

**EFFECTS OF GLOBALISATION ON THE STRATEGY OF
SMALL AND MEDIUM-SIZED FASHION ENTERPRISE IN
NORTH INDIA**

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fulfilment of

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ABSTRACT

The dissertation is focused on understanding the effects of globalisation on the business strategy of small and medium-sized enterprises of fashion industry in North India. The entire dissertation is composed of six chapters and each chapter provides valuable and authentic information.

The first chapter provides a brief introduction and research aim rationale, background, objectives, question and summary. The first chapter outlines the current scenario of SMEs in North India. In recent years, India has seen an increase in SMEs with budding entrepreneurs and investors. The research is based upon two objectives that have been addressed in the first chapter. The research question is linked with the research objectives. The significance of the study has also been discussed in the first chapter. The second chapter of the dissertation includes a literature review and there are findings from the existing literature that are relevant and linked with globalisation and its effects on SMEs. The third chapter is research methodology and it is considered the backbone of the dissertation. The third chapter involves the ways through which the information and data is going to be collected for the research work. The research methodology chapter includes research philosophy, approach, design, and method of data collection and analysis. This chapter helps in shaping the research work. The fourth chapter is data finding and the survey method has been used for collecting valuable data for the research. Total of 9 questions were prepared for the survey and made sure every question is relevant and supports the research work. There was a total of 164 participants, and they were all high-level professional. The participants ensured that the answer that they provide is based on their experience and knowledge. The fifth chapter is discussion and the chapter focus on discussing the survey results with a deeper analysis of the data findings. The sixth chapter is conclusion and recommendations. This chapter involves some recommendations and discusses the limitations and barriers experienced during the research work. The future scope of the study has been included in the study which might be useful for future research.

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ABBREVIATIONS

GDP – Gross Domestic product

MNC – Multi-national Cooperation

SME – Small and Medium Enterprise

CHAPTER ONE: INTRODUCTION

1.1 Introduction

SMEs in India are a substantial contributor to the gross domestic product (GDP) of the Indian economy. SMEs contribute 29% in the GDP of India and employ nearly 39% of the population of India. In recent years, India has seen an increase in the interest of the entrepreneurs towards small businesses (Weeks et al., 2004). The first chapter in this research provides a deeper understanding of the current situation of the small and medium-sized enterprises (SMEs) of the fashion industry in India. The next section enlightens the research background, which is understood before commencing the research.

1.2 Research background

The business enterprises have understood the importance and benefits of globalisation, and every firm wants to follow the globalisation process to spread the products or services in the global markets. Globalisation could be referred to the integration of the markets in the global economy that leads to the interconnection of national economies (Rosenau, 2017). As suggested by Wright (2016), globalisation is mainly prevalent in the capital market, credit market, finance market, commodity market, and fashion market. Globalisation is carried out by a majority of enterprises, depending on the capacity of the enterprise. SMEs have started expanding their operations in the global markets as the process of globalisation has been fruitful for the multi-national cooperation (MNCs). The business firm needs to attain success and popularity in the existing market and then focus on expanding to the new market. The small and medium-sized fashion enterprises of North India are paying special attention to the globalisation trend (Radulovich, Javalgi, and Scherer, 2018). The small and medium-sized fashion enterprises of North India are taking numerous initiatives for expanding the business into the global market (Chahal, Dangwal, and Raina, 2016). The market share of the Indian fashion industry is near about 13.5 %, and the market value of the Indian fashion industry is nearly 42.42 billion dollars. The textile industry of India is near around 108 billion dollars, and it is expected to reach approximately 223 billion dollars by the year 2021 due to globalisation (Fashionunited, 2019).

1.3 Research Rationale

The process of globalisation does not only have positive effects on the business enterprises, but it also comes with some adverse effects that are significant enough to degrade the business operation and function (Potrafke, 2015). The small and medium-sized business enterprises have to implement changes in the business and marketing strategies for the globalisation process. The enterprises have to make changes in their policies to comply with the existing and/or new international policies in their focused industry. Sometimes the changes become very difficult for the enterprises to execute or follow, and it leads to business failure and other business-related issues. As per the view of Krugman (2017), globalisation comes with several risks, and the business firm must be ready for these risks; otherwise, globalisation could turn out to be harmful to the firm. The firm needs to develop appropriate strategies for the implementation of its globalisation move. The globalisation process allows the enterprises to introduce their products and services in the global markets, and they have to follow the international trading policies for the transportation of products and services into different countries.

As per the view of Rupert and Smith (2016), the challenges experienced by the small and medium-sized fashion enterprises of North India are within ethical business practices, public relations, and organisational structure. Furthermore, the fashion enterprises need to develop a brand image in the market because consumers mostly prefer renowned brand rather than a new brand. After entering a new global market, the fashion firm has to develop a brand image in the given foreign market and society; otherwise, the business expansion move could turn out to be a failure. Another critical challenge experienced by the small and medium-sized enterprise is investment or funding. As per the study of Potrafke (2015), the turnover and revenue generation of the small-medium sized fashion enterprises are not high enough to expand the business without any external assistance. Another challenge for the fashion enterprises of North India is International policies. Hence, the small-medium sized fashion enterprises of North India are highly recommended to implement relevant changes in their organisational structure, policies, and strategies due to the consideration of complying with international policies and new market policies emerged (Potrafke, 2015). In summary, by reviewing existing literature on

pertinent areas, it suggests that more empirical and comprehensive studies should be done to analyse further and understand the effects of globalisation on enterprises' business functions and strategies (Potrafke, 2015). In particular, the findings of a few previous studies on enterprises in emerging economies (such as in India) indicate that more empirical investigations should be conducted to advance existing knowledge and understanding of the specific effects of globalisation on enterprises in emerging economies, such as this empirical investigation of the effect of globalisation on small and medium-sized fashion enterprises in North India.

1.4 Research aim

The main aim of this research is to understand and analyse the effect of globalisation on the business strategy of small and medium-sized fashion enterprises in North India.

1.5 Research objectives

- To achieve the above broad research aim, this study has identified the following research objectives:
- To analyse and understand the concept of globalisation, including its importance and prospects
- To explore and investigate the positive and negative effects of globalisation on the small and medium-sized fashion enterprises of North India

1.6 Research questions

1. What are the effects of globalisation on the business strategy of SMEs of the fashion industry in North India?
2. What are the changes involved in the globalisation process?

1.7 Hypothesis

H0: Globalisation does not affect the business strategy of small and medium-sized fashion enterprise of North India

H1: Globalisation affects the business strategy of small and medium-sized fashion enterprise of North India

H1.1 Globalisation has a negative effect on the strategy of small and medium-sized fashion enterprise of North India.

H1.2 Globalisation has a positive effect on the strategy of small and medium-sized fashion enterprise of North India.

1.8 Significance of the study

The main motive of the research is to understand the effects of globalisation on the business strategy of small and medium-sized fashion enterprises of North India. As per the view of Chira (2016), globalisation has become a trend in the business environment, and every business firm focuses on expanding the business in the global market. The business firm focuses on integrating globalisation trends and strategy with the existing business strategies.

The existing literature suggests that globalisation comes with increment in sales, market share, revenue, profit, and production of an enterprise. The process of becoming global allows the business enterprise to attain a competitive advantage in the existing market (Cvetkovich, 2018). The small and medium fashion enterprises in North India have already developed a brand image in the market and have started following the globalisation process to expand in international markets. The fashion SMEs have to make various changes and implementation in the business operations for preparing for the globalisation process, Hanson et al. (2016). The study will find the effect of globalisation on the business strategy of the SMEs of the fashion industry in North India. The business strategy of an enterprise develops various changes to step in the new market or merger/acquisition with an enterprise overseas (Chira, 2016). This research is going to study the required changes which in business strategy due to globalisation. This research includes data collection from the real-time experience of SMEs of the fashion industry in North India, which makes the study reliable and useful for further research.

1.9 Structure of the research

Chapter 1 - Introduction

Chapter 2 - Literature review

Chapter 3 - Research methodology

Chapter 4 - Data findings

Chapter 5 - Discussion

Chapter 6 - Conclusion and recommendations

1.10 Summary

The global economy is continuously evolving, and this is leading to globalisation in every sector of different economies. The effect of globalisation cannot be only seen on business enterprises, but the impact could be seen in the entire economy. The research is going to be focused on understanding the effect of globalisation on the business strategy of small and medium-sized enterprises of the fashion industry of North India. The fashion enterprises in North India have successfully expanded their business in the global market. The research is also focusing on understanding the amendments involved in the business strategy of fashion Small and medium-sized enterprises in the process of becoming global. The next chapter includes a review of existing literature related to the effects of globalisation on SMEs. The third chapter outlines the research methodology undertaken to get the appropriate and best results for the research question. The chapter 'research methodology' explains the method of data collection, research philosophy, research approach, research design and ethical practice, which is followed throughout the research. The fourth chapter includes the data collected for the study, and it represents the data in graphical and tabular form, which further helps the researcher to derive to a conclusion. The fifth chapter has various statements for further discussion, which are identified from the data collected in chapter four. The final chapter provides a conclusion which conforms to the research question and satisfies the research aim.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter of literature review includes about globalisation, effects of globalisation on the economy, and the effects of globalisation on SMEs of an economy. The literature review is based on authentic and factual information collected from the journals, books, articles, and internet resources (Kara and Firat, 2018). The literature review mainly outlines the findings of previous researchers and scholars on the topics under this research. The literature review helps in finding the gap between literature. For instance, some of the existing literature might have been published for a long time, and some of the present concepts might have changed. The changes faced by the SMEs while going through the process of globalisation are also identified in this chapter by reviewing the existing literature. The literature review helps in presenting the current literature in a more organised way with up-to-date data and findings, which facilitates the readers to understand the research question and the significance of the research (Kara *et al.*, 2018).

2.2 Conceptual framework

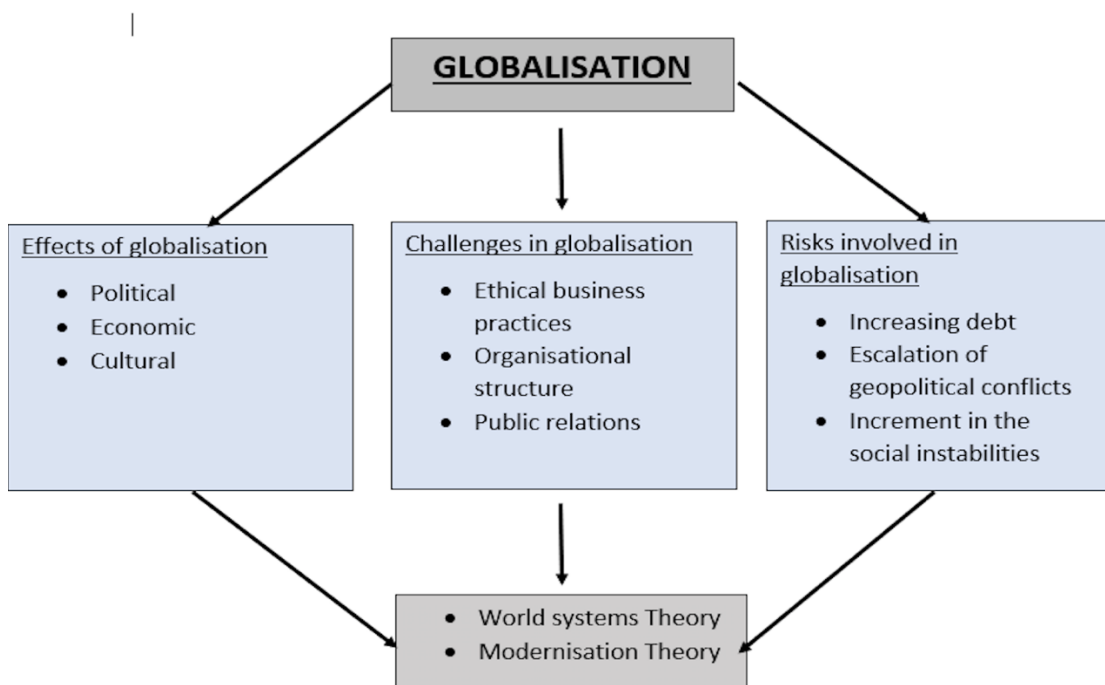


Figure 1. Conceptual Framework (created by author)

2.3 Globalisation as an emerging phenomenon

Globalisation has become a worldwide phenomenon, and it is an intermittent process. As per the view of Cohen (2018), the impact of globalisation differs from time-to-time, but globalisation is often regarded as to impact the overall economy which includes cultural, social, political and economic aspects of the communities.

Globalisation process demonstrates new traits consistently, and it is involved in the new business events of the enterprise slowly with changing the business environment. The implications of the globalisation process and global opportunities available in the market allow free circulation of money, goods, and new worldwide services. From such globalisation approach, the business enterprises often try to sense the available opportunities before the competitors and gain competitive advantage (Hilmersson *et al*, 2017). At present, globalisation is a business trend, and every business enterprise focuses on integrating the globalisation process to their business strategy. The business enterprises follow the globalisation approach to expand the business into the global market. The globalisation approach offers workforce, capital, services, goods, opportunities, benefits, and brand recognition. The globalisation approach comes with numerous strings attached, and recently, some of the successful small and medium-sized enterprises had experienced some several issues due to globalisation (Cohen, 2018). The globalisation process also comes with some responsibilities of the country. Therefore, it could be stated that globalisation provides both opportunities and risks. The question is not related to the issues involved in the globalisation, but the question is about how a business enterprise could take the full advantage of globalisation. The business enterprise focuses on minimising the negative impact of globalisation.

The globalisation approach has been very effective in overcoming the tension between the countries. The large business enterprises focus on expanding its business to the developed countries, but sometimes the origin country of the business enterprise might have tension with the developed hosting country. As suggested by Hopper *et al*. (2017), global business expansion helps in resolving the conflict and tension between the hosting and origin countries. The global business expansion is beneficial for both countries. At present, every country invites foreign

business enterprises to establish their overseas business operations in the given country as they can significantly contribute to the growth of the hosting county's economy. The globalisation process also provides employment and decreases the unemployment rate. So, it could also be stated that globalisation is very beneficial to a country's economy and growth (Craik, 2018). The countries have made some changes in their policies in order to provide some support and relaxation to the business enterprises that are expanding their business in the global market.

2.4 Types of globalisation

The effects of globalisation are divided into three forms, and each form has its effect. These forms of globalisation are discussed below.

- *Economic Globalisation*

The economic globalisation is the increasing economic integration as well as the interdependence of local, regional, and national economies across the world. The integration is carried out through the intensification of cross-border movement of technologies, capitals, services, and goods. As suggested by Cramer (2017), the business enterprises in every sector expand, and their customer's base also increases with their global business expansion. The consumers can choose from multiple options, and this is one of the reasons business enterprises focus on improving the quality of the products and services. The social enterprises also focus on enhancing quality due to this globalisation trend. Lately, the small and medium-sized enterprises were unable to follow the globalisation mainly because of the risks and investments involved in globalisation. Presently, globalisation has become common in small and medium-sized enterprises sector.

- *Political Globalisation*

The governmental actions that take place on the global level could be stated as political globalisation. The government focuses on the welfare of the citizens and the economic growth of the country. As suggested by Hirst and Thompson (2019), the international political body comes up with policies for the business enterprises that are expanding their business in the global market. Business enterprises must follow international policies for business expansion. The responsibilities on the state increases and the policies are very focused on human rights and international trading. Fraternity is developed among countries due to increased interdependence.

The global political bodies are developed to make sure that global business expansion is not creating any negative impact on the societies as well as on the global or environment. Competitiveness is related to the creation of the right environment, with effective and innovative policies, to encourage the productivity of the enterprises operating in the country. Thus, the economies become transformers; it combines procedures, mechanisms and indicators to produce valuable aspects like sustainable development, financial balance or low inflation (Angel Gurría, 2008).

- *Cultural Globalisation*

The cultural globalisation mainly refers to the transmission of values, meanings, and ideas throughout the world and in a way to intensify and extend the social relations (Oliver, 2017). The cultural globalisation could also be stated as one current trend that emerged in the global markets and societies (Auer *et al.* 2017). The people around the world can communicate and exchange their thoughts efficiently and quickly has given rise to cultural globalisation throughout the world.



Figure 2. Aspects involved in globalisation
(Source: Auer *et al.* 2017)

2.5 Challenges of globalisation

As addressed above, it has been proved that the globalisation provides various benefits, including supporting the country's economy and business environment. However, there had been some issues caused by the expansion of global trade. For example, the expansion of global trade was reported to create unfair exchanges between the smaller and larger economies. As argued by Auer et al. (2017), most of the multinational companies (MNCs) from the industrialised economies captured more value mainly because they had more substantial financial leverage. These big MNCs could dictate the advantageous terms of exchange, and this practice could end up victimising enterprises from the developing countries. There are also shreds of evidence indicating the degradation of the environment and society due to the globalisation trend. The world has also witnessed the decrement in food safety, increased consumerism, weakening of the cultural values, unethical labour practice caused by business enterprises (Rosenau, 2017). Business enterprises are often found to face some challenges when they enter a new global market. The section below outlines some of the challenges that have been identified in the existing literature.

- *Ethical Business Practices*

One of the most common challenges that the business enterprise must experience when they enter a new market is related the ethical business practices. Ethical business practices mainly include product safety, labour, corruption, environmental stewardship, and regulatory compliance. As suggested by Rosenau (2017), the factors involved in the ethical business practices crave the path for success or failure of the business firm in the new market. The brand image of the business enterprises could also be influenced by these factors. For example, Nike's brand image in India was hampered when the society came to know that the firm used sweatshirts and low wage workers (Graetz and Franks, 2016). This is one example indicating that the business enterprises must follow the local laws along with ethical business traditions of the international geographies which comply with international policies and standards. There are some strict and strong policies of bribing public officials in order to minimise corruption in the business sector. It becomes essential for

business enterprises to maintain high ethical standards while operating in any of the nations (Rosenau, 2017).

- *Organisational Structure*

The organisational structure could be stated as a hurdle in the process of entering a new market. As suggested by Gunn (2017), international expansion needs enormous capital investments in several aspects along with the specific strategic business unit for managing the operations and accounts. The enterprise may have to hire high-level professionals who help in the execution of the new business operations into the new markets. The business enterprise needs to find some ways to capture the value despite the allocated expansion budget. The enterprise needs to modify its organisational structure according to the new operations in international markets. This might result in an increase or decrease in the employment opportunities of the enterprise. Additionally, changes in the organisational structure may result in changes in the business strategy of the enterprise, which may involve changing their traditional way of operation (Graetz *et al.*, 2016).

- *Public Relations*

Branding and maintaining a positive public image could also be considered as critical components of the business operation. It is reported that building a brand image in the new market and society is a big challenge for many business enterprises during their globalisation process (Oliver, 2017). As commented by Barnard (2017), business enterprises have to come up with marketing strategies for brand and product promotion in the new market and society. The business expansion is very much dependent upon the marketing approaches of the business enterprise.

2.6 Risks involved in globalisation

Apart from several benefits and opportunities provided by the globalisation, there are several risks involved in the globalisation. As suggested by Chira (2016), the risks could be related to the speed of globalisation, indicating that high-speed globalisation could create uncertainties, opportunities, and risks. This is one of the reasons some of the business enterprises tend to focus on slow but steady global

expansion. Some of the risks involved in the globalisation has been discussed below.

- *Growing Debt*

The expansion of business in the new global market requires huge investment and financial resources. This is reported to be a common challenge, particularly for small and medium-sized fashion enterprises since they are often found to have no high turnovers, and that they cannot invest much in their global expansion move. The small and medium-sized fashion of North India tends to seek financial help from the banks or other financial institutions for their global business expansion, as addressed in the study of Rinaldi and Testa (2017). Consequently, growing debts is one of the major risks involved in the globalisation trend. If the business expansion is unable to hold the market, then the business firm might find it difficult to pay off the loans that will gradually increase with interest being charged. The existing market might also be affected due to the growing debts, and eventually, the business enterprise might lose its brand image and reputation in both the domestic and global markets (Oliver, 2017).

- *Escalation of geopolitical conflicts*

The tension and conflicts among the countries are other types of risk involved in the globalisation. As suggested by Rocamora (2016), the business market and production are heavily affected by the tension and conflicts among the countries. The investors could experience a heavy loss due to the escalation of geopolitical conflicts. The conflicts might even result in cross-border military conflict. The entire global economy could be affected due to such geopolitical conflicts.

- *Increment in the social instabilities*

The globalisation approach increases the economy and GDP of the participating countries. As suggested by Benediktsson and Brunn (2015), the globalisation approaches cause uneven income distribution, which eventually creates a negative impact on certain regions and people of the countries involved. This could lead to social tension, which creates a negative impact on economic development and social stability. The social tension could also lead to the increment of populism (Rosenau, 2015).

2.7 Effect of globalisation on the strategies of the small and medium-sized fashion industry.

As addressed above, globalisation comes with several opportunities and risks, and the business enterprises focus on utilising the opportunities at the fullest extent. The small and medium-sized fashion enterprises are found to be willing to take risks for achieving success in the new global market (Barnard, 2017). The fashion enterprises of India have understood the importance of getting involved in globalisation, with the evidence that most of the popular fashion brands of India have already expanded their business into the global markets (Hall, 2016). As suggested by Attir (2019), the e-commerce approach has boosted the business of fashion enterprises. The fashion enterprises that have attained success in the Indian market are focusing on achieving success in the new global markets.

One effect caused by globalisation is that the managing bodies of the fashion enterprises must come up with new strategies and/or modifying existing strategies that implement necessary changes to fit their globalisation process best (Pratomo, and Arif, 2019). The modification or new strategy might involve hiring a local professional with relevant experience in the fashion industry to help the enterprise understand the tastes and preferences of the people in the new market. It involves an up-to-date understanding of the business environment of the new market, which includes political, cultural, economic and legislative aspects of the economy.

According to Pratomo *et al.*, 2019, When a business firm enters a new market, the most important objectives for the enterprise is brand promotion and popularity. The business firm comes with effective marketing strategies and an execution plan that could allow the brand to attract society's attention. The entire business expansion could turn out to be ineffective if the business firm is unable to develop a brand image in a short period of time and especially for the fashion enterprises (Pieterse, 2018). As suggested by Turner and Holton (2015), the enterprise observes increase or decrease in sales in the process of globalisation as not every enterprise is able to achieve success in every market.

2.8 World-Systems Theory

The world-systems theory comprises of a social system which has restrictions, arrangements, rules and regulations and consistency. It binds the conflicting components of the group as each group tries to make amendments in the system for its own advantages (Wallerstein, 1947). According to Wallerstein, the world system is ‘worldeconomy’, which is formed by the market forces rather than political forces, which has more than one interdependent area. These areas are dependent on one another for basic amenities like food, security and energy. Despite interdependence, the political forces of the areas tend to compete continuously in order to achieve the power to dominate other areas and benefit their own area (Goldfrank, 2000). The business enterprises in the developed economies work towards establishing their operations in developing countries to benefit the enterprise from low-cost labour and cost-efficiency. The world economy has experienced one of its most dynamic expansions ever, in the past 15 years, world trade has tripled, and the global stock of foreign direct investment (FDI) has grown five-fold, and the number of patents reached a record 5.6 million (Wallerstein, 1947). Consumers often focus on brands that are already famous and popular in the market. Hence, it becomes challenging for fashion enterprises to enter a new or foreign market and establish their market place. An effective business strategy with a well-structured execution plan is the only way for fashion enterprises to attain success in the global market. A fashion enterprise needs to identify cost-effective ways and economies, to begin with, expansion in the international markets to become a part of worldeconomy (Wallerstein, 1947). As suggested by Cvetkovich (2018), it has been observed that small and medium-sized fashion enterprises using the same strategies in the global market. The fashion enterprises have a belief that their existing business strategy is effective, and it could build the required brand image in the new market. The business enterprises have to focus on implementing some changes in the strategies because the behaviour of the new market may be different from the existing market. Before establishing the business in the new market, the managing bodies of the enterprises observes and analyses the market for making changes in the strategies or coming up with new strategies (Turner and Holton, 2015).

2.9 Modernisation Theory

The modernisation theory enlightens a process which integrates social, political, and economic aspects which are important for economic development and industrialisation (Eisentadt 1966; Hountondji 1996). The modernisation theory states that modern economies are more fruitful as compared to traditional. (Add stuff) The theory also states that globalisation is the process of spreading modernisation across the borders. The communication between the countries has seen significant growth due to globalisation (Mocombe, 2018). The countries are becoming modern and developed mainly due to globalisation. The theory states that globalisation has a great emphasis on international integration.

The fashion enterprises must come up with a business strategy that helps the enterprise to build a brand image in the new market. The business strategies allow enterprises to establish a stable business in the new market. The business strategies also cover up the organisation's structure, values, ethics, and policies. As suggested by Joyner *et al.* (2018), international policies get integrated into the organisation's structure and business strategies. The business firm needs to make sure their business operation is not breaching any kind of policies or ethics. The business strategies allow business enterprises to attain competitive advantage after business gets established in the global market. The business strategies enable the firm to meet the market demand and makes sure the business operation is running smoothly. The strategies must be made according to the market and society.

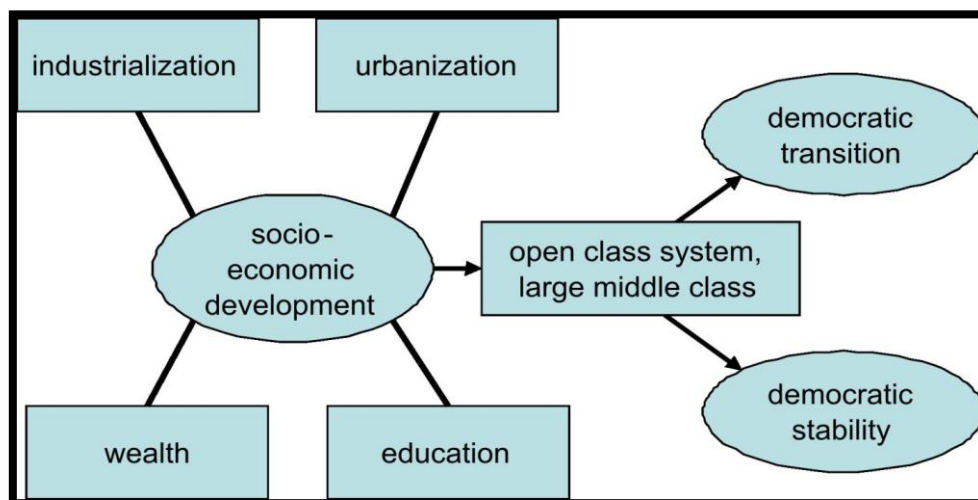


Figure 3. Modernization Theory
(Source: Joyner *et al.* 2018)

2.10 Possible effects of globalisation process on the enterprises

The globalisation is mainly carried out by business enterprises that have attained success in the existing market. Business enterprises enter the global market for increasing sales, growth, revenue, profit, and production. The business enterprises focus on attaining market share as fast as possible in the global market. Globalisation could be considered as a business expansion approach, and the entire business structure and strategies could change due to globalisation (Gozgor and Ranjan, 2017). Apart from business enterprises, society and consumers also attain profit due to this globalisation approach. International policies allow business enterprises to establish a business in the global market. The business enterprises must follow both countries' policies as well. The trading process of the business firm also may change because they have to deliver the products to different countries.

The production of the business firm may also change mainly because the product demands increases, and the firm needs to meet market demand. In the fashion sector, the goods are transported from one country to another country, so the manufacturing house needs to increase their production and efficiency. The business firm experiences an increment in the sales, profit, and revenue to the globalisation (Potrafke *et al.*, 2015). The performance of the business enterprise changes due to globalisation and the business enterprise becomes more dominant in the existing market.

2.11 Gap of literature

Having reviewed the existing literature in pertinent areas, the researcher finds that the existing works of literature provide inadequate information and data about the effects of globalisation on the business strategy of fashion SMEs in North India. For instance, not many studies were conducted to deeply explore and analyse the current trends and the comprehensive effects of globalisation on enterprises. Furthermore, the specific impacts of globalisation on the firm's business strategy are not clearly defined in the existing literature. The theories addressed above are old enough but still have impact in the global world.

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction

The research methodology is the backbone of the research. This chapter provides an insight to the reader regarding the method of data collection and the reason for the selection of a specific process by the author. In this chapter, the researcher addresses the selected research philosophy, approach, design, and data collection methodology to collect authentic and relevant data for analysis. Research methodology can be a mix of different methods and techniques. This research adopts a quantitative approach and a primary data collection method, i.e., the data is collected by the researcher directly by surveying the managerial employees of small and medium-sized enterprises in north India. The primary data collection method makes the research more authentic and reliable.

3.2 Research Onion

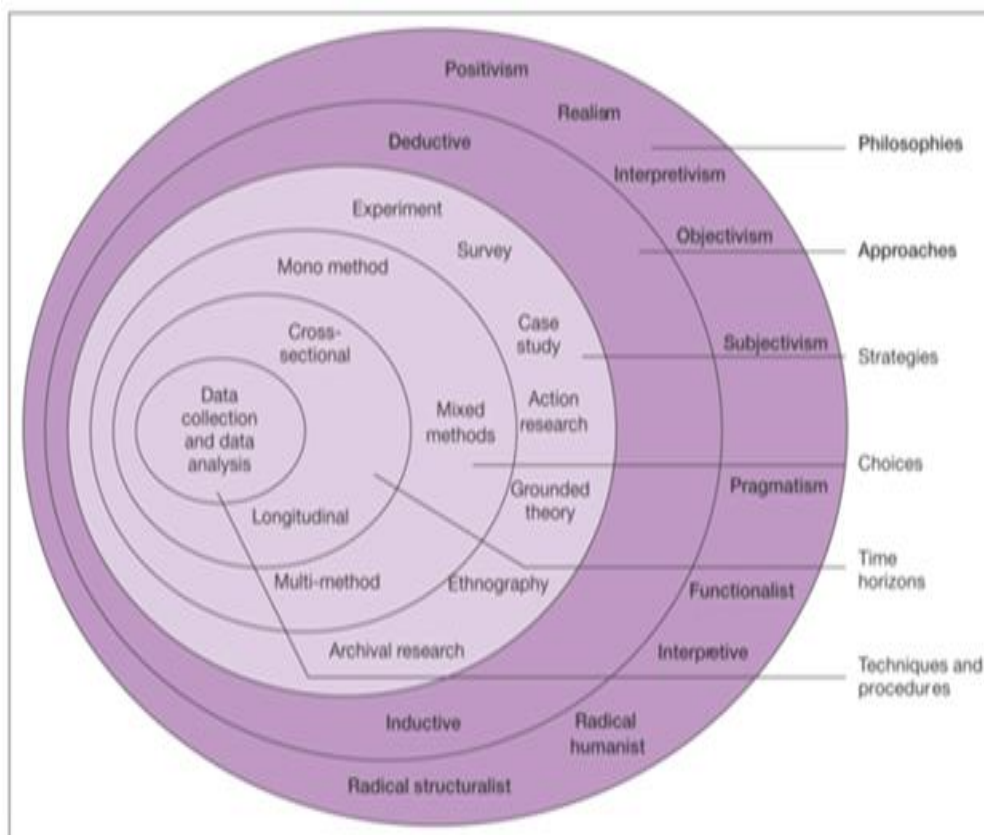


Figure 4. Research Onion
(Source: Disman *et al.* 2017)

3.2 Research philosophy

The research philosophy is a blend of beliefs and suppositions regarding the methodology and source of data collection for the development of knowledge. The method and way of data collection are selected at the starting of the research. The research philosophy outlines a framework to select an appropriate methodology amongst different alternatives, which best suits to answer the research question (Quinlan, 2011). With respect to the research onion, research philosophy is broadly categorised into positivism and interpretivism. The positivist research approach is adopted to collect data leading to exposure to the truths accurately. The positivist approach is an observable social outcome which is suitable for this study. As suggested by Walliman (2017), positivism philosophy is reliable because it involves actual observations which provide factual data. In a Positivism approach focuses mainly on the data collected rather than seeking opinions, the researcher is independent and requires marginal interaction with the research participants (Disman et al. 2017); Quinlan, 2011). The positivist approach uses a simple survey including several questions which allow the researcher to gather data about the research question and research objective. Some researchers criticise the positivist approach as it limits the information received with the help of a short survey (Anderson 2013).

On the other hand, the interpretivism research philosophy involves the collection of data through interviews and interpretations (Disman et al. 2017). The interpretive approach is subjective, which is not suitable for this study. The research studies the effects of globalisation on SMEs of the fashion industry in North India, the interpretive approach may lead to the researcher losing direction as there can be various interpretations and a large volume of data collected in the relevant research area (Anderson 2013). The large volume of data needs to be analysed timely and adequately to achieve the required results. Therefore, the researcher used positivism research approach to get the desired results.

3.3 Research Approach

The research approach involves the steps of assumptions of data collection method, interpretation, and analysis of data. There are three kinds of research approach, 1) inductive, 2) deductive and, 3) abductive (Quinlan *et al.*, 2019). According to Quinlan *et al.*, the inductive approach is used for a study which tends to understand a phenomenon. The inductive approach is mostly used to analyse qualitative data for a study. On the other hand, the deductive approach is mostly used in a study which has developed a hypothesis from the existing literature. This study adopts a deductive approach which develops a hypothesis from existing literature, which is analysed further towards more specific findings (Sekaran *et al.*, 2016). While, the deductive approach involves the extraction of the facts and information from existing literature, whereas the inductive approach allows researchers to form a new theory from the available data (Quinlan *et al.*, 2019). The third research approach is abductive research approach, which is used for a study which addresses incomplete findings or surprising pieces of evidence which are found at the beginning of the study. After careful consideration, the author uses the deductive approach to find the effects of globalisation on the strategy of small and medium-sized enterprises in North India.

3.4 Research Design

Research design is a plan of tasks and methods which are used to answer the research question. According to Jackson (2015), the research design outlines a framework involving several tasks combined by the researcher to study the research problem efficiently. Generally, there are three types of research designs, namely – exploratory, descriptive, and explanatory. This research is based on descriptive research design because it tends to find answers to the research question (Stage and Manning, 2015). The descriptive study includes a series of questions for responders and analysis of the data collected through the survey.

3.5 Data collection

There are two types of data collection methodology – qualitative and quantitative. Qualitative data collection methodology helps a researcher to build the theories and literature from the data findings. Whereas, quantitative data collection methodology involves statistical calculations and analysis of the data collected through a primary source – survey (Mai, 2016). This research adopts quantitative data because it includes data collection by a primary method, which is a survey.

Quinlan *et al.* (2015) explained that the researcher should collect data which is relevant to answer the research question and should target individuals whose responses will enable the researcher to derive to a conclusion regarding the research question. Data is categorised as primary and secondary. As suggested by Nardi (2018), this research uses primary data collection method for gathering responses from 164 high-managerial employees of the small and medium-sized fashion enterprises in North India. Primary data collection involves the collection of data directly by the researcher, for instance, sending out a survey to the participants, whereas, secondary data collection method consists of the collection of data indirectly, for example, extracting data from previous case studies, journals, books or articles (Knocke *et al.* 2017). The employees working as assistant managers, managers, and senior board members of small and medium-sized enterprises of the fashion industry in North India, are taken into consideration because they have an in-depth overview of the strategy of the organisation which they work in. This provides a purposeful sample for the research.

The method of selecting a unique subset of population for data collection is called sampling. The number of participants in the sample is known as the sample size. The research conducts a survey to gain authentic and reliable data which can be used in further research. The sample size is assumed or calculated while planning the research. For this study, the data is collected from 164 respondents who possess a high-managerial job position in small or medium-sized fashion enterprise in North India. The collected data is analysed and presented in graphs in the next chapter.

As suggested by Beam (2017), a survey comprises of statements related to the research question. The survey contains statements relevant to this study, which are developed from the existing literature. The questions in the survey for this study

help the researcher to study the effects of globalisation on the business strategy of the SMEs of the fashion industry in the North. The participants are expected to respond to the nine given statements with the prearranged options – strongly agree, agree, neutral, disagree, strongly disagree. Participants are expected to answer the survey questions based on their expertise and knowledge. According to the researcher, high-managerial employees are taken into consideration because they have proper in-depth insights into the business strategy, which will help to answer the research question.

3.6 Ethical consideration

The most important consideration for this research is the confidentiality as the data collected is based on the strategy of the enterprises. Such data is highly sensitive and valuable for other players in the market. The research is undertaken within the ethical guidelines of the National College of Ireland. The data and information collected from the survey are used in original form without any changes. A brief is provided before the survey, which contains valuable information like the duration of the survey, instructions to voluntarily answer the question and purpose of the survey. The details of the participants will be kept highly confidential, and data will be used for academic purpose only. It is ensured that the participants take part voluntarily and can exit the survey at any point.

3.7 Summary

This chapter explains the methodology undertaken to collect essential data to answer the main research question. The research has been conducted through a positivist quantitative approach and a descriptive research design to get the required results while keeping in mind all the other factors of this research. Research methodology chapter helps the reader to understand the way research has been conducted and what is expected from the study. One of the best suitable ways to understand the research question and engage with participants is to use the above-discussed methodology.

CHAPTER 4: DATA FINDINGS

4.1 Introduction

This chapter comprises the survey questions, and the answers received from the participants. The data collected from the survey provides reliable and factual data on the effect of globalisation on the internal strategy of fashion SMEs in North India. The questions are well-structured and linked to the main research question. There are nine statements related to the main research question. The participants were expected to respond to the statements with the pre-set options – strongly agree, agree, neutral, disagree, strongly disagree. The next section depicts a graphic representation of the data collected for each question with a brief description of the responses from 164 participants.

4.2 Questionnaire and findings

4.2.1 Globalisation is the process by which an organisation develops international influence and/or start operating on an international scale.

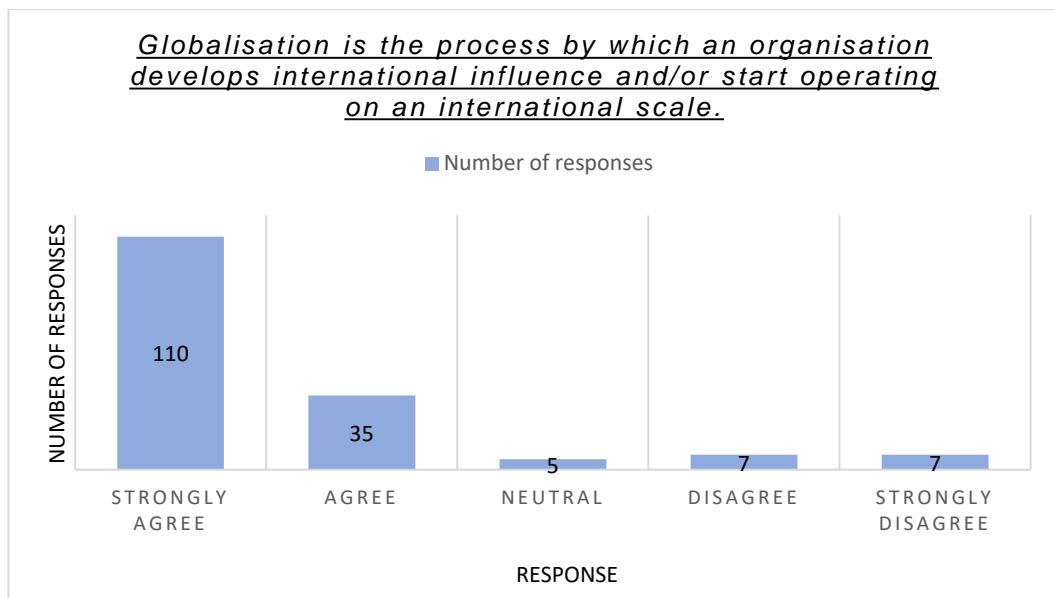


Figure 5. showing graphical representation of responses for first question of the survey.

Response	Percentage %	Number of responses	Total number of participants
Strongly agree	67	110	164
Agree	21.3	35	164
Neutral	3	5	164
Disagree	4.2	7	164
Strongly disagree	4.2	7	164

Table 1. representing responses for the first question of the survey

The survey results show, 67% of 164 participants (110 participants) strongly agree, and 21% of 164 participants (35 participants) agree that globalisation is the process in which an organisation/enterprise starts operating in international markets or develops international influence. Only 3% participants (5 participants) answered in neutrality. 4% of the participants (7 participants) disagree, and another 4% of the participants (7 participants) strongly disagree with this question. The main finding from this question is that majority of the participants strongly agree that globalisation is the process of expanding current business operations in an international market, merger with an international firm for expanding in a new market, or acquisition of a firm for starting operations in the new market.

4.2.2 Globalisation has a positive impact on small-medium enterprises in North India.

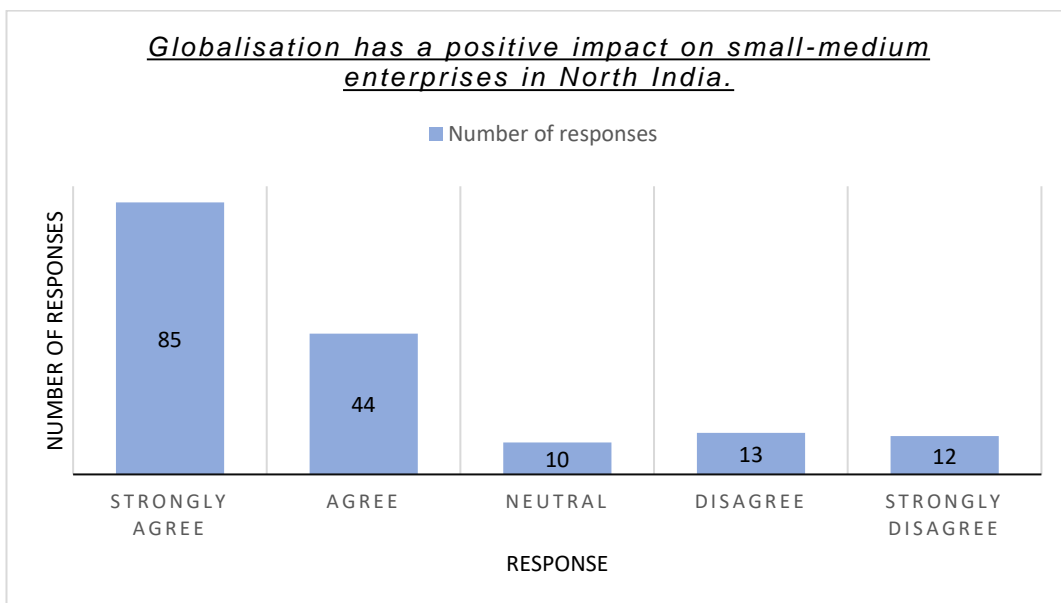


Figure 6. showing graphical representation of responses for second question of the survey.

Response	Percentage %	Number of responses	Total number of respondents
Strongly agree	51.8	85	164
Agree	26.8	44	164
Neutral	6	10	164
Disagree	7.9	13	164
Strongly disagree	7.3	12	164

Table 2. representing responses for the second question of the survey

The data showed, nearly 52% of participants (85 participants) strongly agreed, and 27% participants (44 participants) agreed that engaging in the process of globalisation has a positive impact on their organisation. 6% of participants (10 participants) answered in neutrality about the impact of globalisation on their organisation. Whereas about 8% of participants (13 participants) disagreed and 7.3% participants (12 participants) strongly disagreed on having a positive impact of globalisation on their organisation. The main finding from this survey question is that globalisation has a positive impact on SMEs in North India. Nearly 15% of the participants didn't agree to the question, which implies their organisation had a negative impact from globalisation. With the emerging globalisation trend, new enterprises are entering Indian markets to benefit their organisation from low-cost labour and low-cost of production. Due to an increasing number of enterprises entering Indian markets, it poses competition for the existing enterprises of the Indian markets. This is one of the reasons for the negative impact of globalisation on some enterprises.

4.2.3 Globalisation affects the internal strategy formulation of your organisation.

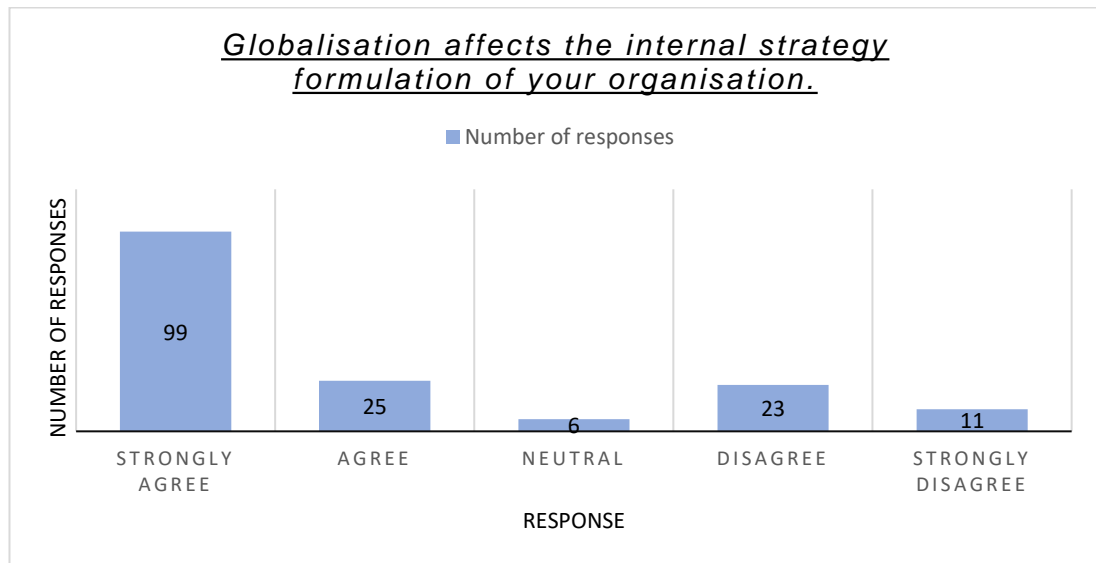


Figure 7. showing graphical representation of responses for third question of the survey.

Response	Percentage %	Number of responses	Total number of respondents
Strongly agree	60.4	99	164
Agree	15.2	25	164
Neutral	3.6	6	164
Disagree	14	23	164
Strongly disagree	6.7	11	164

Table 3. representing responses for the third question of the survey

The third question relates to the changes in the internal strategy formulation of small and medium-sized fashion enterprises due to globalisation. Out of 164 participants, nearly 60% of participants (99 participants) strongly agreed, and 15 % of participants (25 participants) agreed to the fact that globalisation has affected the internal strategy of their enterprise. 3.6% of participants (6 participants) responded neutrality regarding this concern whereas, 14% of participants (23 participants) disagreed, and 6.7% of participants (11 participants) strongly disagreed for the statement that globalisation affects the internal business strategy of their organisation. The main finding from the third question of the survey is that nearly 20% of the participants disagree with the statement that globalisation affects the internal strategy formulation for their organisation. As discussed in the previous

section, not all enterprises are affected by globalisation. Some of the enterprises are successful in the new markets with their existing internal strategy. This is one of the reasons of globalisation not affecting the internal strategy formulation of some organisations. On the other hand, nearly 70% agreed to the third question of the survey.

4.2.4 Globalisation has increased the supply of resources such as labour, raw material, technology, and capital, of your organisation.

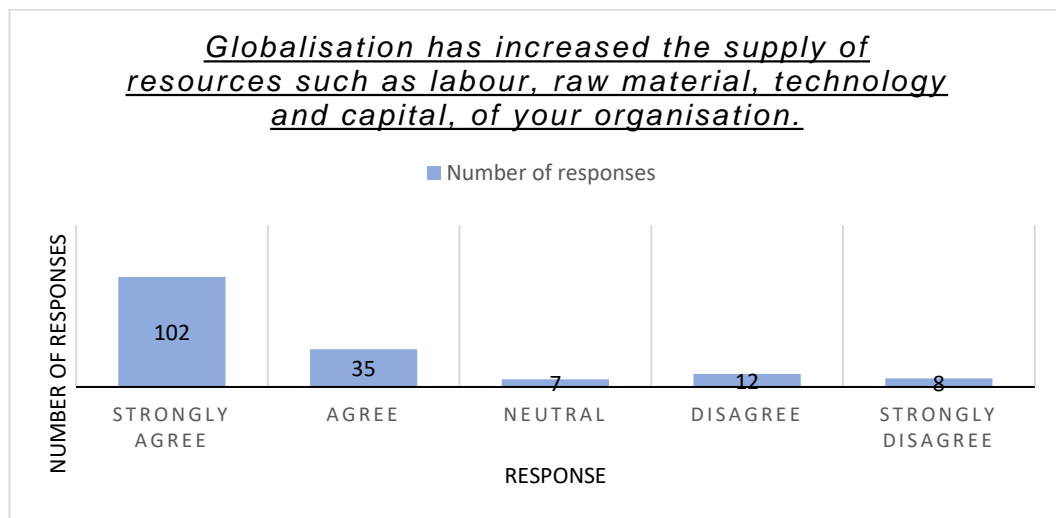


Figure 8. showing graphical representation of responses for fourth question of the survey.

Response	Percentage %	Number of responses	Total number of respondents
Strongly Agree	62.5	102	164
Agree	20.5	35	164
Neutral	3.9	7	164
Disagree	7.3	12	164
Strongly disagree	5.6	8	164

Table 4. representing responses for the fourth question of the survey

According to the data collected, 63% of participants (102 participants) strongly agreed, and 20% of participants (35 participants) agreed that globalisation increases the level of harmony amongst the countries by enabling them to share resources

such as labour, raw material, technology, and capital. While 4% of participants (7 participants) responded with neutrality for this question. Out of a total of 164 participants, 7% of participants (12 participants) disagreed, and nearly 6% of participants (8 participants) strongly disagreed to the statement. The main finding from the fourth question of the survey is that 83% of the participants believe that globalisation has increased the supply of resources for their organisation. With eased communication and transportation, it is now easier for organisations to lower their cost of production and increase the supply of resources from numerous options available throughout the world. The SMEs have low capital and resources are compared to MNCs; globalisation has eased the supply of resources for SMEs. This is one of the effects of globalisation on SMEs.

4.2.5 Globalisation has a positive impact on the sales of your organisation.

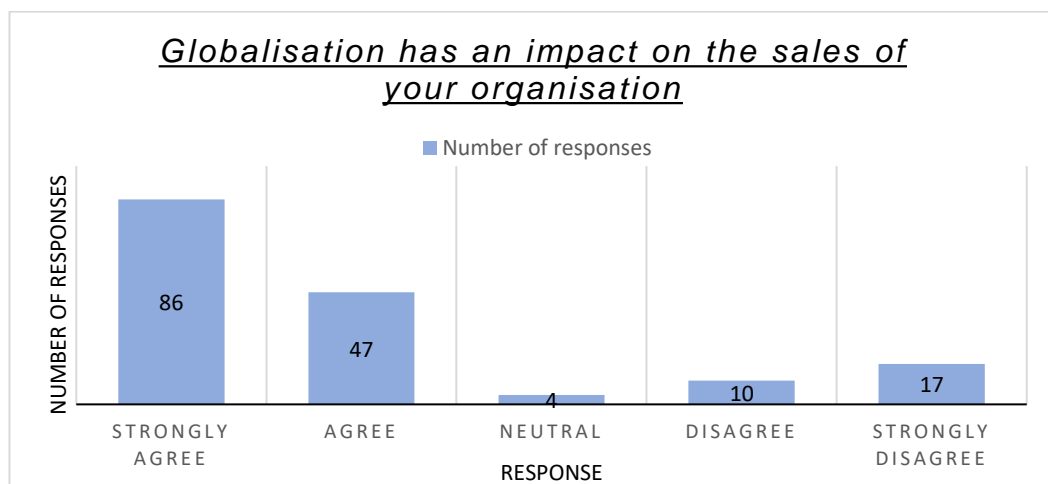


Figure 9. showing graphical representation of responses for fifth question of the survey.

Response	Percentage %	Number of responses	Total number of respondents
Strongly agree	52.4	86	164
Agree	28.6	47	164
Neutral	2.4	4	164
Disagree	6	10	164
Strongly disagree	10.3	17	164

Table 5. representing responses for the fifth question of the survey

The data reveals, 52% of participants (86 participants) strongly agreed, and 29% of participants (47 participants) agreed on the fact that globalisation has impacted the sales of their organisation. Only 2% of 164 participants (4 participants) answered in neutrality. Whereas 6% of participants disagreed (10 participants) and 10% of participants (17 participants) strongly disagreed on being asked about the impact of globalisation on the sales of their organisation. The main finding from the fifth question of the survey is 81% of the participants agree that the sales of their organisation have increased with expansion in international markets. Only 16% of the participants disagreed to the fifth question. This question implies globalisation has been beneficial for the majority of SME's for the sample size of the survey.

4.2.6 Globalisation has increased competition amongst SMEs.

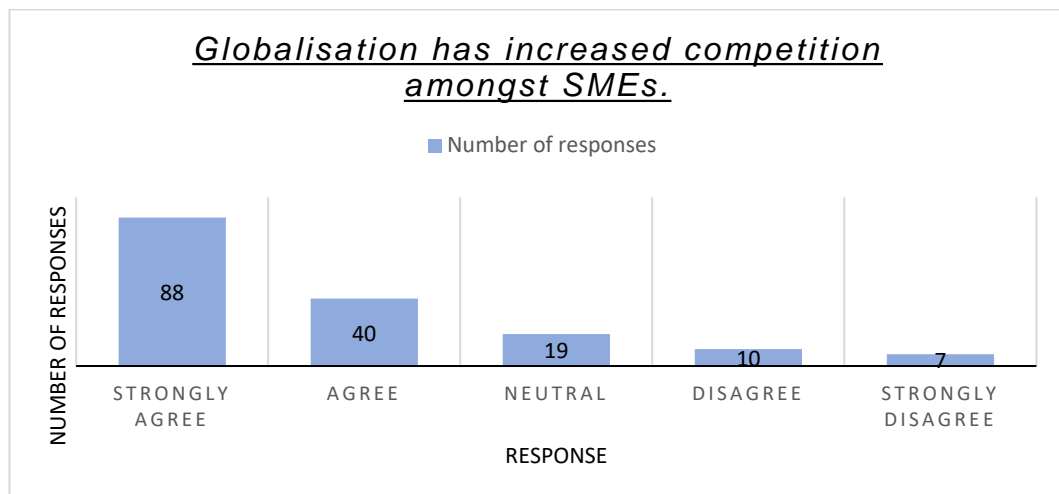


Figure 10. showing graphical representation of responses for sixth question of the survey.

Response	Percentage %	Number of responses	Total number of respondents
Strongly Agree	53.6	88	164
Agree	14.6	24	164
Neutral	11.5	19	164
Disagree	6	10	164
Strongly disagree	14.2	23	164

Table 6. representing responses for the sixth question of the survey

For enquires about the increased competition amongst the enterprises due to globalisation, nearly 53% of the participants (88 participants) strongly agreed and 24% of the participants (40 participants) that the globalisation has resulted in increased competition amongst SMEs. Out of the rest of participants, approximately 11% participants (19 participants) gave neutral response whereas, nearly 6% participants (10 participants) disagreed and 4% participants (7 participants) strongly disagreed on being asked whether competition increases amongst SMEs due to globalisation. The main finding from this research is 68% of the participants agreed that competition has increased among SMEs. The competition is related to products and services, costs and revenue, market share, or technology advancement. Another reason for increased competition is the new firms entering new markets. The customers have a large number of choices to choose products and services which best suits their requirement. The customers prefer high quality with low price. This results in increased competition for SMEs.

4.2.7 New enterprises entering new markets has changed customer preferences in the fashion industry in India.

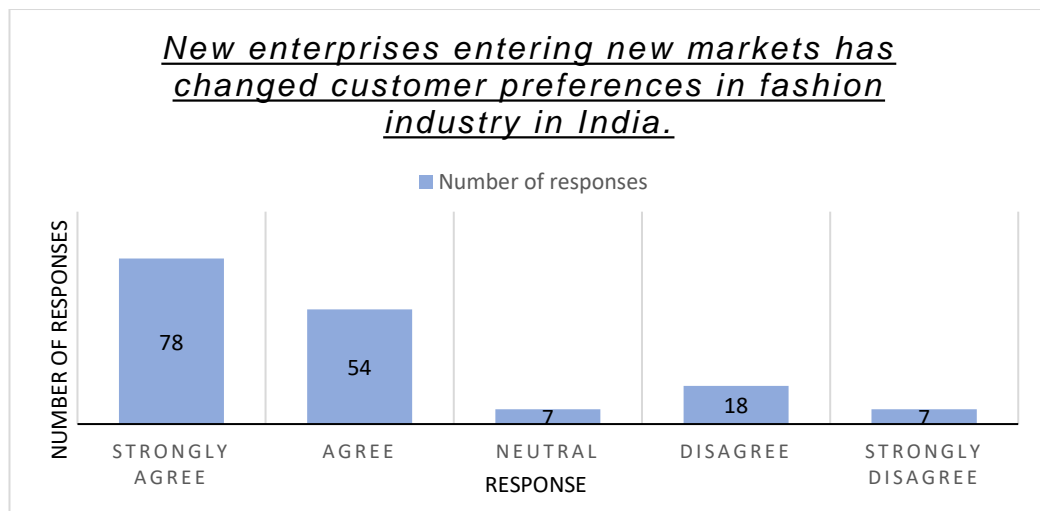


Figure 11. showing graphical representation of responses for seventh question of the survey.

Response	Percentage %	Number of responses	Total number of respondents
Strongly agree	47.5	78	164
Agree	33	54	164
Neutral	4.2	7	164
Disagree	11	18	164
Strongly disagree	4.2	7	164

Table 7. representing responses for the seventh question of the survey

From the data collected, it is shown that 47.5% participants (78 participants) strongly agreed and 33% participants (54 participants) agreed that new enterprises entering new markets had changed customer preferences in the fashion industry in North India. Approximately 4% of the participants answered in neutrality about this statement. While out of remaining participants, 11% participants (18 participants) disagreed and 4% participants (7 participants) strongly disagreed to the fact that globalisation has changed customer preferences due to new enterprises entering new markets. The main finding from the seventh question of the survey is that most of the respondents agree that new firms entering new markets has changed consumer preferences. Due to the increasing number of firms, consumers have more options to choose from. The consumers have various alternatives to choose the best quality product or best service provider at low cost (Jeansson et al. 2017). According to data collected, very few SMEs still have customers who prefer the local enterprise despite the new brands or enterprises entering their economy.

4.2.8 Globalisation has increased the demand for foreign goods.

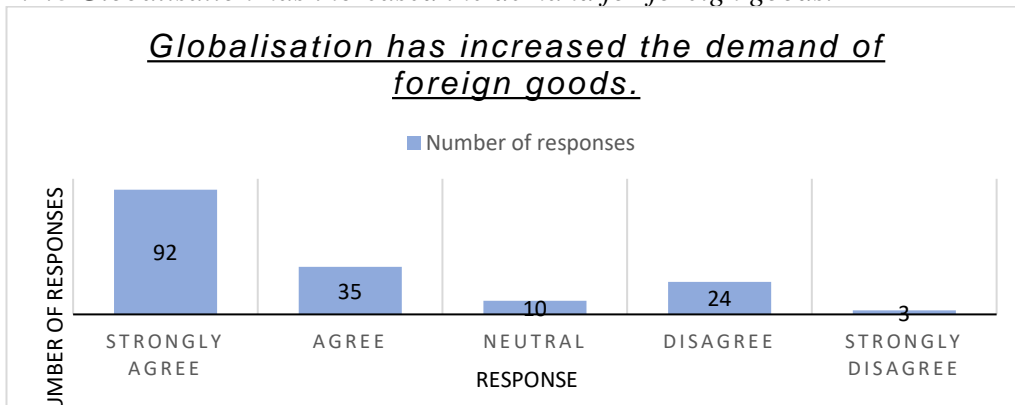


Figure 12. showing graphical representation of responses for eighth question of the survey.

Response	Percentage %	Number of responses	Total number of respondents
Strongly Agree	56	92	164
Agree	21.3	35	164
Neutral	6	10	164
Disagree	14.6	24	164
Strongly disagree	1.8	3	164

Table 8. representing responses for the eighth question of the survey

According to the knowledge and experience of 164 respondents, working at a high-managerial level in fashion SMEs in North India, nearly 56% of the participants (92 participants) strongly agreed, and 21% of the participants (35 participants) agreed that there is an increased demand of foreign goods due to globalisation. Whereas 14.6% of participants (24 participants) disagreed for the statement and 1.8% participants (3 participants) strongly disagreed on being asked whether globalisation increases the demand for foreign goods. Out of 164 participants, 6% of the participants answered neutrality regarding the increase of foreign goods due to globalisation. The main finding from the eighth survey question is a majority of high-level professionals have seen that globalisation has increased the demand for foreign goods. As discussed above, the customers get various options to choose amongst different alternatives available in the economy (Jeansson et al. 2017). The customers prefer foreign goods as compared to the local products as it provides recognition of owning something different from other customers, which later becomes a trend and people start preferring foreign goods rather than local goods.

4.2.9 Globalisation has led to reduced tariffs and barriers for SMEs in North India.

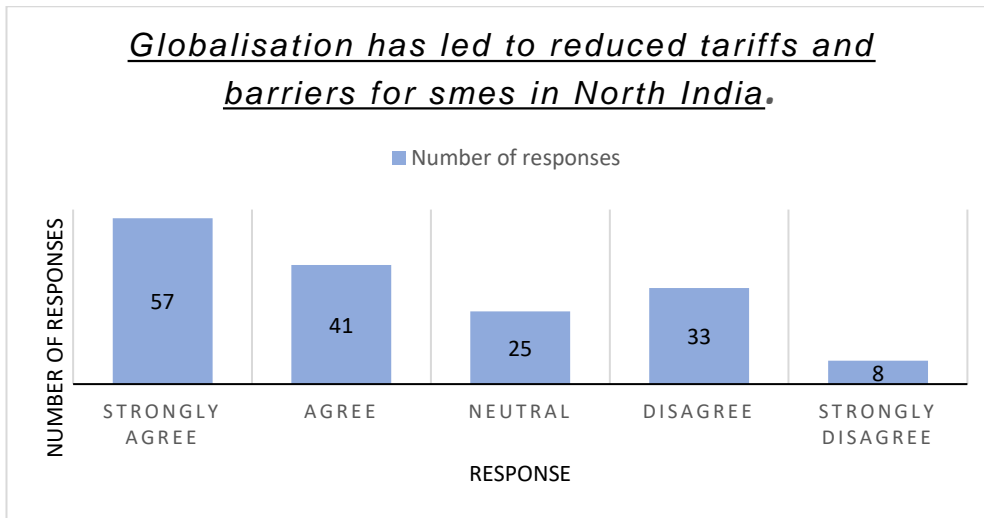


Figure 13. showing graphical representation of responses for ninth question of the survey.

Response	Percentage %	Number of responses	Total number of respondents
Strongly agree	35	57	164
Agree	25	41	164
Neutral	15.2	25	164
Disagree	20.1	33	164
Strongly disagree	4.8	8	164

Table 9. representing responses for the ninth question of the survey

From the data collected through the survey, 35% participants (57 participants) strongly agreed, and 25% participants (41 participants) agreed that globalisation has led to reduced tariffs and barriers for SMEs in North India. 15% of participants (25 participants) answered in neutrality. Out of the remaining participants, 20% of participants (33 participants) disagreed, and nearly 5% of participants (8 participants) strongly disagreed to the statement. With increasing globalisation trends, communication and transportation have improved massively. The government, legislation and international governing body have reduced tariffs and barriers for SMEs in order to benefit and grow their economy. This is one of the effects of globalisation on SMEs acknowledged in this study.

CHAPTER 5 DISCUSSION

The literature suggests there are various changes in the internal strategy of the enterprise during different steps stages of the globalisation and internationalisation process. The working of the business, structure, policies and strategy formation have changed over the years due to emerging global trends. According to Yoder et al. (2016), the enterprises implement changes depending on the market trends to take advantage of the opportunities available in the market because of globalisation. Also, the marketing trends used by the enterprises have changed over time as now they undertake marketing in different ways in different markets to attract different kinds of customers across the globe. According to Palaniswamy and Duraiswamy (2018), it is essential for the business firms to make certain changes in the existing strategies; the strategies do not need to be completely changed because the same strategies have assisted the enterprise in attaining success in the existing market.

As suggested by Lupton et al. (2018), the market's behaviour has changed due to globalisation. The business enterprises tend to expand their business to the global markets focus on providing their products and services to build up a brand image which is recognised in different markets across the globe. According to Suzuki and Okamuro (2017), consumers prefer a well-known foreign brand over the home-country made products. A brand image is achieved by enterprises because globalisation has eased communication and transportation throughout the world, which enables enterprises to communicate with consumers in different markets easily and effectively. As revealed by survey results, 64% of participants agree that globalisation has increased the demand for foreign goods. The consumers are able to choose from a large number of options as goods and services are available from different economies throughout the world without the hassle and barriers like communication, transportation, and technology. The people in the country also get benefits as they have access to international goods and services at reasonable prices while being in their home country (Jeansson et al. 2017). Due to globalisation and customers getting more accessibility, the value for money and customer satisfaction has increased. According to Hilmersson et al. (2017), when a business enterprise enters a new market, they provide reasonable products and services to the customers

in order to establish their presence in the new market. This works hand-in-hand benefitting both the customers and the enterprise. Another observation from data says globalisation has improved communication, transportation and technology. As suggested by Graetz and Franks (2016), business enterprises tend to bring technology and techniques from the existing market to the new market. The globalisation is incomplete without enterprises being able to send their products to different countries with accessible and quick transportation facilities (Hyde and Higgs, 2016). There is a greater exchange of transportation facilities, communication and exchange of technology amongst economies.

According to He et al. (2019), the demand of a product gets distributed among the different competitors and the new entrants in the market which reduces the share of the existing enterprises in the market. Globalisation has resulted in increased competition, as depicted in the data findings from the survey. The enterprises tend to gain a competitive advantage in the existing market, and this results in the next step of expansion, which is globalisation. A business enterprise gains competitive advantage with its effective strategy formulation with respect to the market trends and advancements in technology. According to Pratomo and Arif (2019), The business enterprise gains a competitive advantage in the existing business environment due to globalisation. The business operations and functions are made flexible to adapt to changing the business environment. The policies, procedures, strategy, operations, structure, and functioning of the enterprise undergoes through changes in the process of becoming global. The working environment provided to the employees by the organisation is improved to conform with international business standards due to globalisation (Iizuka and Katz, 2015). The survey results represent the same; nearly 74% of the participants agreed that business functions and operations are influenced by business expansion strategy.

As the data is collected from high-managerial professionals of the fashion SMEs in North India, it suggests that globalisation is composed of opportunities and risks. There are ample of opportunities when an enterprise steps in a new market after careful consideration of internal and external market forces; this is the reason for emerging trends of globalisation in every sector. The enterprises tend to take risks for achieving success in the new markets (Kara and Firat, 2018). In the process of

globalisation, the business enterprises of the developed economies focus on establishing their business in other developed or developing economies (Hall, 2016). The enterprises expanding globally help in easing the tension between different economies, as both the economies get benefits of new products and services emerging in their markets. On the other side, there might be tension between economies which can pose as a risk for an enterprise operating in the differing country. The globalisation of enterprises can overcome this tension between different economies to give a boost to their economy and increasing productivity (Krugman, 2017).

International policies play a major role in globalisation. According to Maladzhi (2015), international policies are flexible to encourage business enterprises to operate in different economies. To further add, the international policies and financial institutions provide funding and assistance with the enterprises which are willing to enter their economy, which helps in boosting the overall economy. The international policies ensure that the business operations remain unaltered by specific country policy and government. According to Rogers et al. (2016), international policies play a major role in influencing the business environment and process of globalisation for an enterprise.

As suggested by Hilmersson et al. (2017), when an SME enters a new international market, it focuses on providing products or services at a reasonable price to establish a brand image in the first place. This is beneficial for both – the consumers and the enterprise. According to Levitt (1983), the enterprise tends to expand in the neighbouring international markets when it is able to achieve a competitive advantage in its local market. This is the first stage of the globalisation process. The data collected depicts that there is greater competition amongst SMEs and a change in customer preferences due to the process of globalisation. According to Gozgor and Ranjan (2017), globalisation has increased interdependence amongst economies. The cross-border trade of goods and services is influenced by economic globalisation (Maladzhi, 2015).

There is also a cross-border integration of different cultures, values, and ideas across the globe because of globalisation. But not everyone in the economy accepts the change. People in the economy can be resistant to change.

CHAPTER 6: CONCLUSION AND RECOMMENDATION.

6.1 Conclusion

The main research aim of this study is to understand and analyse the effect of globalisation on the business strategy of small and medium-sized fashion enterprises in North India. The research mainly focused on SMEs because SMEs is a major contributor to the Indian economy. The literature used in the study illustrates that the fashion SMEs in North India are indulging into the globalisation process for expanding their operations in international markets. Globalisation has become a business trend which is being followed by a majority of SMEs as well as MNCs. According to data collected, majority of the fashion SMEs have seen a positive impact on the sales, increased supply of resources, increased competition, change in consumer preferences, and reduced tariffs and barriers due to emerging and evolving globalisation trends. It is observed that SMEs tend to take risks to achieve success in the global markets. The internal strategy of the SMEs is affected by the international policies, government of different economies, rules and regulations of specific countries, and area of operations. The SMEs are following globalisation trends similar to MNCs as they see the potential of growing in the new markets by targeting the customers with good quality products at lower prices. This is the reason every business enterprise is focusing on expanding the business to the global market.

The first objective of the study was to understand the concept of globalisation and the survey questions were prepared to understand the effects of globalisation on the internal strategy of fashion SMEs in North India. The first question of the survey analysed the knowledge of customer regarding globalisation. Majority of the participants know the meaning of globalisation as it is a modern trend, and the participants were high-managerial employees of fashion SMEs in North India. The globalisation trend has developed gradually, which has helped in resolving the tension and increasing harmony between the countries. Globalisation has improved the ties between different economies, which has increased the supply of resources such as low-cost labour, production efficient technology, effective communication ways, and decrease in barriers amongst different markets.

The other objective of the study was to analyse the positive and negative effects of globalisation on Fashion SMEs of North India. According to the real-time experience of high-managerial professionals of the fashion SMEs, globalisation has a positive effect on the sales of their enterprise and has benefited the enterprise with an increased supply of efficient resources. The internal strategy of fashion SMEs has to be shaped, keeping in mind the capability to expand, the international standards, and the laws and rules of the different economies. Apart from the positive effects of globalisation on the business strategy of fashion SMEs in North India, there are several negative impacts also. The SMEs in the existing market has faced increased competition from the new enterprises entering their existing markets. The market share of the existing enterprises is taken up by new firms as they tend to offer a variety of products or services at a low cost to capture the customer's attention and build a brand image.

6.2 Research limitations

There are few limitations linked with the research work. Firstly, the research could have been more reliable if the sample size was increased to achieve remarkable results. Secondly, the survey included a few statements for the respondents to agree or disagree due to which the area of analysis became limited. The area of research could be better if more time was allotted for this study. Another limitation was the delay in participants responses. The survey was sent out to a lot more high-managerial employees, out of which the author received 164 responses only. The response collected from the participants has been interpreted by the author in relation to the research aim.

6.3 Future scope of the study

The effect of globalisation is a wide topic; there is a scope to research further on this topic. This study has given future researchers the opportunity to deeply research into the effects of globalisation on the business strategy of the SMEs of the fashion industry in North India. The research has not covered some of the globalisation effects due to time and budget constraints, and future research can cover the other effects of globalisation on the business strategy of the SMEs on the fashion industry in North India.

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APPENDICES

Appendix 1.

Information sheet

Dear participants,

My name is Mehak Chhabra. I am pursuing M.Sc. in management. I am conducting a research, along with Dr. Yanyi Wang, on the effects of globalisation on the strategy of small and medium fashion enterprises in North India.

It would be very helpful if you spare 15 minutes to contribute in this research. All responses will be kept highly confidential.

Please note, participants are free to withdraw at any point of time. The survey is designed to collect data from high-level management members who formulate strategy for small or medium fashion enterprise in North India.

If you have any questions about the survey, Please email at: mehakchhabra23@yahoo.com

I've invited you to fill in a form:

https://docs.google.com/forms/d/e/1FAIpQLSewuosOKwN1sZXSLm5PPxF4PrATce2oml6c5yPPkzqqYy30OA/viewform?usp=sf_link

Appendix 2. Survey

1. Are you male or female?
 - Female
 - Male
 - Prefer not to say
2. Please specify your age?
3. Where do you live?
4. Are you working in fashion enterprise in India?
 - Yes
 - No
5. Which of the following best describes your job position?
 - Customer support executive
 - Assistant manager
 - Senior manager
 - CEO/CFO/COO/Director/Shareholder
 - Other
6. Globalisation is the process by which an organisation develops international influence and/or start operating on an international scale.
Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
7. Do you think globalisation has positive impact on small-medium enterprises in India?
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
8. Globalisation affects the strategy formulation of your organisation.
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
9. Globalisation has increased the supply of resources such as labour, raw material, technology and capital, of your organisation.
 - Agree
 - Neutral
 - Disagree

- Strongly disagree
10. Globalisation has an impact on the sales of your organisation.
- Agree
 - Neutral
 - Disagree
 - Strongly disagree
11. Globalisation has an impact on the innovation landscape and the strategy of your organisation.
- Agree
 - Neutral
 - Disagree
 - Strongly disagree
12. New firms entering new markets has changed customer preferences in fashion industry in India.
- Agree
 - Neutral
 - Disagree
 - Strongly disagree
13. Globalisation has led to reduced tariffs and barriers for small-medium enterprises in India
- Agree
 - Neutral
 - Disagree
 - Strongly disagree
14. Globalisation gives rise to a high risk in the organisation's performance.
- Agree
 - Neutral
 - Disagree
 - Strongly disagree