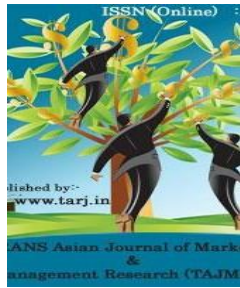


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IMPACT OF INTERNET ON FORMATION OF MARKETING STRATEGY

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ABSTRACT

The Internet is revolutionizing the way business is conducted and its use is becoming increasingly critical to the success of business firms. The Internet is becoming such a pervasive tool that every company will be using it in some way or another in a few years. It is a powerful tool that a business can use to obtain a competitive advantage. It offers many opportunities for businesses to grow in sales and reduce costs. In this paper we provide a number of Internet-based marketing strategies in the various areas of the marketing mix. This paper fills an important gap in our understanding of how to integrate the Internet in marketing strategy formulation. We argue that the Internet should be viewed as part of the firm's long-term marketing strategy and it should be integrated with all other means of formulating and implementing strategies in a way that it conforms to the principles of a sound business strategy. It can be concluded that marketing strategist should use the ideas presented in this paper to formulate more effective Internet-based marketing mix strategies.

KEYWORDS: Internet; Marketing strategy; E-Business; Online Shopping; Convenience; Recommendation systems.

INTRODUCTION

The Internet is revolutionizing the way business is conducted and its use is becoming increasingly critical to the success of business firms. The Internet is becoming such a pervasive tool that every company will be using it in some way or another in a few years. It is a powerful tool that a business can use to obtain a competitive advantage. It offers many opportunities for businesses to grow in sales and reduce costs. According to the American City Business Journal, small businesses that use the Internet have grown 46 percent faster than those that do not (Howard, 2002). Some of the major changes brought about by the Internet can be seen in the way we purchase products and services, obtain information, and conduct our banking. Customers can quickly find product and price information and obtain

advice from a wide variety of sellers. Online visitors can check product availability, place an order, check the status of an order, and pay electronically. The use of the Internet empowers customers because they can go on the Web and quickly find out where to get the lowest prices for a particular product or service. Consumers benefit from the Internet because it reduces search costs for products and product - related information. E-tailing increases competition by pitting local against national and international competitors.

Business organizations will not survive the Internet era unless they change the ways in which they conduct their businesses. However, there has been a tremendous amount of hype about e-commerce. The truth is that despite the changes brought about by the Internet, e-commerce is based on the same fundamental principles that have governed businesses for thousands of years (Howard, 2002). Yet a lot of businesspeople view it as something completely new that requires a new way of doing business.

Success in the Internet age is about learning the new rules of business while not giving up on the basic business principles. Many Internet-based companies fail because they were built on business models that had no chance of ever making a profit (Howard, 2002). While the Internet has become an indispensable tool in marketing, many marketing managers do not understand how to integrate the Internet in their marketing strategy.

Developments in Web based technologies make it necessary to rethink how firms should conduct their businesses and market their product as this new technology affects all aspects of marketing (Hoffman, 2000). Marketing success depends upon the extent of market orientation of the business. Companies that fail to take the customer's viewpoint in designing their Web strategy have only a slim chance of succeeding. Unfortunately, many firms use the Internet without considering how it fits within their marketing strategy.

1. OBJECTIVES OF THE STUDY

The following are the objectives of the study.

- To know the advantages of Internet in formation of marketing strategy
- To analyze the role of the internet in developing product, brand, pricing, distribution, and promotion strategies

2. COLLECTION OF DATA

In order to accomplish the objectives of the study the data is collected from various published sources i.e. from text books, internet, magazines, journals etc.

3. ADVANTAGES IN USING THE INTERNET

The Internet, according to Even Peters (1994), boasts very important features: (a) it enables genuine; two-way communication and (b) it enables information resources to be acquired or projected with relatively equal ease. So, the Internet can be used as a communication link and as well as to serve as a seemingly endless catalogue of marketing messages and advertising in an interactive fashion. Internet provides good

opportunities for organizations to do business in Cyberspace.

Through Internet, organizations offer information on the Web to attract old and more importantly new customers for the organization. The Internet offers primary advantages related to the marketing purposes of the organization. These are:

I) GLOBAL OPPORTUNITIES

The Internet delivers an opportunity to implement highly cost effective vehicles not only for an organization's marketing efforts and customer support needs, but also for positioning themselves globally (Paul 1996; Forcht and Wex, 1996). It is especially beneficial to smaller organizations that want to expand their businesses globally.

II) ACCESSIBILITY

Companies who use the Internet, not only for advertising but also for e-mail and customer ordering, increase their hours of business on a global spectrum. The Internet provides an opportunity to have twenty-four hour access for 365 days a year. This is really important in conducting business across different time zones or internationally.

III) UTILITY

The Internet provides appropriate form, place and time utility (e.g. Giving customers the opportunity to decide what they want, where and when) may result in a competitive advantage for the marketers. The Internet furnishes product and service information to current and potential customers when they want it, hence increasing the change of trial / purchase / repurchase. This will improve relations and contribute towards the building of customer loyalty.

IV) ADVERTISING EFFECTIVENESS

Traditionally, advertising has been a major form of communication between a firm and its clients. With the advent of information technology, the Internet positions itself as one of the very few media alternatives that can be used for almost all advertising purposes across all possible market segments. Business / government / individuals can create and transmit advertisements on the Internet that can be accessed by anybody with a computer equipped with appropriate software.

This convenience and marketing efficiency, both for the advertiser and the target audience, makes the Internet popular for marketing practices all over the world.

V) MARKET RESEARCH AND ANALYSIS

Marketing through the Internet can benefit companies of all sizes; smaller organizations may have disproportionate gain. These smaller businesses are jumping on the bandwagon and are investing in their own personal marketing getaway on the Internet. This provides them a chance to communicate within the "global village" as effectively as major

transnational corporations. Thus, marketing analysts are calling the Internet a tool for “guerrilla marketing” (Paul, 1996). The Internet furnishes direct customer contact, combined with the appropriate market and technical reference material, which gives organizations greater ability to identify earlier shifts in product and customer trends and to test new value propositions in response. This enables managers to recognize product and market opportunities sooner and to adopt more effective product, price, distribution and further promotion strategies relative to the customer needs.

4. IMPACT OF INTERNET ON VARIOUS MARKETING STRATEGIES

I. IMPACT ON PRODUCT AND BRAND STRATEGY

Internet-based technologies have significantly reduced the marginal cost of producing and distributing digital goods such as software, news stories, music, photographs, stock quotes, horoscopes, sports scores, and health tips. The Internet has helped create digital goods such as music, software, videos, and pictures. It also enables customization of digital and non-digital products. For example, online customers can purchase personal computers on the Internet in a variety of combinations by choosing the appropriate features or music retailers can create CDs containing songs ordered by customers.

A more recent Internet development is recommendation systems that are a form of mass customization (Ansari, Essegai, and Kohli, 2000). Search engines such as Google and Yahoo use such recommendation systems to recommend relevant products or services on the basis of keywords supplied by users. Electronic book sellers such as Chapters.ca and Amazon.ca, when a customer is searching for a specific book, recommend other books that the customer could also purchase on the basis of past purchases of other customers. It is important that online companies adopt physical and technological processes to keep personal information safe and secure. Many Internet companies take measures to reassure customers that any information customers provide will not be misused and that they will maintain their privacy in order to convince customers that the site is secure. Online businesses state their privacy policy in their websites where they explain what information they do and do not gather when someone visits their site.

E-businesses also guarantee that if the customer information is abused, they will be responsible for any financial losses that may occur. Usually, the personal information provided to the e-tailer when an order is placed or an account is opened is secured using Secure Socket Layers (SSL) encryption technology. The SSL technology prevents such information from being intercepted and read as it is transmitted over the Internet to the company's servers. This information is decrypted only when it reaches the company's servers and is then stored on restricted access computers located at restricted access sites. Online companies create strong e-brands and highly satisfied customers by providing them with a positive experience and with the use of traditional advertising and promotional efforts. Many of the things that lead to higher customer satisfaction and loyalty in traditional businesses also work in e-businesses. Delivering excellent service and value is equally important for customer satisfaction, customer loyalty, and retention in offline and online businesses. Companies hoping to attract and most importantly retain visitors to their

website need to improve their service levels and offer online customers superior value and satisfaction.

Branding is becoming important in Internet-based businesses because online consumers prefer to buy from well-known and reputable e-companies. Companies such as Amazon.com and Schwab are widely known, recognized, and trusted by online consumers. Many consumers avoid purchasing online because of trust and privacy issues (Ipsos Reid, 2002). Gaining people's trust is a major challenge for Internet companies as many online visitors are reluctant to provide credit card information because they do not trust the visiting site. Traditional retailers with established names usually have an advantage over certain Internet-only companies because they have been known for years and enjoy a higher degree of trust by consumers. The reputation and image of the website may have an impact on the offline business.

II. IMPACT ON PRICING STRATEGY

Among the marketing areas that have been affected the most by the Internet is pricing. The Internet influences a firm's pricing strategy in multiple ways, including providing consumers with more information, increasing competition, increasing the number of suppliers, the establishment of various auction houses, and pricing research.

A) INCREASED INFORMATION; One major effect of the Internet is the explosion of information that has resulted in more competition among firms and lower prices (Zettelmeyer, 2000). Many Internet-only companies offer substantially lower prices than other retail or even mail order firms.

B) INTERACTIVE SHOPPING AGENTS; The Internet makes the search for the lowest price for products easy, quick, and at a low cost, especially with the various interactive shopping agents which provide one-click access to price and availability information about a relatively large number of online suppliers (Iyer and Pazgal, 2003). Interactive shopping agents or shop bots are designed to make online shopping easier by checking availability and company prices of the same item in different online stores.

C) GROWTH OF ONLINE SUPPLIERS; The growth of Internet users and the entry of large numbers of electronic retailers, which have provided online shoppers with a wide variety of choices further enhancing their bargaining power - are putting downward pressure on prices include. The number of suppliers has increased even further by the elimination of the distance barrier, as people can now purchase from online vendors located anywhere in the world, and the elimination of many traditional intermediaries has led to lower prices.

D) AUCTION HOUSES; The various Internet auction houses such as eBay.com also affect the prices of products sold on the Internet. Online auctions serve as powerful methods of real-time pricing. These auctioneers enable buyers and sellers to buy or sell products through an online bidding process that usually results in products sold at lower prices.

E) PRICING RESEARCH; Another impact of the Internet on pricing practices is that it offers marketers excellent new pricing research and testing capabilities. In contrast to traditional retailing where pricing research is costly in terms of time and money, the Internet allows

marketers to research and test pricing decisions in real-time and with low costs.

III. IMPACT ON DISTRIBUTION STRATEGY

Electronic channels are the channels which involve the use of the Internet as a means of reaching end users. The Internet is changing distribution like no other environmental force since the industrial revolution, because it breaks many of the assumptions on which channels are based, transforming or even obliterating channels themselves in many cases, while giving rise to new forms of channels of distribution (Pitt, Berthon, and Berthon, 1999). The Internet is in many respects both a retail store and a delivery medium. The customer first locates a product such as computer software or airline ticket and then makes a purchase online. Once credit card information is entered, the customer proceeds to download the software. For non-digital products, the seller must arrange with a shipping company to have them delivered to the customer's address. Online distribution has a number of characteristics which differentiate it from offline distribution.

A) GREATER CONVENIENCE

Convenience of online shopping, by allowing consumers to shop at home, is one of the biggest advantages of electronic shopping (Coughlan, Anderson, Stern, and El-Ansary, 2001). The Internet makes shopping more convenient as consumers can search and compare products and prices and place an order without visiting stores. People who prefer shopping online value the convenience of shopping anytime of the day and that it takes less time to complete the purchase than when shopping offline.

B) MORE TIME CONSUMING

One disadvantage of e-commerce is the time it takes for delivery of the merchandise after the order is placed. This is not a problem for downloadable digital goods such as stock trading, music, online banking, movies, videos, and software. But non-digital goods such as books and DVDs must be shipped after the customer places an order and it can take a substantial amount of time for delivery of the merchandise. Consumer demands for faster delivery is putting pressure on e-tailers to increase the speed of product delivery and has enhanced the importance of quick delivery companies.

C) DIFFERENT COST STRUCTURE

The Internet is a channel of distribution with a different cost structure (Lal and Sarvary, 1999). The Internet does not necessarily imply lower distribution costs for customers because of costs associated with returned merchandise, difficulty in returning products, concerns about slow product delivery, and high shipping and handling fees. A report by Retail Forward discovered that 56% of Internet buyers decided to make a purchase because they were offered free shipping. In addition, 70% of Internet shoppers stated that they would shop online more if they didn't have to pay shipping and handling charges (Internet Retailer, 2002).

D) ELECTRONIC DATA INTERCHANGE

The Internet offers firms the ability to use Electronic Data Interchange (EDI) systems, which are used to integrate the computers of different companies. EDI consists of various electronic technologies that enable companies to share data on shipments, orders, and sales (Coughlan Anderson, Stern, and El-Ansary, 2001). It commonly involves a computer platform that is proprietary to the buyer making it necessary for suppliers serving many retailers to use a different computer for connecting with each customer.

EDI is used by many business-to-business firms and most major retailers. EDI technology allows firms to improve sales forecasting and reduce the amount of inventory they carry along with the costs associated with high inventory levels such as pilfering, obsolescence, and tying up scarce capital. Also, there is a much better information flow about sales of specific items to the supplier, who, this way, knows what to replenish and when. For example, when a customer buys a certain type of toothpaste at retail, the item sold is recorded when the store clerk scans the item's tag at the checkout counter. This information is transmitted back to the supplier who, this way, knows exactly how much is sold and how much needs to be restocked at a particular store.

E) DEATH OF DISTANCE

A major consequence of the Internet is death of distance. Location for a traditional retail store matters a great deal. It needs to be in a high traffic location with appropriate surroundings. However, location is not a key marketing decision for Internet based firms since the Internet has made location irrelevant. Death of distance implies that geographic location is no longer a crucial factor in business as the Internet has made place irrelevant. The Internet minimizes the impact of distance only for goods that can be digitized such as pictures, words, videos, and software (Pitt, Berthon, and Berthon, 1999). This also has contributed to the process of disintermediation – reduction in the number of intermediaries in a channel of distribution.

TIME COMPRESSION

Traditional distribution takes place within certain times during the day, or on certain days of the week. The Internet, on the other hand, is independent of time as sites are always open for business. Internet transactions take place on a real time basis as customers can shop and place orders any time and sellers can also serve customers anytime. Time compression means that the Internet has made time less relevant for business transactions as online stores can be open 24 hours a day. This has triggered a process of homogenization of time across countries and continents and causing time zones to disappear (Pitt, Berthon, and Berthon, 1999).

Many E-businesses use more than one type of distribution. Using multiple channels enables Internet companies to exploit alternative ways of obtaining greater market coverage. Companies that combine a physical presence with an effective online strategy – known as “clicks and mortars” strategy - often have an advantage over companies that employ either strategy but not both. Many people prefer to obtain information about a company's products online and then make an actual purchase in the store. Or they first visit the store to personally inspect the merchandise and then place an order online to benefit from lower Internet prices. Some retailers have computer facilities in their stores so customers can order books online. Many online retailers also offer customers the flexibility to return unwanted

merchandise purchased online to the store adding an extra layer of convenience and flexibility to the purchasing process.

IV. IMPACT ON PROMOTION STRATEGY

The Internet has become an important component of a firm's promotion strategy as it provides a new way to reach people and deliver the company's message. What is the role of the Internet in a firm's promotion strategy? Marketers who use the Internet as part of an integrated marketing communications mix must assess its role as an advertising medium and its position in a firm's marketing communication mix (Berthon, Pitt, and Watson, 1996). Firms must ensure that their online messages and employee emails convey an image that is consistent with all other communication efforts.

A website can be seen as a mix between direct selling (as it can engage the visitor in a dialogue) and advertising because it can generate awareness, provide information, and demonstrate the product. Also, a website may be viewed as complementary to the personal selling effort by business-to-business suppliers and advertisers of consumer products. In addition, the Internet may be viewed as a cross between an electronic trade show and a community flea market (Berthon, Pitt, and Watson, 1996). As an electronic trade show it can be considered a huge exhibition hall where potential customers can enter any time of the day or night and visit prospective sellers. It resembles a community flea market because it is open, informal, and interactive characteristics that are often associated with flea markets. An important aspect of marketing is to establish an ongoing communications program with desirable customers. Some companies carry out this communication task by building websites that focus on keeping customers informed and providing ways for customers to communicate their opinions, thoughts, and questions to customer service and sales. The websites of such companies provide links to other sites for additional information and technical help as part of their service offering. Some of these websites obtain the visitor's name and use it to greet the visitor with new information related to the visitor's interests every time he or she returns to the site.

Many companies use their websites as a source of product information to potential customers who then call a toll-free number to place an order or visit the store. Large ticket items such as automobiles, furniture, or appliances are commonly purchased in actual stores but many customers gather product-related data from the company's website before visiting the store. For example, a car dealership's website such as Autobytel can help generate sales leads.

6) CONCLUSION

The Internet with its contribution to the marketing efforts of organizations plays an important role within the success of the organizations. Today many companies with variety of sizes are involving in computerized information boom which has enormous potential to boost economies worldwide. The Internet is one of the systems which involves in the information superhighway, which is an extraordinary marketing tool that is able to reach nearly any user.

The Internet enables companies to obtain several competitive advantages such as Global Opportunities, Accessibility, Advertising effectiveness, etc. over the competition. Some of the

changes brought about by the Internet can be seen in the way we purchase goods and services, find information about products and services, and do our banking. The Internet has significantly reduced the cost of producing and is distributing digital goods such as software, news, music, stock quotes, and pictures. Marketing managers must assess the role of the Internet in their marketing strategy. The Internet has changed the way marketing strategy is formulated and executed in a number of ways. All aspects of marketing including marketing research, consumer behaviour, segmentation, relationship marketing, product management, pricing, distribution, and promotion are affected by the Internet. Today many companies are integrating the Internet with traditional marketing methods into a holistic view of consumers and business. This process implies a fusion of offline and online approaches into a new business model and value proposition. Every organization must strike the right balance between its offline and online business to meet the needs of its customers.

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CHALLENGES AND OPPORTUNITIES OF APPAREL EXPORTS SMECLUSTER IN OKHLA: A CASE STUDY

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ABSTRACT

Okhla apparel export cluster, one of the significant contributors of Indian apparel export, always remains a major focus of researchers, industrialists and experts in private and government sectors. Our study aims to know the prospects and problems of SME clusters across the globe through an in-depth literature review, provides a SWOT analysis for Okhla cluster and later focuses on an empirical survey to understand the perceived threats of exports in the backdrop of present global economic crises. The survey reveals that strong international competition, volatility of exchange rate, instability of market and stiff competition have been perceived as major threats to the industry for exports.

INTRODUCTION

IMPORTANCE OF SMES & CLUSTERS IN MODERN ECONOMY

Small and medium enterprises (SMEs) are playing an increasingly important role in the process of export-led industrialisation in the developing world. The World economy has been a witness to India's growth in last five years. Among the leading developing economies, India has emerged as one of the most flourishing economy with stable growth and a few setbacks due to the recent economic crisis. The continuous movement of growth and positive report of the Indian economy makes it attractive and creates an attractive place for the foreign investment due to good favourable economic climate, political governance & stability. India is seen favoured destination as a huge consumer market, availability of resources of apparels and textiles sourcing attract big foreign retailers, buyers, marketers and investors to capture the potential market even if sourcing opportunities visible around the globe.

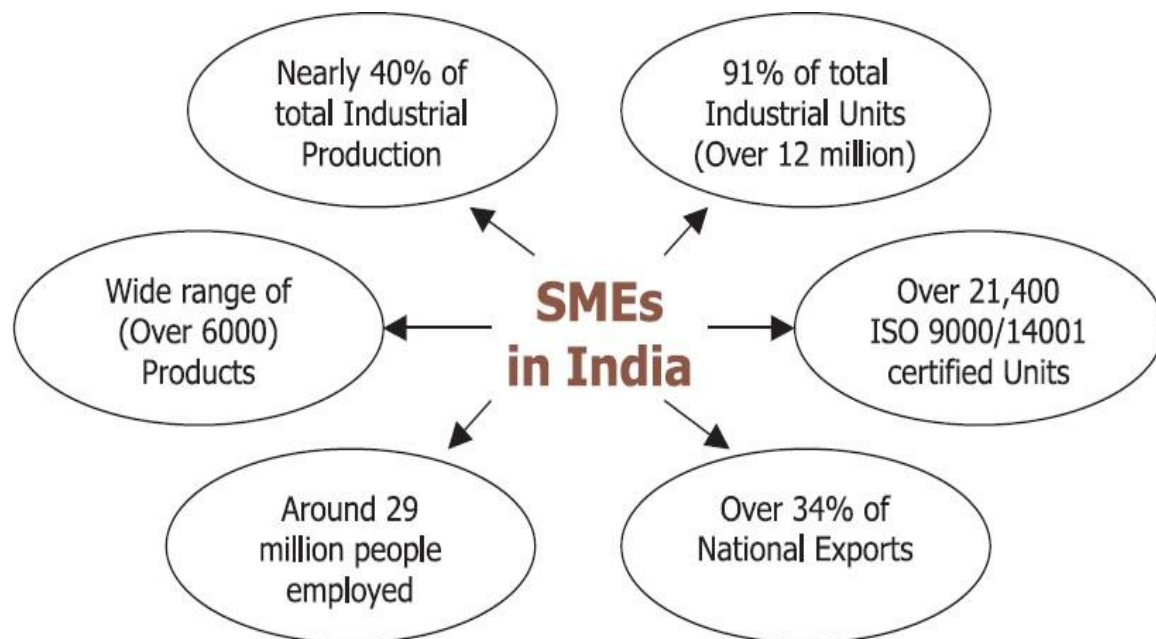
In India, Small and Medium Scale Industries (SSI) or Small and Medium Enterprises (SMEs) have been a priority sectors for Government of India since Independence in 1947. These sectors constitute an important segment of the Indian economy in terms of their contribution to the

country's industrial production, exports, employment and creation of an entrepreneurial base. During the Liberalization of 1991, the New Industrial Policy was framed under which special emphasis was given to the growth and development of Micro, Small and Medium Enterprises. This meant that young entrepreneurs and SME sector could start any business of their choice with any amount of capital and scale without acquiring any license or permission. Thus, the bottleneck of the structure and the hindering factors associated to the growth of SME was removed and the smoothness of trade operation was prevailed ahead.

SSI sector has also been contributing substantially to India's GDP where it contributed 5.82% in 2003-04 at 1999-2000 prices (SSI Annual Report, 2006-07). In the year 2003-04(Exhibit-1) SSI sector contributed about 40% of total industrial output and over 34% to country's exports(SSI Annual Report,2005-06). It also provided employment to nearly 29 million people around the country. The New Economic Policy led to exemplary development of SSI sector, with growth rate of SSI sector exceeding overall growth of industrial sector. In 2005-06 the industrial growth rate was constant at 8.10 as compared to 8.40% in 2004-05, whereas SSI showed a growth rate of 12.32% in 2005-06 as compared to 10.88% in 2004-05. Further, SSIs have performed tremendously in exports since 1991-92 with a rise in exports from INR 138,830 million in 1991-92 to INR 1,244,170 million in 2004-05 showing a humongous increase of 800% within 14 years (SSI Annual Report, 2006-07). Thus, SSI or SMEs sector is playing potential role in improving the Indian economy by increasing exports, generating employment, raising standard of living, poverty eradication, promoting education, etc.

EXHIBIT-1

PROFILE OF SME SECTOR IN INDIA

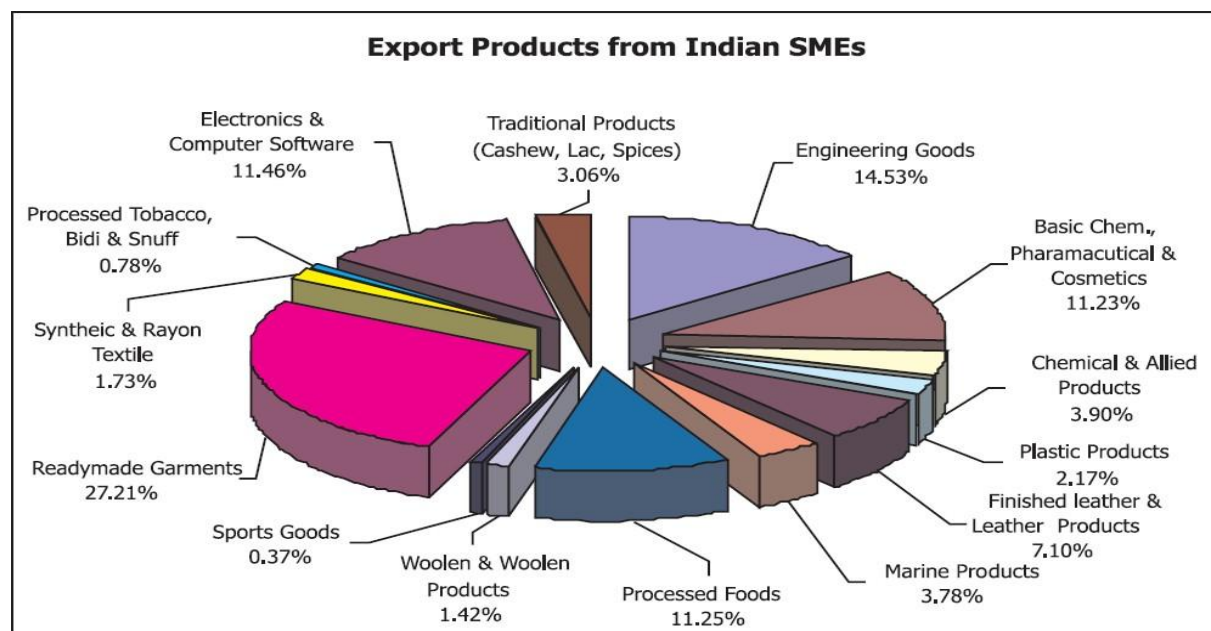


Source: Annual Report 2005-06, Ministry of SSI, Govt. of India

TABLE-1: THE COMPARATIVE AVERAGE GROWTH OF SME & INDUSTRIAL SECTOR

Year	No. of units (Million nos.)	Production (Billion Rs.) (at current prices)	Employment (Million nos.)	Exports (Billion Rs.) (at current prices)	Comparative growth (%) SME Sector	Industrial Sector
1996-97	8.62	1684.1	20.6	392.70	11.29	6.0
1997-98	8.97	1891.8	21.3	444.42	9.19	6.7
1998-99	9.34	2129.01	22.1	489.79	7.84	4.1
1999-00	9.72	2342.5	22.91	542.00	7.09	6.7
2000-01	10.1	2612.89	23.9	697.97	8.04	5
2001-02	10.5	2822.7	24.9	712.44	6.06	2.7
2002-03	10.95	3119.93	26.01	860.13	7.68	5.7
2003-04	11.39	3577.33	27.13	1244.16	8.59	6.9
2004-05	11.59	4182.63	28.29	N.A.	9.96	8.4
2005-06	12.34	4762.01	24.99	N.A.	10.4	8.1

Source: Annual Report 2005-06, Ministry of SSI, Govt. of India

EXHIBIT-2

Source: Ministry of Commerce data, Yr. 2002-03

SIGNIFICANT OF SMES IN INDIAN APPAREL INDUSTRY

In India, the SMEs has occupied a larger share in economy, when it comes to apparel industry, 85% of Indian apparel export to world is contributed by the SME sector alone(AEPC, 2009). With over 50% of industrial output through 95% industrial units, SMEs form the backbone of the Indian economy. In a competitive and emerging economic order, SMEs are witnessed as the leading edge in the form of innovation, creativity, design and exploring new global markets. In a stiff competition under the free trade regime, the government of India is committed to protect SMEs sectors by advising International big players or brand to procure at least 30 percentages of raw materials or products from the firms as per the rules of WTO. It is suggested that the SMEs sector would become more vibrant, create huge positive impact on the economy.

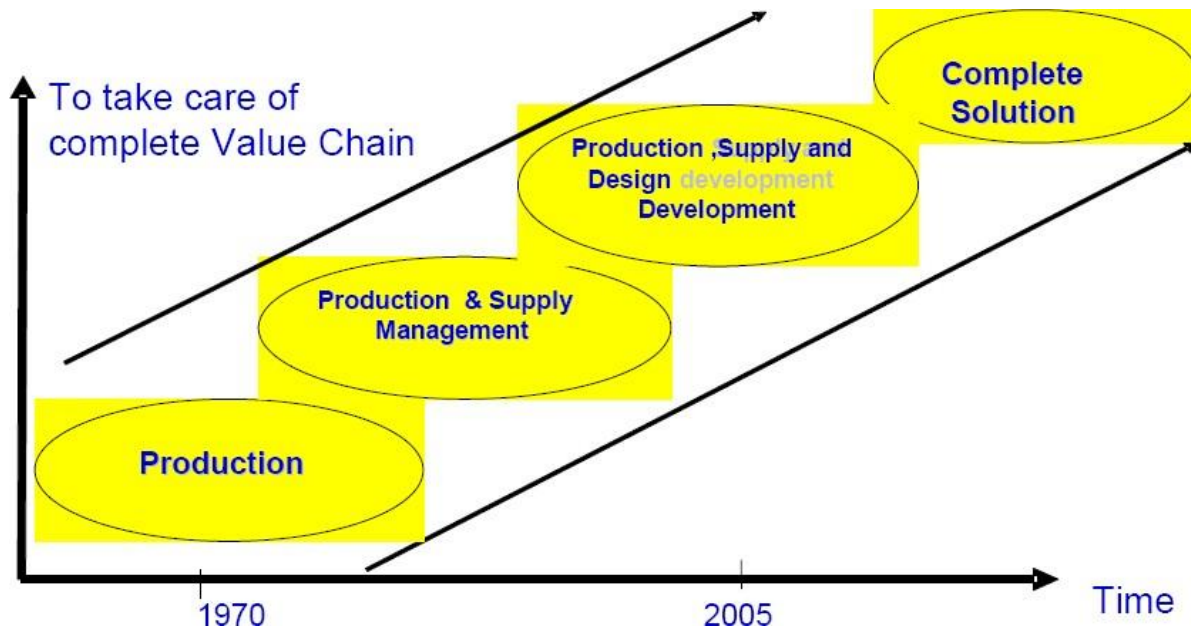
The garment industry all over the world is at the threshold for far - reaching institutional changes. Over the past three to four decades, trade dynamics, especially - price and quantitative restrictions have come to play a major role in the patterns of the sector's development. The phasing out of quota regime has brought about important implications. It has awakened both opportunities and threat, especially for the low income economies seeking to industrialize through promotion of the garment sector. The major internationally buyers and retailers are concentrating on their core business, which is selling to the end consumer. Due to recent economic crisis in globe, many retailers are approaching to "lean retailing", or cutting down inventory to the minimum. Reducing stocks requires fast and on-time delivery from the manufacturer. Shipments become smaller but more frequent, with point-of-sale data transmitted directly to the manufacturer, who gets alerted when to produce and ship garments. More and more clothing manufacturers are becoming service providers to retailers. With lean retailing and the evolution of electronic solutions, retailers are giving up more responsibilities, which manufacturers who want to remain competitive have to take up. The Exhibit-3 indicates that the manufacture exporters will be prepared to serve the complete solution to the requirement to the importers.

SIDBI study (2009) reveals that India stands about 50 percent of global standards manufacturing efficiency where as Bangladesh maintains 70-80 percent of world manufacturing productivity. Even if on duty draw back structure on cotton garments, India is relatively less favoured in governmental scheme in a competitive market. A table shows a comparative benefits on duty draw back structure where India's exporters get less benefits as compared to competitor economies is exhibited below;

**TABLE 2: DUTY DRAW BACK STRUCTURE ON COTTON GARMENTS
(PERCENTAGES)**

India	China	Vietnam	Bangladesh
8	17	15	14

It shows that Indian exporters are facing challenges when it comes to pricing factors. Thus, the government has to look into the issues of exporters at the international perspective.

EXHIBIT-3

Source: SIDBI, 2009

LITERATURE REVIEW

Thus, SSI or SMEs sector is playing potential role in improving the Indian economy by increasing exports, generating employment, raising standard of living, poverty eradication, promoting education, etc. Badrinath and Kirpal, (1997) emphasised on public procurement policies that might assist SMEs in becoming competitive and export oriented. Public procurement disciplines can help to develop needed business and production skills in SMEs in order to make them more competitive. Zina Teng(2012): discussed on Chinese garment foreign trade small & medium size enterprises (SMEs) are severely affected during recent economic crisis. The paper has developed a strategy for SMEs to relive from the world economy crisis. The abroad direct distribution alliance strategy model has framed and feasible solution developed to safeguard the SMEs sector and capture the opportunity in the world trade business. Imbs and Wacziarg, (2003) had suggested that if the countries are export oriented, wish to move upper ladder, it could be possible only changing their product portfolio of exports. Such changes were noticed in case of fast moving developing countries and their market share in the global trade.

Balasuriya (1992) studied in regard to the development of SMEs, their role in economy specifically in exports, challenges and problems they are facing. Voerman, Wedel and Zwart (1998), had gone through on the same research seeing SMEs as the importance to the economy development and identified exports problems. While other studies by Majumder (2004), Kacker (2005), Saleh and Ndubisi (2006) and Tambunna (2006) investigated the problems and challenges for SMEs development. Muranda (2003), Hi Lin Hoon and Stoain (2007) provided support the concept of export oriented SMEs and highlighted that there was positive relationship between Exports and SMEs growth.

Tulus Tambunan (2005) discussed in the article that SMEs in Indonesia are very important for employment creation and are important sources of economic growth and foreign currencies. The paper reviewed government policies on SMEs which have not been very successful through the clustering approach. The paper argued that one or more critical factors for successful SME cluster development were either not existing or not addressed correctly. Thus, neglecting cluster linkage to markets is one main reason for the failure. Prerequisite for successful cluster development is the cluster's potential to let to access the growing markets whether domestic or abroad.

Keshab Das & K.J. Joseph (2010) discussed in the paper that due to vast in size and diverse of SME sector, India's industrialisation owes much to the technological dynamism of enterprises, various institutional interventions have been made so far to promote innovation.

Ganeshan Wignaraja (2012) discussed in his article that ASEAN economies are home to a large small and medium enterprises (SME) sector which is seen as the backbone of national economic development through job creation, exports, and poverty reduction. The paper addresses issues on international trade, industrial organization, and technology. As the firm seems to be the notion of heterogeneity in international trade, there is need of building networks and participation production networks. The paper argued some important issues like how much firms engage in production networks, what factors influence them to participate in production networks and what policy implications is made in favour of SME firms. The paper cited example that economies like Malaysia and Thailand, which are more established in production networks, have higher SME export shares than other ASEAN economies. Econometric exercise, the author accomplished, suggests that size, foreign ownership, educated workers, experienced CEOs, technological capabilities, and access to commercial bank credit all positively affect the probability of SME participation in production networks. A trust deficit seems to hamper the requisite intra-firm cooperation, is needed for effective SME participation in production networks.

Dr. Aremu, Mukaila Ayanda & Dr. (Mrs.) Adeyemi, Sidikat Laraba (2011) points out in the article that there is lack of critical role in the manufacturing and value chains and Capacity building and Strategy and most of the government interventions failed to create a much needed transformation due to poor coordination and monitoring and policy inconsistencies.

Shantanu Biswas, et al (2007): investigated on Bellary apparel cluster with objective to know whether sharing and collaboration among the firms within the cluster exist and its benefits. The result revealed that there was not existence of collaboration among the firms due to deficiency of infrastructure, gap of awareness and lack of understanding the importance of formal collaboration. The paper suggested that government intervention, policy framework and motivation among the firms are required in order to be efficiency and competitive. The paper suggested that ICT adoption is required in the cluster where they could be cost effective in business processes and integrate their activities through connecting the market to a large extent.

Yong Cao et.al (2011) addressed contingency strategies which include niche market strategy, strategic networking and e-commerce as driving hindrance factors for Chinese SMEs to be fully competitive and internalisation of business in the export marketing. Jumaat bin Mahajaret et al.

(2009) investigated the best strategy adopted by Malaysian exporting firms, which enhanced company performance. The study revealed that product quality is the most prerequisite for successful exporting SMEs. The top three dimensions of business strategies used by SMEs exporters has established good impression on their export performances were innovative differentiation, product differentiation, and marketing differentiation.

Alejandra López Salazar et al (2012) examined financial decisions and business strategies implemented by Mexican organizations, as well as their relationship to competitiveness. The study found that taking the example of Mexican SME firms that the financial decision made by the firms does not reflect on competitiveness spirit and lack of business expansion. Results revealed that most micro and small enterprises make funding decisions and apply an intensive strategy (development of products and market); their ability to survive in the market is low and sales are at the medium level, implying that Mexican companies lack a high degree of competitiveness, which hampers their development and expansion at all levels. The study suggested that companies that efficiently manage their short-term assets and liabilities are more competitive (company's success in staying on the market as a variable of competitiveness). The study suggests that SME firms in future design decision making model in such way irrespective any industry that impact organizations' performance.

Jung Ha-Brookshire and Yuri Lee (2010) assessed firm capabilities as critical resources used by Korean apparel firms to achieve sustainable competitive advantages using Rangone's resource-based approach to small- and medium-sized enterprises' (SMEs) strategy analysis (Rangone, A., 1999). It also compared the similarities and differences in firm capabilities between large firms and SMEs in the Korean apparel industry. Content analysis of Web-based communication data and multivariate analysis showed that a total of 15 firm capabilities emerged under the three SME capability categories: innovation, production and market management capabilities. In addition, compared to large firms, SMEs seemed to lack the capabilities to emphasise integrity/honesty, to offer quick response, and to receive government awards. The findings suggested that the firms in other countries whose apparel industries are currently undergoing a similar phase in the life cycle by allowing these firms to invest the firms in branding, quality and specialisation. The study findings suggested that this may be learning other countries government supporting agencies provide relevant and necessary support for SMEs.

IMPORTANCE OF CLUSTER APPROACH

In the context economy geography in the era of globalisation is paradox, the world has become global village through changes of technology and competition, has diminished the traditional role of geography. Yet, clusters remain as a main feature of a majority of national, regional and state level of economy, not only in the economically developing countries but also in the first world nations. Clusters give an insight about the role of location in strengthening competitive advantage. A cluster-oriented approach by the way of networking of the SMEs and related stakeholders is the right strategy to synergize their efforts and resources for sustainable development of the industry. Cluster development therefore entails reducing isolation of SMEs by strengthening the linkages among all the actors of cluster, successfully meet the challenges and exploit opportunities, without adversely affecting fair competition and presence autonomous governance mechanism among them to achieve the same.. In fact, SMEs concentrated in apparel

and textiles will have to adopt this approach if they want to survive in the face of competition and changed scenario of liberalization and opening up of the economies for international trade. These clusters are participating in international trade networks to bring down the transaction costs of international trade. SME exports have increased throughout the crisis years due to their relatively limited reliance on imported components compared to larger companies. In short, most SMEs do not necessarily export their products directly but through trade networks. . Intermediaries link the SME to international markets and they provide a range of bundled services that include pre-financing of production, market access, technology and skills upgrading, advice on designs, advice on patent rights, etc (Sandip Vij,2005). SME exports from Indonesia are participating in international trade networks in which buyers play an important role in deciding designs, prices, technologies, and timing of production. Such SME are involved in so-called buyer-driven commodity chains

Choe, KyeongAe etc (2011) investigated research on City Cluster Economic Development (CCED) in South Asia with reference RMG clusters such as Dhaka (Bangladesh), Delhi(India) and Colombo(Sri Lanka). This paper adopted new techniques for analyzing the competitiveness of clusters, with help of modification of the Porter Diamond Model. The study measures 39 attributes of competitiveness affecting the performance and development of three RMG industry clusters. The paper revealed four forces are driving industrial competitiveness, potential entrants, buyers, suppliers and industry competitors.

OKHLA APPAREL CLUSTER AND ITS SIGNIFICANCE

In global textile and apparel trade, it is observed that apparel business in global market is holding the significant share which is equal to eight times (8) of textile contribution. (Intracen, 2005) This is mainly SMEs produces apparels not textiles. Thus, it reminds to Indian apparel industries which is dominated by SMEs but their contribution to global business still negligible as compared others. Hence, this research tries to focus on certain perceived factors which obstacle the export growth of this sector. Our study focuses one of the most vibrant apparel clusters (Okhla) in India, which contributes 16% of Indian apparel export (AEPC,2009), to understand its problems and prospects in general and the factors which affect their growth in particular in the backdrop of post WTO business environment.

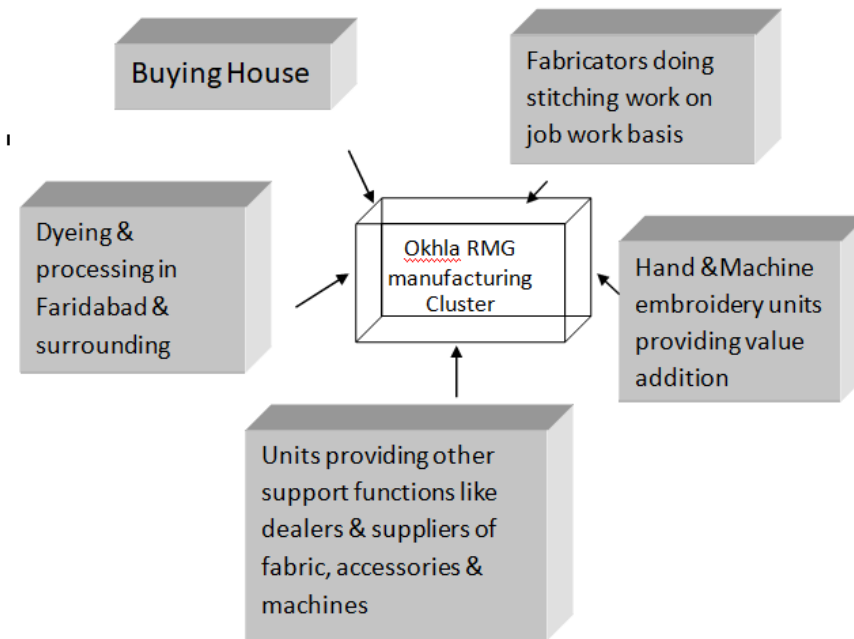
Okhla apparel export cluster being a significant contributor of Indian apparel export, (16% contribution of overall apparel export) always remains a major focus of researchers, industrialists and experts in private and government sectors(Choe, KyeongAe, 2011). In early 1970s, Okhla had started its journey as a growing business on RMG (Ready Made Garment) centre and today the cluster has around 250 manufacturing units. In this cluster, 175 number of medium size manufacture exporters of units dominated, followed by 63 small units and 12 units large players. The supporting players in the Okhla cluster such as fabricators / jobbers are around 400 hundred (excluding family level operations), who are involved mainly in stitching and accessory fixing. Similarly, there are around 250 machine embroidery units who provide the value addition for the exportable garments and in addition to this, there are thousands family level hand embroidery operations located in nearby areas. The cluster has annual turnover of around Rs. 800 crores with annual production of 3.20 crores pieces. The main production of this cluster is ladies wear. 100% Cotton woven fabric is the most popular fibre. Due to rising trend in the market, the

manufacturers are using blended fabric primarily polyester or cotton. The cluster emphasize more on specialisation in manufacturing of fashionable high end woven ladies wear, mainly ladies blouses/ tops, skirts, dresses etc. Also, several units are also making shorts/pants, baba suit, skirt, frock, top etc for children and shirts and trousers for men. It employs 1 lakh people directly and indirectly as well. The RMG cluster is very dependent on export for its development. The cluster accounts for 16% of total apparel exports from India. There are about 50 large export houses situated in Okhla that are responsible for most of the clusters exports. With the presence of international brands, exports go primarily to the European Union countries, Canada and the United States. Exports are mainly focused on clothing and discount chain markets, and not high-priced garments.

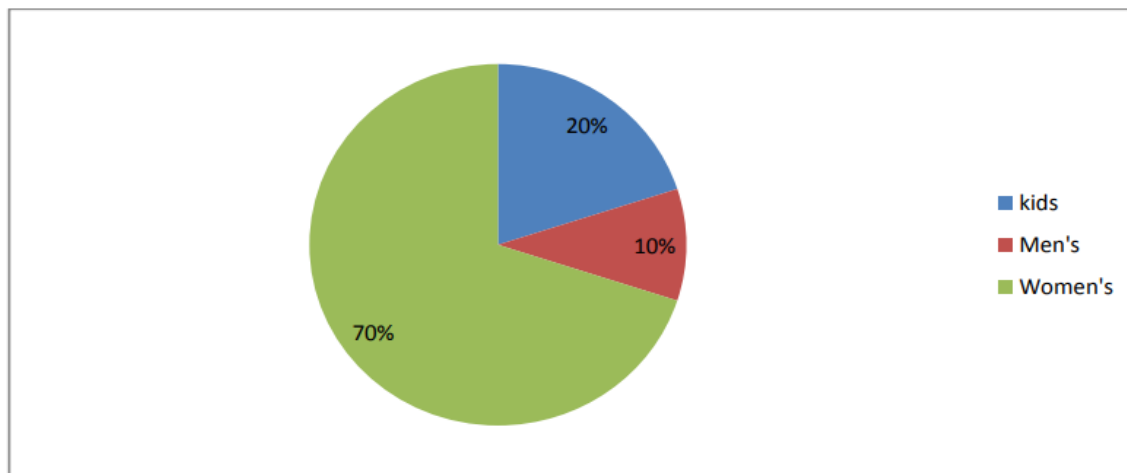
This cluster is export driven. Eighty five percentages (85%) of the sales (Rs. 680 crores) of the total turnover (Rs. 800 crs) of the cluster is directed towards export market (AEPC, 2009). The main market of this cluster is EU followed by USA; both the countries are consuming more than 90% of Okhla's export. In Okhla cluster, the buying houses play a crucial role in getting the orders and sourcing the products. The average profitability in the cluster is around 15%. Firms are cautious about the future growth of the cluster with more than 50% of the firms is planning to expand their capacities in near future.

SUPPLY CHAIN OF OKHLA CLUSTER

The Okhla garment industry consists of various categories working together and supporting each other for the purpose of making the cluster successful in the market. The categories are explained in the following ways- manufacturer exporters of readymade garments consist of 260 units who directly export to various countries in the globe. Secondly the buying houses or marketing agents consists of around 50 units who procure direct export orders from buyers and distribute the orders in the cluster for manufacturing, ensure the quality aspects and executes timely delivery of shipments of products. Thirdly, fabricators/jobbers consist of around 400 units working as fabricators in and around the cluster that gets materials from large exporters and provide their services in the form of stitching the garments. Fourthly, around 250 machine embroidery units, in and around the cluster, provide the service of machine embroidery on cloth. Fifth, category processing industry units for cloth/fabric and most of the dyeing etc is done outside in Delhi due to pollution control. The last category consists of suppliers of machines, tools, machinery repairers, manufacturers and suppliers of packaging materials and other inputs provide services of the requirement manufacture producer/ exporters to the cluster. The structure flow chart of Okhla cluster is exhibited for better understanding of working units of the cluster.

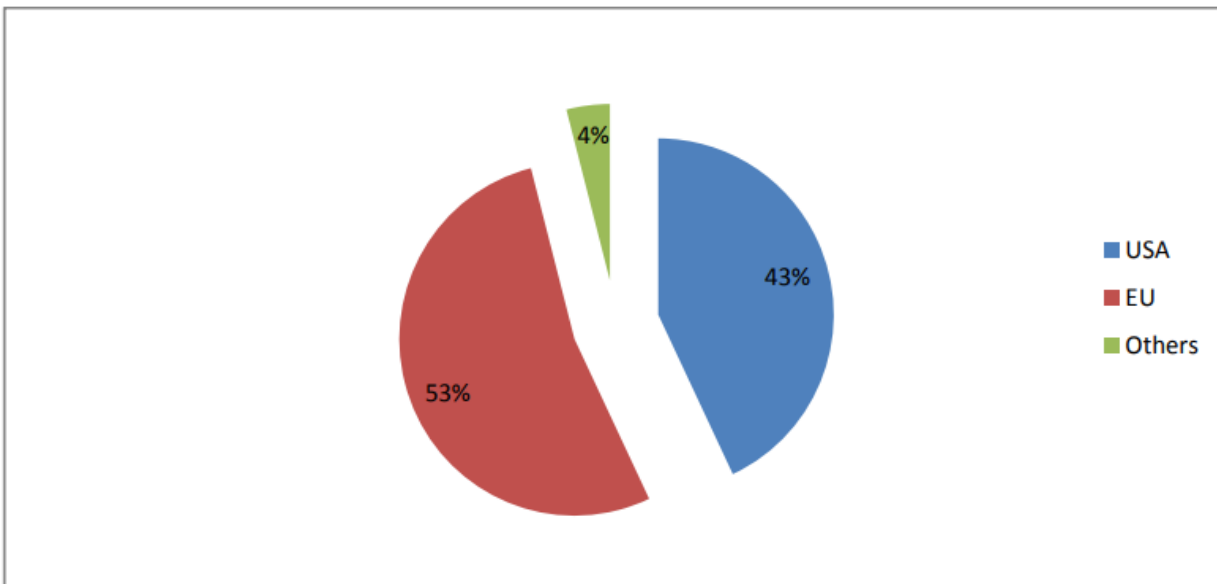
EXHIBIT-4: SUPPLY CHAIN OF OKHLA CLUSTER

The Okhla RMG cluster produces mainly ladies wear, kids wear (largely girls) and men's wear, which are meant for exports (in exhibit-5). The cluster contributes to 85% of the total production for exports. Embroidery is done on almost all women and children's wear and dominated by girls' products range. This cluster is specialised mainly manufacturing of fashionable ladies wear, especially ladies blouses, tops, skirts, dresses etc. Several other units are also making shorts/pants, baba suit, skirt, frock, top etc for children and shirts and trousers for men.

EXHIBIT 5: MAJOR PRODUCT PROFILE OF OKHLA CLUSTER**GLOBAL PRESENCE**

The Okhla apparel cluster has established a reputation in overseas markets. It is one of the largest sources for different types of readymade garments and furnishing items available in the world, because of their quality and attractive designs along with value added work. The mode of distribution of apparel exports are exported through various marketing channels countries like EU, USA, Germany, France, Italy, Benelux, Denmark, United Kingdom, Ireland, Greece, Spain, Portugal, Sweden, Finland, Austria, EU Countries, Canada etc.

EXHIBIT 6: DISTRIBUTION OF EXPORTS FROM OKHLA CLUSTER IN MAJOR COUNTRIES



In Okhla RMG, around 85% of the products are sold in the international market and rest 15% sales are made for domestic market.

OKHLA INDUSTRY'S CHALLENGING FACTORS WITH MAJOR COMPETITORS

The Okhla RMG cluster's challenging factors are analysed on the basis factors which are underlined in the table (3) where the neighbouring countries are considered more beneficial due to the following facts. Hence, the cluster needs to analyse their policies, business strategies and target markets. It is important for the cluster to look into their competitors' advantages, analyse the core issues where they lead and strategise their own problems by converting them into a positive direction.

TABLE-3: MAJOR COMPETITORS OF OKHLA CLUSTER

Bangladesh	China	Sri Lanka
Cheaper Labour cost	Higher labour productivity	Cheaper labour cost
Higher government incentives	Cheap & availability of raw material	Service & delivery is better
Duty advantage to EU	Service & deliver is better	Duty advantage
Easy availability of less expensive raw material	Higher govt. Incentives	source raw material at competitive price
Superior infrastructure & technology		

EXHIBIT-7 SWOT ANALYSIS OF OKHLA APPAREL CLUSTER

Strengths	Weakness
-Strong presence in the international markets	Traditionally method of production
-Growing in domestic market	-Low levels of technology development
-Abundance of customised machines with international standard	-High manufacturing defects and rejection
-Availability sufficiency Raw materials and allied items	Problems with quality and productivity
-Availability of efficiency skilled manpower	-Cost increases in raw materials due to processing outside in Delhi
-Location & capital advantage	-Higher duties on raw materials & less incentives
	-Low innovation capabilities
	--Lack of coordination between technical training institutes
	-No skill upgrading training for the workers
	-lack of market information

Opportunity	Threat
-Globalisation creates tremendous market potential for the competitive firms	- Losing ground in the international markets
-Tariffs and nontariff barriers are depleting	-Pricing pressure
-Enterprises can join hands for international marketing, brand building and participation in trade fairs.	-Stiff Competition with neighbouring countries
-Creation of technological awareness among the entrepreneurs	overseas importers are smart enough to change their sourcing country
-Brighter prospects of a common facilities being established in the cluster.	-Imports is going to increase in the coming years survival of fittest
- Competition is going to make availability of inputs cheaper and sufficient	-Stringent company norms
	-Low level of technological development
	-Technology can impose a major threat unless it changes / modernized
	inputs availability
	--Innovation must in business operations
	-Training for Skills base of workers to operate latest technology

METHODOLOGY OPERATIONAL DESIGN

The primary survey was conducted in Okhla on the basis of judgemental and convenience approach where the exporters operating their business related to export oriented as well as domestic market. The exporters were selected based on scale of business in the cluster by using database published by AEPC. The entire information was collated through email method, telephonic approach and direct contacts with the exporters based on SME units.

DATA COLLECTING TOOL & SCALING TECHNIQUE

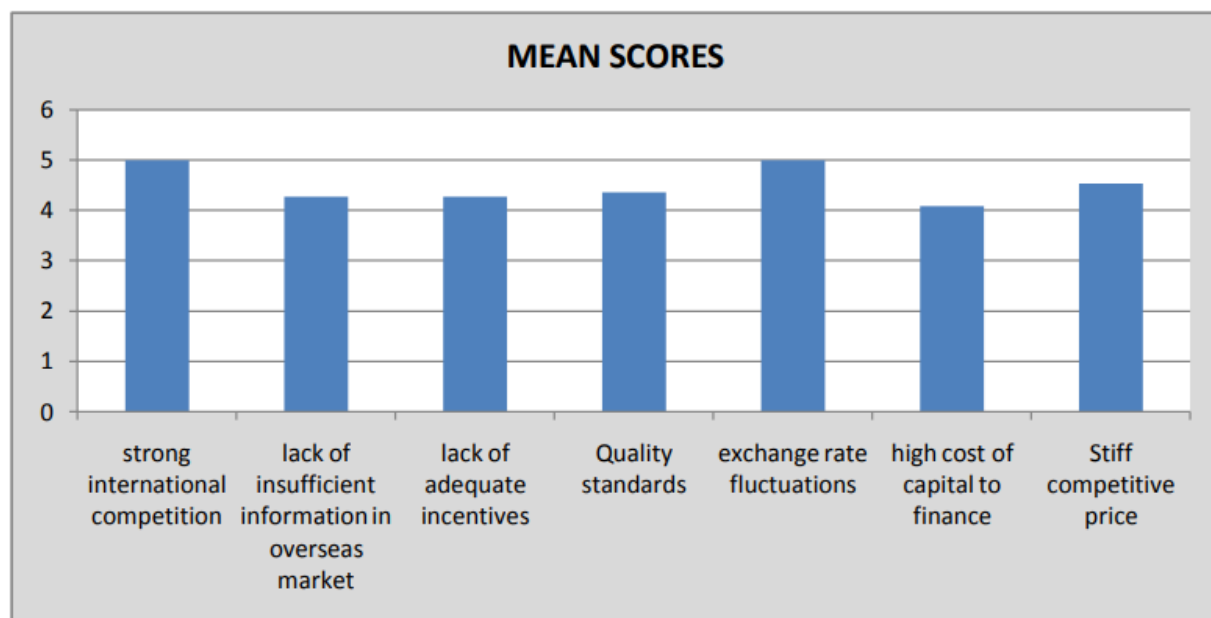
The questionnaire was framed, designed and administered based on the objectives of the study. In the primary research, structured questionnaire was developed to understand their business nature, perceptual opinions and problems facing while operating their business towards export and domestic market. The primary survey pertaining to the questionnaire was based on purely interval scale data where the respondents were asked to give their opinions on 5 points scales (1 stands for does not pose any problem at all and 5 stands constitute a very major problem to the respondent). For SWOT analysis, all data are collected from secondary sources like books, journals, edited volumes and industry reports.

SAMPLING AND ANALYTICAL DESIGN

The respondents constitute of SME's belonging to Okhla cluster. A total of 25 units were contacted through e-mails and telephonic conversations and they were interfaced with a well designed questionnaire pertaining to the various challenges faced by them in today's business scenario. The analysis is based on Mean/average score of various questions/issues faced by a majority of the SME's.

EMPIRICAL EVIDENCES OF OKHLA CLUSTER: A GRAPHICAL REPRESENTATION

EXHIBIT-8: VARIOUS ISSUES PERCEIVED BY APPAREL EXPORTERS IN OKHLA



CONCLUDING REMARKS

The exhibit (7) indicates that majority SMEs firms operating in Okhla cluster are realising that due to recent economic crisis in USA and EU which affects their profit margins due to severe fluctuations of exchange rate at international level. Also the firms perceive that due to globalisation of business, international competition has become the major concerns for the exporters to compete their counter parts especially Bangladesh, China and Sri Lanka. Stiff competitive price is attributed another major factor for the exporters due to ineffective cost in production impacted by higher labour wages, lack of government export incentives and by processing done outside Delhi. The SMEs firms feel that lack of sufficient information in overseas market is attributed as difficult to them to understand well in advance the need of consumers, their market characteristics. The high cost of capital to finance the operation is perceived as another hurdle for the firms to produce competitive products in international market. It is clearly indicated that in a free trade regime, strong international competition, volatile of exchange rate and instability of market and stiff competition have been perceived as major threat to the industry for exports.

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