequality, growth and poverty in an era of liberalization and globalization*. Oxford, Oxford University Press.

Cornia, Giovanni Andrea (ed.). 2004. *Inequality, growth and poverty in an era of liberalization and globalization*. Oxford, Oxford University Press.

Corswant, Fredrik von, Fredriksson, Peter (2002) 'Sourcing Trends in the Car Industry: A Survey of Car Manufacturers' and Suppliers' Strategies and Relations', *International Journal of Operations & Production Management*.

Court, Julius (2001). Inequality, growth and poverty in the era of liberalization and globalization. WIDER Policy Brief No. 4Helsinki, United Nations University/World Institute for Development Economics Research.

Courtney, Hugh (2001) 'Making the Most of Uncertainty', *McKinsey Quarterly*.

Curry, J.E. (2000), Internationales Marketing

Czinkota, M.R. and Ronkainen, I.A. (2007), International Marketing, 8th ed., Thomson South-Western, Mason, OH.

Czuchry, Andrew J. and Mahmoud M. Yasin (2001) ‘Enhancing Global Competitiveness of Small and Mid-Sized Firms: A Rapid Assessment Methodology Approach’, Advances in Competitiveness Research, 9 (1): 87-99.

D’Aveni, R. A. (1994). *Hypercompetition*. New York: Harper Business.

Da Silveria, Giovani (1988), “A Framework for the Management of Product Variety,” *International Journal of Operation & Production Management.*

Davis, Carlton G.; Thomas, Clive Y.; Amponsah, William A. (2001). “Globalization and poverty: Lessons from the theory and practice of food security”, in *American Journal of Agricultural Economics* (Malden, MA), Vol. 83, No. 3 (Aug.), pp. 714-721.

De Toni, Alberto, Roberto Filippini & Cipriano Forza (1992), “Manufacturing Strategy in Global Markets: An Operations Management Model,’’ *International Journal of Operation & Production Management,* 12(4):7.

Deacon, Bob. (2003). Global social governance reform. GASPP Policy Brief No. 1 (Jan.). Sheffield, Globalism and Social Policy Programme (GASPP)/University of Sheffield, Department of Sociological Studies.

Deardorff, A. V. & R. M. Stern (2002). What You Should Know about Globalization and the World Trade Organization. *Review of International Economics, 10*(3), 404-423.

Debrah, Yaw A.; Smith, Ian G. (eds.). 2002. *Globalization, employment and the workplace: Diverse impacts*. London and New York, NY, Routledge.

Dess, G. G. and D. W. Beard (1984) 'Dimensions of Organizational Task Environments', Administrative Science Quarterly, 29: 71-93.

Dey, Prasanta Kumar (2001), 'Re-engineering Material Management: A study case on an Indian Refinery,'' *Business Process Management Journal*, 7(5): 394

Downey, H. K. and J. W. Slocum (1982) 'Managerial Uncertainty and Performance', *Social Science Quarterly.*

Eden, Lorraine and Stefanie Lenway (2001) 'Introduction to the Symposium Multinational: The Janus Face of Globalization', *Journal of International Business Studies*.

Emadi-Coffin, Barbara. 2002. *Rethinking international organization: Deregulation and global governance*. London, Routledge.

Engardio, Pete, Aaron Bernstein, and Manjeet Kripalani (2003) 'The New Global Job Shift',*Business Week*

Fawcett, Stanley E., Roger Calantone, and Sheldon R. Smith (1997) 'Delivery Capability and Firm Performance in International Operations', *International Journal of Production Economics*.

Ferdows, K. and De Meyer: Lasting improvements in manufacturing performance: in search of a new theory, *Journal of Operations Management*, Vol. 9, No. 2, 1990, pp. 168-184

Fram, E. H. & R. Ajami (1994). Globalization of Markets and Shopping Stress: Cross-Country Comparisons. *Business Horizons.*

Frenkel, Stephen J. and David Peetz (1998) 'Globalization and Industrial Relations in East Asia: A Three-Country Comparison', *Industrial Relations*.

Gerloff, E. A., N. K. Muir, and W. D. Bodensteiner (1991) 'Three Components of Perceived Environmental Uncertainty', Journal of Management.

Gill, Lynn E. & Robert P. Allerheiligen (1996), "Co-operation in Channels of Distribution: Physical Distribution Leads the Way,'' *International Journal of Physical Distribution & Logistics Management.*

Graham, Peter G. (1996) 'Small Business Participation in the Global Economy', *European Journal of Marketing.*

Hafsi, Taïeb (2002) '*Global Competition and the Peripheral Player: A Promising Future*', in Fawzy, Samiha, ed., Globalization and Firm Competitiveness, Washington DC: The International Bank of Reconstruction and Development, pp.

Hansen, R. (2002). Globalization, Embedded Realism, and Path Dependence. *Comparative Political Studies.*

Harvey, Michael and Milorad M. Novicevic (2002) 'The Hypercompetitive Global Marketplace: The Importance of Intuition and Creativity in Expatriate Managers', *Journal of World Business.*

Hitt, M. A., B. W.Keats & S. M. DeMarie (1998). Navigating in the New Competitive Landscape: Building Strategic Flexibility and Competitive Advantage in the 21st Century. *Academy of Management Executive.*

Hitt, Michael A., M. Tina Dacin, Edward Levitas, Jean-Luc Arregle, and Anca Borza (2000) 'Partner Selection in Emerging and Developed Market Contexts: Resource-based and Organization Learning Perspectives', *Academy of Management Journal*.

Human Development Report (2002), Deepening Democracy in a Fragmented World, Oxford University Press, New York, NY.

International Monetary Fund (IMF) (2003a). *World Economic Outlook (2003)*. Washington, DC.

Jina, Jay (1996),"Automated JIT Based Material Management for Lot Manufacture,'' International Journal of Operation & Production Management.

Johanson, J. and Vahlne, J-E. (1977): The internationalization process of a firm – A model of knowledge development and increasing foreign market commitments, *Journal of International Business Studies*.

Jones, Marc T. (2002) 'Globalization and Organizational Restructuring: A Strategic Perspective', *Thunderbird International Business Review*.

Kaplinsky, Raphael (2001). "Globalisation and economic insecurity", in *IDS Bulletin* (Brighton), Vol. 32, No. 2 (Apr.), pp. 13-24.

Kerslake, Evelyn & Anne Goulding (1997), "Current Practice in Training Flexible Information Workers,'' *Library Management Journal*.

Khan, Azizur Rahman; Griffin, Keith; Riskin, Carl (1999). "Income distribution in urban China during the period of economic reform and globalization", in *American Economic Review* (Nashville, TN), Vol. 89, No. 2 (May), pp. 296-300.

Kiiski, Sampsa (2001). *Trends in income distribution in the post-World War II period: Evidence and interpretation*. WIDER Discussion Paper No. 2001/89 (Sep.). Helsinki, United Nations University/World Institute for Development Economics Research.

Kim, Bowon & Heungshik Oh (2000), 'An Exploratory Inquiry into the Perceived Effectiveness of a Global Information System,'' *Information Management & Computer Security.*

Knight, G. and Cavusgil, S. (1996), "The born global firm: a challenge to traditional internationalization theory", Advances in International Marketing, Vol. 8, pp. 11-26.

Knight, Gary (2000) 'Entrepreneurship and Marketing Strategy: The SME under Globalization', *Journal of International Marketing*.

Kulmala, Harri I., Jari Paranko, and Erkki Uusi-Rauva (2002) 'The Role of Cost Management in Network Relationships', *International Journal of Production Economics*.

Lee, K. (2005), Global Marketing Management: Changes, Challenges, and New Strategies, Oxford University Press, Oxford.

Levitt, T. (1983). The Globalization of Markets. *Harvard Business Review*.

Lufti(1999), 'Gobalisation and the Arab world, 'Journal of Administrative Science & Economics.

Manardo, Jacques (1991) 'Managing the Successful Multinational of the 21st Century: Impact of Global Competition', *European Management Journal*.

McLaughlin, Curtis P.& James A. Fitzsmmons (1996), 'Strategies for Globalisation Service Operations, *International Journal of Service Industry Management*.

McLean, Roy (2001) 'Globalization and the Asian Financial Crisis', *Atlantic Economic Journal*.

Median, Jose F. & Mike F. Duffy (1988), "Standardization vs Globalisation: A New Perspective of Brand Strategies,'' *Journal of Product & Brand Management*.

Mehra, Satish, Joyce M. Hoffman & Danilo Sirias(2001) "TQM as a Management Strategy for the Next Millennia,'' International Journal of Operation & Production Management.

Meredith, Robyn (2003) 'Even with SARS, Globalization Marches on', *Forbes*

Miller, Carol; Vivian, Jessica. 2002. *Women's employment in the textile manufacturing sectors of Bangladesh and Morocco*. Geneva, UNRISD in cooperation with UNDP.

Moghadam, Valentine M. 2001. "Gender and globalization: Female labor and women's mobilization",in *Journal of World-Systems Research* (Riverside, CA)

Molle, Willem (2002) 'Globalization, Regionalism, and Labor Markets: Should We Recast the Foundations of the EU Regime in Matters of Regional (Rural and Urban) Development?' *Regional studies*.

Morrison, Allen & John Beck (2000), '*Taking Trouble: The key to effective Global Attention, 'Strategy and leadership.*

Nayyar, Deepak. (ed.). 2002. *Governing globalization: Issues and institutions*. Oxford, Oxford University Press.

Nolan, P. & J. Zhang (2003). Globalization Challenge for Large Firms from Developing Countries: China's Oil and Aerospace Industries. *European Management Journal.*

Ocampo, José Antonio; Martín, Juan (eds.). 2003. *Globalization and development*: *A Latin American and Caribbean perspective*. Palo Alto, CA, Stanford University Press.

Ohmae, Kenichi (1989a) 'Managing in a Borderless World', *Harvard Business Review*.

Orozco, Manuel (2002) 'Globalization and Migration: The Impact of family Remittances in Latin America', *Latin American Politics and Society*.

Osborn, Richard N. and J. G. Hunt (1974) ‘Environment and Organizational Effectiveness’, Administrative Science Quarterly, 19: 231-46.

Oxfam International. 2002. *Rigged rules and double standards: Trade, globalisation, and the fight against poverty*. Oxford.

Oxley, J. E. & K. E. Schnietz (2001). Globalization Derailed? Multinational Investors’ Response to the 1997 Denial of Fast-Track Trade Negotiating Authority. *Journal of International Business Studies.*

Oxley, Joanne E. and Karen E. Schnietz (2001) ‘Globalization Derailed? Multinational Investors’ Response to the 1997 Denial of Fast-Track Trade Negotiating Authority’, *Journal of International Business Studies*.

Peng, M.W., Wang, D.Y. and Jiang, Y. (2008), “An institutional-based view of international business strategy: a focus on emerging economies”, *Journal of International Business Studies, Vol. 39, pp. 920-36.*

Perlmutter, Howard V. and David A. Heenan (1986) ‘Cooperate to Compete Globally’, *Harvard Business Review*.

Peters, B.G. and Pierre, J. (2006), Handbook of Public Policy, Sage, London

Peterson, Bent, Lawrence S. Welch, and Peter W. Liesch (2002) 'The Internet and Foreign Market Expansion', Management International Review.

Pfeffer, Jeffrey and Gerald Salancik (1978) *The External Control of Organizations: A Resource Dependence Perspective*. New York: Harper &, Row Publishers Inc.

Porter, Michael E. (1980) *Competitive Strategy*. New York: Free Press.

Prasad, Eswar; Rogoff, Kenneth; Wei, Shang-Jin; Kose, M. Ayhan (2003). *Effects of financial globalization on developing countries: some empirical evidence*. Washington, DC, International Monetary Fund.

Prasad, Sameer, Sunil Babbar & Jaideep Motwani (2001),"International Operations Strategy: Current Efforts and Future Directions,'' *International Journal of Operations & Production.*

Randolph, W. Alan and Gregory G. Dess (1984) 'The Congruence Perspective of Organizational Design: A Conceptual Model and Multivariate Research Approach', *Academy of Management Review*..

Reyes, Pedro, Mahesh S. Raisinghani, and Manoj Singh (2002) 'Global Supply ChainManagement in the Telecommunications Industry: The Role of Information Technology in Integration of Supply Chain Entities', *Journal of Global Information Technology Management*.

Rodriqueze-Diaz, Ariadna Julieta (2000), "Globalisation and Technology Management in the Mexican Food Industry,'' *Industrial Management & Data Systems*.

Sanchez, R. (1997). Preparing for an Uncertain Future. *International Studies of Management & Organization.*

Scheve, Kenneth F.; Slaughter, Matthew J. 2002. *Economic insecurity and the globalization of production*. NBER Working Paper No. 9339. Cambridge, MA, National Bureau of Economic Research.

Scully, Joseph I. and Stanley E. Fawcett (1994) 'International Procurement Strategies: Challenges and Opportunities for the Small Firm', Production and Inventory Management Journal.

Sethna, Z. (2006), "An investigation into how individual and organizational consumption is affected when dealing with SME organizations from emerging economies", Asia Pacific Journal of Marketing and Logistics, Vol. 18 No. 4, pp. 266-82.

Shocker, Allan D., Rajendra K. Srivastava, and Robert W. Ruekert (1994) 'Challenges and Opportunities Facing Brand Management: An Introduction to the Special Issue', *Journal of Marketing Research*.

Shocker, Allan D., Rajendra K. Srivastava, and Robert W. Ruekert (1994) 'Challenges andOpportunities Facing Brand Management: An Introduction to the Special Issue', *Journal of Marketing Research*.

Singh, Ajit; Dhumale, Rahul. 2000. *Globalization, technology, and income inequality: A critical analysis*. Working Paper No. 210 (Dec.). Helsinki, United Nations University/ World Institute for Development Economics Research (UNU/WIDER).

Slack, Nigel, Stuart Chambers, Christine Harland, Alan Harrison & Robert Johnson (1998), *Operations Management*, 2nd ed., London: Pitman Publication.

Solimano, Andrés (2001). *International migration and the global economic order: An overview*. Policy Research Working Paper No. 2720 (Nov.). Washington, DC, World Bank, Development Research Group, Macroeconomics and Growth.

Spiegel (2007), Geschichte – Afrika, das umka¨mpfte Paradies, Nr. 2/22-05-2007, Spiegel Special

Stalker, Peter (2000). *Workers without frontiers: The impact of globalization on international migration*. Boulder, CO, Lynne Rienner Publishers/Geneva, ILO.

Stiglitz, Joseph E. (2003). *The roaring nineties*: *A new history of the world's most prosperous decade*. New York, NY, W.W. Norton & Company.

Subramahnya, M. (2007), “Development strategies for Indian SMEs: promoting linkages with global transnational corporations”, Management Research News, Vol. 30 No. 10, pp. 762-74.

Tan, Keah Choon, Vijay R. Kannan, Robert B. Handfield & Soumen Ghosh (2000), “Quality, Manufacturing Strategy, and Global Competition,” *Benchmarking: An International Journal.*

Tang, Esther P.Y. & Richard C.M. Yam (1996), ‘‘Product Variety Strategy: An Environment Perspective”, *Integrating Manufacturing Systems*

Torres, Raymond (2001a). *Towards a socially sustainable world economy: An analysis of the social pillars of globalization*. Geneva, ILO.

United Nations Conference on Trade and Development (UNCTAD) (2004). Promoting the export Competitiveness of SMEs.

Van Laere, K. and Heene, A. (2003), “Social networks as a source of competitive advantage for the firm”, Journal of Workplace Learning, Vol. 15 No. 6, pp. 248-58.

Waddock, S. A. and L. A. Isabella (1989) ‘Strategy, Beliefs about The Environment, and Performance in a Banking Simulation’, Journal of Management.

Woo, Wing Thye (2000) ‘Coping with Accelerated Capital Flows from the Globalization of Financial Markets’, *ASEAN Economic Bulletin*.

Yeh, Kun-Huan & Chao-Hsien Chu(1991), 'Adaptive Strategies for Coping with Product Variety Decisions,'' International Journal of Operations & Production Management, 11:35.

Young, Stephen (2001) 'What Do Researchers Know about the Global Business Environment?'*International Marketing Review*.

APPENDICES

Appendix I

MBA Dissertation Research Project

QUESTIONNAIRE

This questionnaire seeks to collect data about the impact of globalization on Cable and Wire Manufacturing firms in Ghana. The data collected will be used for academic purpose only. All responses are strictly confidential and no information which could reveal your firm's or your *identity will be used in any data reporting, nor will be shared in its individual form with any outside party without your expressed permission to do so. Thank you.*

Q1. How long have you worked for your firm?

a) 1-5 years

b) 5-10 years

c) 10-15 years

d) 15-20 years

e) 20 years and above

Q2. What is your position? ……………………………………

Q3. How is your firm's business activity divided between domestic and foreign markets?

Domestic market ____________% Foreign markets ____________%

Total 100%

Q4. Please list the firm's major foreign markets (countries)

a) ____

b) ____

c) ____

d) ____

Q5. How many years has your firm been doing business overseas?

a) Less than 1 year

b) 1-5 years

c) 6-10 years

d) Over 10 years

Q6. To what extent do you agree/disagree with the following statements?

	Strongly Disagree	Disagree Somewhat	Disagree	Neutral Somewhat	Agree	Agree Somewhat	Strongly Agree
Globalization has increased my firm's opportunities to develop customer markets worldwide.	1	2	3	4	5	6	7
Globalization has increased my firm's opportunities for trade and investment.	1	2	3	4	5	6	7
Globalization has	1	2	3	4	5	6	7

increased my firm’s market potential							
Globalization has increased my firm’s opportunities to access raw materials and labor worldwide.	1	2	3	4	5	6	7
Globalization has increased my firm’s opportunities to expand the firm’s products and/or markets.	1	2	3	4	5	6	7
Globalization has facilitated my firm’s international market expansion.	1	2	3	4	5	6	7

Q7. How does globalization affect the performance of your firm?

....

....

....

Q8. Please indicate the extent to which you agree with the following statements regardingthe effects globalization on your business.

	Strongly Disagree	Disagree Somewhat	Disagree	Neutral Somewhat	Agree	Agree Somewhat	Strongly Agree
Globalization has increased the number of competitors my company is facing.	1	2	3	4	5	6	7

Globalization has increased the level of competition my company is facing.	1	2	3	4	5	6	7
Globalization has made it difficult for my firm to out-compete the competitors.	1	2	3	4	5	6	7
Globalization has increased the difficulty in forecasting demand for the firm's products.	1	2	3	4	5	6	7
Markets have become increasingly uncertain due to globalization.	1	2	3	4	5	6	7
Markets have become increasingly uncertain due to globalization.	1	2	3	4	5	6	7
Globalization has caused unpredictable changes in consumer purchasing patterns.	1	2	3	4	5	6	7
Globalization has increased the costs of my business operations	1	2	3	4	5	6	7
Globalization adds complexity to my business operations	1	2	3	4	5	6	7

Q9. Does your firm cooperate with other firms in at least one marketing activity (e.g. selling advertising, distribution, production, R&D, pricing, product/service development, warehousing, branding, etc.)?

a) Yes

b) No

Q10. Both my firm and other firms in the marketing alliance……

	Strongly Disagree	Disagree Somewhat	Disagree	Neutral Somewhat	Agree	Agree Somewhat	Strongly Agree
Contribute different resources to the relationship that help us achieve mutual goals.	1	2	3	4	5	6	7
Have complementary strengths that are useful to our relationship.	1	2	3	4	5	6	7
Have separate abilities that, when combined together, enable us to achieve goals beyond our individual reach.	1	2	3	4	5	6	7

Q11. How does the degree of cooperation in co-marketing alliance enable your firm to manage globalization effects and stay competitive in international market?

………

………

……………………………………………………………………………………………………

Q12. From 2007 to 2012, the percentage change in the number of my firm's …………

	Reduced by 100%	Reduced by 51-99%	Reduced by 1-50%	Remained unchanged 0%	Increased 1-50%	Increased by 51-99%	Increased by more than 100%
Domestic suppliers	1	2	3	4	5	6	7
Foreign competitors	1	2	3	4	5	6	7
Domestic	1	2	3	4	5	6	7

competitors							
Foreign competitors	1	2	3	4			
Domestic customers	1	2	3				
Foreign customers	1	2	3	4	5	6	7
Domestic financial sources	1	2	3	4	5	6	7
Foreign financial sources	1	2	3	4	5	6	7

Q13. My company has very well achieved its goals in terms of….

	Strongly Disagree	Disagree Somewhat	Disagree	Neutral Somewhat	Agree	Agree Somewhat	Strongly Agree
Growth in international market Share	1	2	3	4	5	6	7
International sales growth	1	2	3	4	5	6	7
International market position	1	2	3	4	5	6	7

Q14. Please indicate the extent to which you agree with the following statements regarding marketing efficiency of your firm in foreign markets.

	Strongly Disagree	Disagree Somewhat	Disagree	Neutral Somewhat	Agree	Agree Somewhat	Strongly Agree

My firm has achieved international sales growth with less resources than expected.	1	2	3	4	5	6	7
My firm has achieved more sales revenue in foreign markets than the amount of marketing and selling expenses allocated in those markets	1	2	3	4	5	6	7
My firm's profits in foreign markets exceed the marketing and selling costs expended in those markets.	1	2	3	4	5	6	7
My firm has achieved international sales and profit goals with minimum marketing costs.	1	2	3	4	5	6	7
my firm is efficient in utilizing marketing and selling resources allocated to foreign markets in generating more revenues in those markets.	1	2	3	4	5	6	7

Q15. Please choose the range of percentages that most accurately describes the firm's domestic and international performance. Percentage per year

	Under 5%	5 -10%	11 -20%	21 -30%	31-40%	41 -50%	Above 50%
Percentage of total profit to total sales (Total profit divided by total sales)	1	2	3	4	5	6	7
Percentage of total	1	2	3	4	5	6	7

profit to total assets (Total profit divided by total assets)							
Percentage of sales in foreign markets to total sale (International sales divided by total sales)	1	2	3	4	5	6	7
Percentage of profit in foreign markets to total profit (International profit divided by total profit)	1	2	3	4	5	6	7
Percentage of sales growth in foreign markets	1	2	3	4	5	6	7

Q16. Please indicate which ownership best describes your firm's organization by selecting only one of the choices below.

a. Sole Proprietorship
b. Partnership
c. Corporation
d. Cooperative
e. Other (please specify) ______________________________

Q17. What are the sources of opportunities in the global market for the cable and wire manufacturing firms in Ghana?

1) ____

2) ____

3) ____

Q18. What are the sources of threats in the global market for the cable and wire manufacturing firms in Ghana?

1) ____

2) ____

3) ____

Q19. What has been the impact of globalisation on your firm?

1) ____

2) ____

3) ____

Q20. How many years has your firm been established?

a. Less than 1 year
b. 1-6 years
c. 7-12 years
d. 13-18 years
e. Over 19years

Q21. Please indicate the percentage of foreign ownership of your firm:

a) 0 %
b) 1-15 %
c) 16-30 %
d) 31-45 %
e) 46-60 %

f) 61- 75 %

g) More than 75%

Thank you for your participation.

Appendix II

INTERVIEW QUIDE

1. Specify your educational background
2. How long have you worked for your firm?
3. What is your position?
4. How is your firm's business activity divided between domestic and foreign markets?
5. What are some names of the countries you are currently operating?
6. How many years has your firm been doing business overseas?
7. In what ways have you been operated in these countries (named above)?
8. What has been the performance of your firm's in the foreign market?
9. What has been your performance firm's performance locally?
10. What are the competing foreign products in the market?
11. Are the foreign products having effects on your products on the local market and I ways?
12. What are the opportunities in the global market for cable and wire manufacturing industry in Ghana?
13. What are the threats in the global market that is having effect on your company?