How Glocalisation Can Affect Small Business Owners

Opportunities and Challenges for the Apparel Manufacturing

Designers in the UK

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Abstract

Under the pressure of glocalisation, this research will identify the competitive advantages and the hindrances faced by Apparel Manufacturing Designers in the UK. The term glocalisation in this research gets identified as the creation of manufactured apparel from Multinational Companies for the global market and adapting of local cultures of the UK as the targeted market. While developing the research the core emphasis will be led on the impacts of the advantages and the disadvantages of Glocalisation on the UK-based SMEs of apparel manufacturing designers, with a special understanding of the impacts led by globalisation and localisation. Competitive aggression, added by financial structure, government policies and measures related to the selected case will be critically analysed hereby.

To meet the research gaps, this research will conduct questionnaire surveys with 75 consumers involved in the SME business by the Apparel Manufacturing Designers in the UK. The data collected from the questionnaire survey will be statistically analysed through Regression Analysis led by the summary model and ANOVA table. The purpose is to find appropriate ways to resolve the current hindrances of this business. This research will also offer strategic business approaches to avail appropriate revival and growth for this business in the post-COVID period.

Chapter 1 Introduction

1.1 Introduction

The recent report from the Manufacturing Technology Centre (MTC, 2022) explains that the entire textile and clothing industry of the UK has declined in the past few years. The identified reasons for this fall are noted as the climate crisis, the state of net zero, increasing fluctuations in the supply chain, especially in the post-Brexit phase, the status of the post-pandemic market and the rapid changes noted in consumer behaviour, particularly after COVID-19. The impact of all these factors is much visible in generating higher levels of competitiveness in the apparel manufacturing domain of the UK and as such the SMEs owned by the designers.

This research aims to understand the increased levels of competitiveness for apparel manufacturing designers by the entry of Multinational companies in the UK, or the status under the pressure of glocalisation. The core approach will concentrate on gaining insight into the factor and the possibilities of generating better business scenarios for the apparel manufacturing designers of the UK.

1.2 Glocalisation: 'Globalisation' and 'Localisation'

The word glocalisation has been interpreted in various ways. However, according to the Encyclopaedia Britannica, glocalisation gets identified as the hybrid linguistic term to identify a state of globalization along with localization and is *the simultaneous occurrence of both universalizing and particularizing tendencies in contemporary social, political, and economic systems* (Blatter, 2023, p. 1). It is interesting to note that glocalisation is a unique concept which entails neither any restriction to geographical expansion nor is ever ready to decline its heterogeneity (Blatter, 2023). Regarding the

expansion strategies for international businesses, Mangani (2020) differentiates globalisation from globalisation in a very interesting way. According to Mangani (2020), globalization is all about international or global economic growth and follows a top-down way to universalisation. On the other hand, Mangani (2020) referred to glocalisation as an extended version of globalisation whereby the expansion of business minimises the negative impacts through the scopes of the bottom-up process, which is about considering the local culture in the process of business expansion. This emphasises the local culture and the business objectives of the Multinational Companies (MNCs) that undergo the enlisting of differentiations and homogenization for developing strategic adaptation or otherwise developing resistance to business expansion (Ghosh, 2021). This kind of approach creates an enormous threat to the local SMEs as the MNCs are in a position of offering a better supply chain to the product line at cheaper rates (Dewi et al., 2021). It is at this point that the power relation led by glocalisation to the MNCs by bestowing the 'ability to initiate or resist waves of globalization' must get considered severely (Roudometof, 2016, pp. 73-74).

As this research aims to understand the challenges faced by the apparel manufacturing designers of the UK, due to glocalisation the concerns related to the power-play will remain the centre of the investigation.

1.2.1 The Case: Apparel Manufacturing Designers SME in the UK

The importance of SMEs in the economical growth of a nation has been highly acclaimed by many scholars (Besanko and Braeutigam, 2020; Collinson et al., 2020). Collinson et al (2020) even identified that the greatest challenge for any SME is glocalisation as it has brought higher levels of competition within the local culture and preferences of the

consumers. Since the focus of this research is on the post-COVID status of the apparel manufacturing designers of the UK, there are two points to be considered for gaining insight into this sector.

Firstly, the term Apparel Manufacturing Designer stands for those fashion designers who conceptualize particular attire, create by considering the preference of the client and then monitor the way the created design gets manufactured to meet high-end consumer satisfaction.

Secondly, as specified by the officially declared report of the Government of the United Kingdom, there are more than 99% of SMEs with 0-249 employees and these SMEs are marked to account for 61% of the total employment of the state, with 7% of total turnover on the businesses (see Appendix 1). Thus, for the overall growth of the SMEs, the Government of the UK has initiated *Small and medium-sized enterprises action plans for 2020 to 2022* and as noted in Figure 1 has spent a generous amount of the national budget for this sector.

DIT	Spend with SMEs - Financial Year 2018 to 2019	Spend with SMEs - Financial Year 2019 to 2020
Total Procurement Spend	£125,252,217	£152,221,302
Spend with SMEs	£47,858,451	£51,804,990
Spend with SMEs as %	38.2%	34%

Figure 1 Department for International Trade (DIT) spent on UK SMEs (Source: Gov UK, 2020)

The point to be noted here is that irrespective of a generous contribution from the Government of the UK, apparel design-led SMEs are hardly getting any particular preference. As remarked by Adam Mansell, CEO, of the UK Fashion & Textile

Association, the entire textile and fashion industry of the UK generates £9 billion in export quality products, of which the contribution of the designers stands remarkably highest, yet against all the other SME sectors, this is a sector that has attained minimal and marginalised funding for its Research & Development (Harris et al., 2021). Based on interviews with 65 stakeholders, Harris et al (2021, pp. 11-13) identified that while trying to cope with the high-end post-pandemic periodic competitiveness in the global market, apparel designers lack robust data. The identified reason is its deficiencies in having technologically advanced R&D facilities. This reflects the kind of struggle that apparel manufacturing designers are facing in the UK, and on top of that, there is an increasing level of competition led by the glocalisation business strategies of the MNCs.

1.3 Problem Statement

Based on the aforementioned information, the problem statement of this research is:

> *Without adequate technical and R&D support the apparel manufacturing designers of the UK are facing innumerable challenges led by glocalisation and these challenges are creating grievous threats in sustaining their SMEs in the UK market.*

1.4 Research Question

The major research question that this research aims to answer is

> How the apparel manufacturing designers of the UK can develop technical and R&D support systems to meet the competitive challenges led by glocalisation?

1.4.1 Sub-questions

The relevant sub-questions followed by the major question are:

- How does glocalisation impact the choice of the financial structure of the SMES led by the apparel manufacturing designers of the UK?

- How does glocalisation impact competitive aggression in SMES led by the apparel manufacturing designers of the UK?

- How does glocalisation impact the human resource strategies of SMEs led by the apparel manufacturing designers of the UK?

- How can the SMES led by the apparel manufacturing designers of the UK meet the competitions led by glocalisation?

1.5 Research Aim and Objectives

This research aims to identify the challenges led by glocalisation for the apparel manufacturing designers of the UK, and thereby find out business strategies for the identified challenges.

For this purpose, the research objectives are:

- To identify the impact of glocalisation on the choice of the financial structure of the SMES led by the apparel manufacturing designers of the UK.

- To identify the impact of glocalisation on competitive aggression in the SMES led by the apparel manufacturing designers of the UK.

- To examine the impact of glocalisation on the human resource strategies of the SMES led by the apparel manufacturing designers of the UK.

- To find out business strategies for the apparel manufacturing designers of the UK to meet the competition led by globalisation.

1.6 Research Relevance

This research holds a very important position in generating an adequate amount of business strategic formulations whereby the SMES led by the apparel manufacturing designers of the UK, or any other nation will be well-equipped in meeting the challenges led by glocalisation. Since to revive their businesses the MNCs are considering glocalisation and are learning and reformatting their products and services as per the preferences of the target market; the survival of the local SMEs is at stake. Through this research various SMEs spread worldwide will gain insight into the ways their businesses can acquire sustainability and forsake the competitive edges led by the MNCs in their local market.

1.7 Research Structure

This research will have six chapters, which are meant for – the Introduction, Literature Review, Research Methodology, Findings and Analyses, Discussion, and Conclusion & Recommendations. Initially, the research approach will start with a review of secondary sources collected from the former research works in the respective field. The purpose is to gain knowledge and answers to the research questions. However, as the derivations stand limited in meeting the research aim and objectives, this research will undertake data from primary sources. The tools considered for this purpose are the questionnaire survey. The attained data will be further analysed. The quantitative data from the questionnaire survey will undergo SPSS assessment for the establishment of Regression Analysis led by the summary model and ANOVA table; which will be represented by tables and graphs. This research will then critically evaluate and analyse the data from both secondary and

primary sources and thereby answers the research questions. Finally, the aim and objectives of this research will be fulfilled with adequate recommendations.

Chapter 2 Literature Review

2.1 Introduction

As a 'preparatory work, the core objective of this literature review is to meet the research objectives and to achieve justified ways to satisfy the research aim (Parajuli, 2020, p. 100-101). The literature review will collect data from various relevant secondary sources to gain an understanding of the research topic and the research-based insights for developing this research. The secondary sources considered for this literature review are peer-reviewed journal articles, books, official reports, and government-declared policies, regulations and declarations. Notable theoretical interventions for a better understanding of the topic are Entrepreneurship Theory and Competitive Advantages for SMEs. Relevant data on globalisation and localisation for the Apparel Manufacturing Designers in the UK, with limitations faced by these designers in the domain of technological advancement, will be reviewed here. Eventually, this chapter will critically evaluate the status of SMEs in the apparel manufacturing sector of the UK and will be investigated post-COVID concerns.

2.2 Theoretical Interpretations of Glocalisation

While referring to the universal outlook on the increasing threats to the survival of the SMEs, Gamage et al (2019) identified some of the major concerns and ways to mitigate them in a very strategic manner-

Global Challenges
- Global competition
- Global financial crisis
- Technological challenges
- MNC/TNC
- Cheap imports

Local Challenges
- High cost of infrastructure
- Lack of financing
- Low productivity
- Lack of managerial capabilities
- Access to management and technology
- Heavy regulatory

Requirements of SMEs Development
- Adequate infrastructure
- Adequate material supply
- Market knowledge
- Certification/Standard
- Technical assistance
- Management capabilities
- Brand development
- Distribution channels
- Brand name promotion
- Investment abroad

Survival Strategies and Policy
- Expanding dynamic capabilities
- R&D Expenditure
- Technology innovations
- New partnerships
- Being part of international supply chain
- FDI
- Social capital and flexible relationship with partners
- Internet and electronic commerce
- Credit grant schemes
- SMEs database
- Linkage formation
- Skills development

Sustainability oriented outcomes

Figure 2 Global and local challenges faced by SMEs & the ways to mitigate for sustainability (Source: Gamage et al., 2019, p. 11)

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As noted in Figure 2, Gamage et al (2019) identified both global and local challenges that SMEs, in general, are facing. At the global frontier, the identified challenges are led by international competition, financial crises, technological hurdles, complications in initiating Transnational and Multinational Corporations (MNC/TNC) and the cheap rates in the import facilities. in the local frontiers, Gamage et al (2019) identified the high cost to be paid to maintain infrastructure, lack of financial support, low productivity, lack of professionally trained managerial capabilities, access to management and technical support system and maintenance of heavy regulatory. Gamage et al (2019) enlisted some of the basic strategies and relevant policies which can offer an adequate amount of assistance to SMEs in gaining a better hold of the market and surviving thereby. these strategies are noted through the process of expanding dynamic capabilities, focusing on R&D, the inclusion of technological innovations, being part of a global supply chain, getting new partners on board, generating Foreign Direct Investments (FDIs), maintaining social capital along with flexible relationships with partners, getting involved into electronic and internet based marketing ventures, getting credit grant schemes, maintaining SME database, forming linkages, and develop the necessary skill to sustain in the market. as per the recommendation of Ifekwem and Adedamola (2016) conducting orientation and educational programs for SME owners is crucial in sensitizing, guiding, and transforming their mindset, as well as enhancing their management skills and capabilities, to confront global challenges and competitive pressures, and achieve sustainable competitive advantage. Additionally, the authors highlighted the significance of identifying products with comparative advantages as critical factors in creating an environment conducive to improving competitiveness by reallocating resources from low-productive sectors to productive ones (Ifekwem and Adedamola, 2016).

However, these are generalised concerns which are getting grievous with the advent of glocalisation as the business strategy adopted by the MNCs. The challenges marked in Figure 2 are further getting complicated after the pandemic and glocalisation has worsened them. As such this research will investigate the Entrepreneurship Theory and Competitive Advantages for SMEs to attain insight into the ways the intensities of these challenges can be reduced.

2.2.1 Entrepreneurship Theory

To gain a "one-size-fits-all", understanding of entrepreneurship this research will concentrate on collecting information which can offer wider, yet specific grounds for understanding the roles and responsibilities which make an entrepreneur. Foremost, the WEF (2022) noted that entrepreneurs are identified through three determined factors which are the keys to the attainment of business success. These factors are- having adequate access to the target market, having a smooth supply chain led by human capital, and having access to enough funding. While developing the contextual ideas led by Entrepreneurship Theory, Baker and Welter (2020) marked that entrepreneurship *attracts a great amount of interest* and offers immense ground for development at both individual and social levels. With an extended contribution to the national economy, entrepreneurship can enhance the private sectors of the business and can generate sustainable growth in the economy. However, as Information and Communication Technology (ICT) has attained tremendous attention during the COVID lockdowns, its inclusion in the development of entrepreneurship has gained excessive relevance. Alano and Quising (2022) refer to digital entrepreneurship as evolving entrepreneurship which

can add possibilities of expanding an SME with global opportunities. On a theoretical ground, Alano and Quising (2022) confirm that digital entrepreneurship has reduced the importance of brick-and-mortar stores and opened doors for SME businesses in the cloud. Based on the developed digital entrepreneurship theory, there are five elements for sustainability and growth, which must remain in collaboration with each other. These elements are business management, financial accessibility, registered business and taxation, accessibility to the target market, and innovation as the key to new creations. When it comes to the SME-based apparel manufacturing industry of the UK, Husband (2021) confirms that with support from digital technology, the SMEs of the apparel industry have secured a financial stand of £4.6m for a total of 241 projects. The identified areas of this financially secured status are recognised from North West, North East, Humber, Yorkshire and West Midlands of the UK. In this context, Max (2020) specified that the funding and financial support system under entrepreneur theory is subject to the positioning of the market and the formal as well as informal elements of entrepreneurship. Max referred to these elements as time components, participation in social networking, and delving into the market cultures; which has been focussed in this research as the adoption of local demands by many MNCs and hence the current challenges of glocalisation to the SMEs of the UK.

2.2.2 Competitive Advantages for SMEs

At a different frontier, Neil et al (2020) established the state of entrepreneurship amidst competitive advantages is the result of unique behaviour in the entrepreneur, and the events and the state that the entrepreneur holds while developing the homogeneity of the business. The relevance of 'cultural relativism' as noted by Baker and Welter (2020),

stands vital in terms of getting connected to the local conditions and the legislation as maintained by the market state and demands individual attention of the entrepreneurs. However, Mwasiaji (2019) noted some of the key indicators for identifying the competitive advantages for the SMEs, and these are- human resource policies, business strategy, intra-business unit communications, process improvement, product development, marketing and sales, participative management, organizational structure, vendor relationships, business unit culture, international competition, financial management practices, and the governmental policy. As these indicators get identified in the SMEs by the apparel manufacturing designers, the core emphasis lies in developing individualistic ways to develop competitive advantages in every domain of the key indicators. For researchers like Haryati et al (2021) and Héraud (2021), there are other factors which are responsible for adding a competitive edge to a business development process and these factors are knitted to the strategic business operations and dynamic usage of the business environment. To face global competitiveness, Chen & Chen (2021), and Friesenbichler & Reinstaller (2022) noted the relevance of maintaining good management systems, added by adequate supportive provisions led by organizational structures, sophisticating level entrepreneurship with the right vision and broader understanding of the market. Friesenbichler & Reinstaller (2022) noted that the entrepreneur also must remain updated with the social, economic and political conditions of the respective market to face the fierce level of global competition. The inclusion of performance-based delivery of products and services, added by the innovatively cutting edge to the business are the two basic features that stand effective in meeting competitive advantages for an entrepreneur (Farida and Setiawan, 2022). Farida and Setiawan (2022) noted that the only key to the inclusion of these features is individual participation in

understanding the demands of the consumers and the value and belief system attached to the respective market. This emphasis on the individualistically unique way of doing business can be the base for understanding the strategic ways of mitigating the challenges of glocalisation for the UK-based SMEs, the apparel manufacturing designers for this research.

2.3 Globalisation to Glocalisation: Apparel Manufacturing Designers

Globalisation offered tremendous scope for development to the local apparel manufacturers as it stood as the major factor for opening new markets and wider ranges of targeted consumers for the business (Dessi and Sedda, 2020). Through the advent of globalisation local sellers could have access to the international market and thereby appeared to be highly competitive with most of the branded apparel manufacturers (Tijssen et al., 2019). However, the hurdles started getting tougher as the MNCs with the brand started considering glocalisation as the new business strategy for expanding businesses in the international periphery.

The transformation from globalization to glocalisation happens with the target to increase business operations and expand business correspondence at a larger scale. This transformation brings in the benefits of developed interdependence and interconnectedness among different nations and businesses spread all over the globe. Unlike glocalisation which aimed to connect a local business to the international platform, globalisation remained restricted to the cultural way of working and doing business as per the determined practices maintained by its country of origin (Tijssen et al., 2019; Ibrahim and Abdel-Razi, 2021).

Glocalisation offered strategic benefits to the MNCs by letting them understand and follow the local value and culture for the expansion of the business and easy acceptance of the market population (see Figure 3).

Globalization	Glocalization
The process of increasing interconnectedness and interdependence among countries through the exchange of goods, services, and ideas	The process of adapting global products and strategies to local markets and cultures
Emphasizes a global perspective and the homogenization of markets and cultures	Considers both global and local perspectives and allows for cultural diversity
Involves the integration of economic, political, and cultural systems on a global scale	Balances the benefits of globalization with the need to respect and accommodate local cultures and preferences
Can lead to increased economic efficiency and exchange, but may also result in negative consequences such as cultural homogenization and the loss of local traditions	Aims to achieve a balance between the global and the local, seeking to maximize the benefits of globalization while minimizing its negative impacts

Figure 3 Globalisation and Glocalisation (Source: Postan, 2022)

Based on the differences between globalisation and glocalisation as marked in Figure 3, it is appropriate to check the apparel manufacturing provisions in this context. Referring to the increasing competition in the global apparel market, 4 made a specific reference to the need for product engineering and the need for understanding market behaviour while

designing apparel. For sustainability of the apparel manufacturing business, Ly (2021) noted that the extension of the life of the product, human perceptions, duality led by technical innovations, and identification of the market demands as per human behaviours must be addressed under the scopes of the circular business model by the apparel industry (see **Error! Reference source not found.**).

Figure 4 Circular Business Model (Source: Ly, 2021, p. 6)

The practical development of the circular economy of the apparel sector marked in Figure 4 has been specified by the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA). According to this model, the foremost phase for the product sector

comprises of clear understanding of consumer behaviour, which needs to be followed by the second phase involving the companies and relevant business strategies. In the third phase, the model refers to the challenge that is encountered by the apparel manufacturers in remanufacturing for the expansion of the business. Finally, there is the phase for recycling waste materials and creating new fibres and fabrics (Ly, 2021, pp. 6-7). The core instructions collected from these phases refer to the need for creating newer kinds of collaborations which can generate better satisfaction for all the stakeholders. It is here that the need to gain research-based data for understanding the impact of glocalisation on SMEs for apparel manufacturing becomes significant.

2.4 Localisation to Glocalisation: Apparel Manufacturing Designers

In terms of apparel manufacturing designers, the market of the UK from the local frontier has shown a notable contribution to the economy. Hutton (2022) for the Government of the UK reported that the apparel manufacturing sector of the UK account for 4% of total businesses that prevails in the UK and generates 9% of the total strength of employment and gives a return of 14% of the total turnover as earned by the country. The report from the EU (2021) noted that the major benefits for a local business under globalisation were though acknowledged primarily, but still, the hindrances in the growth of local businesses are much evident. The report noted that the MNCs under glocalisation could not flourish unless they offer necessary importance to the local apparel manufacturing designers as they are closely connected to the local culture and consumers. On the other hand, the local businesses, even in the apparel manufacturing sector were liable to earn better profit margins and opportunities by getting involved in the process of internationalisation and trying to deal with the notable challenges as identified for the SMEs in Figure 5.

	Internal	External
Not yet internationalised	Information Human resources Financial Marketing	Competitor Procedural Governmental
Already internationalised	Information Human resources Financial Marketing	Procedural Trade (Tariff and non-tariff)

Figure 5 Barriers of SMEs (Source: EU, 2021, p. 6)

The challenges for a local-level business for accepting internationalisation and the adverse concerns for not accepting the same get noted as an inevitable challenge for positioning SMEs in the market. As specified by Shekar et al (2021), many local SMEs are though engraved in local cultures, but they still lack the niche to maintain the local features in the business in the efforts to overcome the hurdles of marketing, cultural references, use of imagery and meet consumer expectations. These features in turn are usually addressed by the MNCs with more professional specifications and that creates the major challenge of glocalisation for the SMEs (Shekar et al., 2021).

The role of acquiring the local cultures and the demands is the need for the sustainability of a business and thus the understanding of the organisational behaviour stands highly important for business expansion (Zavadsky et al., 2020; Shekar et al., 2021). However, these aspects are implied with adequacies of maintaining the behavioural perspectives, especially by the employees of the organisation or the SME (Zavadsky et al., 2020), and the CEO of the MNC or the owner of the SME (Kijkasiwat, 2021), the act of glocalisation happens with localisation at the forefront. About the increasing threats of glocalisation through the localisation of the business strategies by the MNCs, Sanyal et al (2020)

referred to the external and internal challenges that the SMEs need to resolve with better proficiencies. As for the external factors Eggers (2020) and Sanyal et al (2020) noted the availability of funding or finance (particularly to back up risks and uncertainties), extensive access to the market (usage of digital marketing and social networking), and maintaining right kind of business environment for the stakeholders. As for the internal factors, Sanyal et al (2021) emphasised the maintenance of higher levels of managerial competencies. These aspects are liable to the analysed of apparel manufacturing designers from the SMEs of the UK for better sustainability under glocalisation.

2.5. Glocalisation: Advantages and Disadvantages

In terms of understanding localisation, it is necessary to gain insight into the business strategies which are responsible for getting connected to the local culture and preferences of the target market. According to Ibrahim and Abdel-Razi (2021), glocalisation in the domain of medicines refers to the ways of adapting local standards for accreditation to develop the business, exploration of the determined education methodologies which prevails in the respective nation and determining the challenges that the MNC might face while delving into glocalisation of the business. As specifically noted by Steger and James (2019) glocalisation stands for a strategically constructed process, especially in international businesses whereby the elements of homogenization were placed in correlation with differentiation and the means of adaptation, as well as the instances of resistance, was established (Steger and James, 2019). The way McDonald's Corporation (MCD) for instance, transforms its menu as per the local market and maintains its professionalism from western culture, the entire way of adaptation and resistance makes McDonald's the best representation of glocalisation. The trend of glocalisation has started

getting enormous attention in the post-pandemic phase led by COVID-19, as the need to revive business for the MNCs has compelled the large companies to get merged with local preferences rather than just stay static with rigid organisational regulations. The identified advantages and disadvantages of glocalisation as pointed out in Figure 6 offers the necessary edge to the kind of concerns that the apparel manufacturing designers need to concentrate on for dealing with glocalisation.

Advantages	Disadvantages
Access to New Markets	Requires large investment and resources
Encourage innovation in the economy of the target country	Local market resistance
Offer more jobs for local people	Shutting down local businesses
Increase the productive capacity of the economy	International Recruiting
Offer better access to products and services: more abundant, cheaper, and more diverse	Immigration Challenges and Local Job Loss
Access to New Cultures	Incurring Tariffs and Export Fees
The Spread of Technology and Innovation	Payroll and Compliance Challenges
Lower Costs for Products	Loss of Cultural Identity
Higher Standards of Living Across the Globe	Foreign Worker Exploitation
Access to New Talent	Global Expansion Difficulties

Figure 6 Advantages and Disadvantages of Glocalisation (Sources: VG, 2020; Nasrudin, 2022)

2.5.1 Glocalisation: During the Pandemic

PWC (2023) made a very strong statement about the increasing trend of glocalisation,

> *"One fact is already clear: COVID-19 has ensured that the case for moving from global to "glocal" operations has gained unstoppable momentum."*

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The abrupt halt to the entire supply chain has led to the emergence of glocalisation for both MNCs and SMEs (PWC, 2023). Following the challenges faced by the international companies from Germany, the United States, the UK, India, Greater China and the Middle East, PWC (2023) reported that the '*pandemic has accelerated efforts by industrial companies to make inflexible global footprints more agile and responsive to demand, and the analysis of these insights'*. The inclusion of *more agile and responsive to demand* is the core strategic approach adopted by the MNCs to gain adequate growth and manage the concerns related to the revival of their business in the post-pandemic phase. As a response to the post-pandemic need for the revival of businesses, Lagarde (2021) noted that Europe must prioritise and strengthen every possible sector of its domestic demand and manufacturers. To resolve the overall downfall of businesses from uncertainties, Bonk et al (2020) noted four thematic aspects which led to the transformation of the latest business strategies. These aspects are- innovations, redefining beyond rigid disciplines, expansion across margins, and appropriate leadership capabilities. The need for these features for the apparel manufacturing designers of the UK is not researched so far and hence the core objective of this research.

2.5.2 Supply Chain in Post-Pandemic Phase

After reviewing 281 shortlisted articles, Majumdar et al. (2022) observed that the Coronavirus disease (COVID-19) had a catastrophic impact on most global supply chains (SC). However, knowledge-based SC can effectively manage pandemic disruptions through the efficient utilization of data, information, knowledge, human intelligence, and emerging technologies. Through bibliographic coupling, the scholars identified five dominant knowledge themes, namely food SC, sustainable SC strategies, SC risk mitigation and resilience, impact of COVID-19 on SC, and SC viability. The authors

concluded that contemporary literature suggests several knowledge-based strategies and best practices to cope with present and future pandemic disruptions, such as glocalisation, sub-supplier monitoring, adoption of digital technologies (digital twins), L-A-D (localization-agility-digitization), SC viability, and SC stress testing.

Moreover, on a precise note, Linati (2021) has identified the concept of "glocalisation" as a frontier for SMEs to acquire survival strategies in the post-pandemic phase. This involves redesigning their supply chain to be closer to suppliers and customers, increasing resilience and responsiveness worldwide. The author also emphasized the importance of focusing on the main supply chain processes and related systems that impact an Integrated Business Planning (IBP) approach, which is being transformed into a more collaborative, automated, and resilient process (see Figure 7). Sinha et al. (2020) referred to synchronized planning as the continuous control of supply chain performance and interaction and emphasized the need for integration along the supply chain to enable (near) real-time planning adjustments. These authors recommended notable activities supported by Artificial Intelligence, Machine Learning, and Robotic and Cognitive Process Automation solutions, which are essential for SMEs to effectively manage their supply chains in the post-pandemic period.

These are the critical features that the apparel manufacturing SMEs need to understand ad implement with more precision and appropriation.
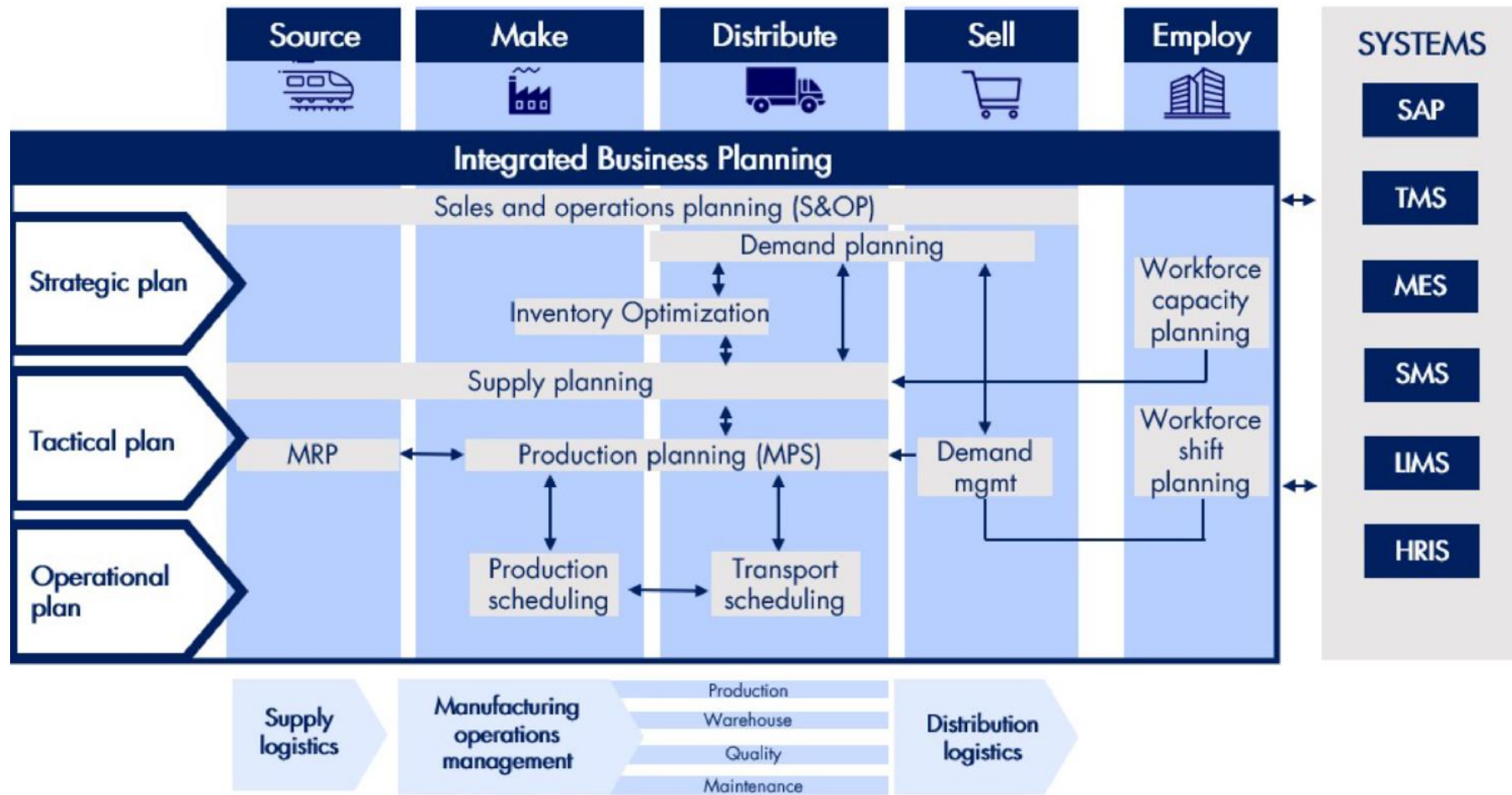
Figure 7 Integrated Business Approach to Supply Chain (Source: Linati, 2021, p. 9)

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2.6 Technological Advancement for the Apparel Manufacturing Designers

According to the report provided by Riom and Valero (2020), the COVID-19 pandemic caused significant disruptions to businesses in the UK. The core factors leading to these disruptions are noted in Figure 8:
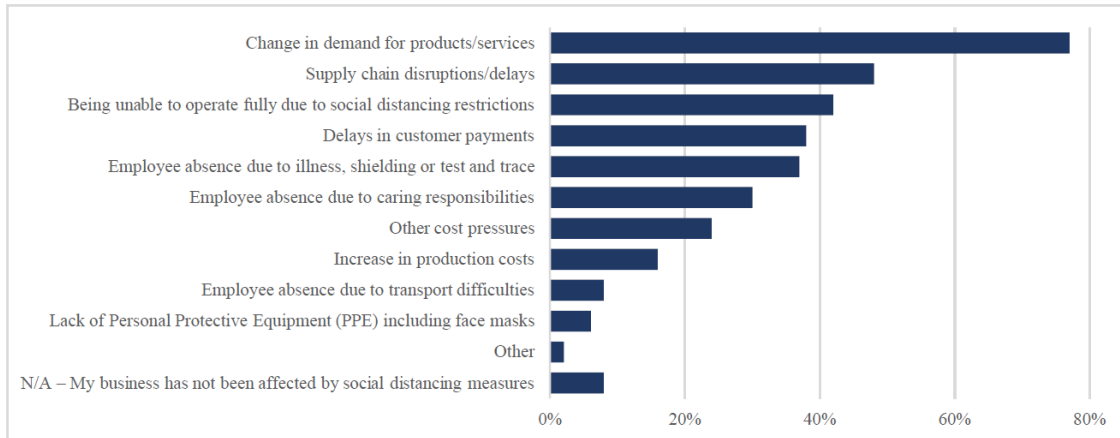
Figure 8 Factors for Business Disruptions in the UK during the COVID-19 Pandemic (Source: Riom and Valero, 2020, p. 3)

In response to the factors noted in Figure 8, many businesses in the UK adopted technology and practices to increase productivity or launched new products/services. Moreover, business surveys worldwide led by OECD (2021) have confirmed this shift, with 75% of firms surveyed in the UK shifting to remote work and about a third investing in new digital capabilities. In the apparel manufacturing domain, the effective using of technological approaches has added greater competitive edges to the manufacturing designers. The cross-utilization of digital tools among departments leads to a more creative and streamlined process, facilitating improved communication between stylists, designers, and pattern makers. Accurate representation of garments, as a result of closer cross-disciplinary collaboration, enables quicker, simultaneous small iterations and more informed decision-making (Casciani et al., 2022; Pal and Jayarathne, 2022). The virtual

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prototype grants designers a vivid 3D visualization of their ideas, granting them greater control over functional and aesthetic aspects such as garment shape, material variations, and graphic positioning. It also provides a faster means of exchanging ideas with pattern makers, who find real-time 3D model visualization an effective tool for pattern manipulation and refinement (Casciani et al., 2022; Ornati, 2022). However, it must be noted that even consumers who care deeply about environmental and social issues can struggle with balancing their desire to be fashionable with their desire to reduce consumption (Mandaric et al., 2022), thereby increasing the level of competition for the SMEs in apparel manufacturing under the pressure of glocalisation. It is here that the lack of advanced research in understanding the impact of glocalisation on the apparel manufacturing designers of the UK leads to this research.

2.7. Post-COVID Status SMEs

The COVID-19 pandemic and the necessary societal and economic measures to control it have presented the apparel, footwear, and textile industries with unparalleled challenges. A report from Martinez-Pardo (2020) confirmed that this crisis puts a strain on their sustainability efforts, but at the same time, companies must hasten their progress on sustainable initiatives to remain competitive in the post-pandemic market. Consumers expect brands to maintain their ethical commitments, regardless of the pandemic. In a survey of nearly 6,000 consumers in the US, UK, Germany, Italy, and China, consumers expressed a positive perception of brands that paid their furloughed employees, redirected facilities to produce PPE, or made contributions to their communities (Martinez-Pardo, 2020). However, Gonda et al (2020) refer to the status of the SMEs in Europe, particularly in the domain of fashion and textiles and noted that the core competitive

factors faced by the retailing stores, here the apparel manufacturing designers, are both external and internal. The external competitive factors are identified as rent, margin, financing, brand awareness, and goodwill; whereas internal factors are the knowledge about the needs of the consumers, compliance with the atmosphere of the store, gaining satisfaction and loyalty from the customers, marketing, supply chain, and digitization (Gonda et al., 2020).

Moreover, Europe is well-equipped to initiate this transformation with the establishment of the €750 billion Next Generation EU (NGEU) fund, created in response to the pandemic. The European Commission predicts that the NGEU could boost potential output in some countries by 3% by 2024 (Pfeiffer et al., 2021). However, in addition to the temporary NGEU, permanent progress must be made in expanding and enhancing Europe's capital markets for green and innovative investments (Lagarde, 2021). As stated on the official website of the Gov. UK (2022), the government is determined to diversify its supply base, enhance its resilience, foster innovation, and provide more opportunities for small businesses. The BEIS SME Action Plan outlines the modifications made in the procurement process in recent years and details the specific steps the department will take to encourage increased spending with SME organizations moving forward (Gov. UK, 2022). However, in concern to the increasing competitiveness led by glocalisation, there is a need for debate over this Action Plan 2022-2025, which has been aimed to meet by this research.

2.8 Research Gaps

From the critical review of the former research works done in the domain of evaluating the status of SMEs, particularly in the apparel manufacturing sector of the UK; it has been

noted that none of the former research investigated the impact of glocalisation. There is no report found about the concerns related to glocalisation to the apparel manufacturing designers in the post-COVID phase. The officially declared reports and the statements from the UK Government have made it clear that the SME sector of the UK is much supported by the Government. However, apparel manufacturing designers are still struggling in terms of gaining the revival of their businesses after the pandemic, especially due to the advent of glocalisation by MNCs in the same sector. There is no research done in this particular field and hence leads to a major research gap.

Thus, the core research gap is to identify the competitive impact of glocalisation and thereby gain insight into the kind of strategies that apparel manufacturing designers should adopt in the post-pandemic phase. For this purpose, Mixed Research Methodology will be considered and the detailed research design will be elaborated in the following chapter.

Chapter 3: Research Methodology

3.1 Introduction

In this chapter, the researcher outlines the methodology employed in collecting and analyzing data for the study. The methodology, as described by Rutberg and Bouikidis (2018), serves as a guide for selecting a research approach, and a sample size, choosing data collection instruments and determining statistical analysis techniques. In this process, the explicit expression of philosophical perspectives is crucial since they expose the underlying assumptions of researchers about their research (Al-Ababneh, 2020; Matta, 2022). This, in turn, informs decisions related to the research's purpose, design, methodology, methods, and data analysis and interpretation.

3.2 Research Philosophy & Paradigm

The views and perspectives held about research are heavily influenced by philosophical perspectives and research paradigms (Al-Ababneh, 2020; Matta, 2022). These, in turn, affect the ontological, epistemological, and methodological decisions that researchers make (Figure 9). The ontology, or the nature of reality, and epistemology, or the nature of knowledge, are shaped by philosophical perspectives and research paradigms. This influences the types of methods and techniques used in research, as well as the interpretation and analysis of the data collected (Schutt, 2018; Okesina, 2020; Matta, 2022). Therefore, it is essential to consider philosophical perspectives and research paradigms when designing and conducting research.

Similarly, research paradigms are significant as they establish the philosophical foundation of a research project. They shape the approach of various academic disciplines, including sciences and humanities, towards conducting their research.

Type of Belief	Positivism	Postpositivsm	Critical theory et al.	Constructivism	Participatory
Ontological	Naïve Realism – "real" reality but apprehendible	Critical realism – "real" reality but only imperfectly and probabilistically apprehendible	Historical realism – virtual reality shaped by social, political, cultural, economic, ethnic and gender values; crystallized over time	Relativism – local and specific co-constructed realities	Participative reality – subjective-objective reality, co-created by mind and given cosmos
Epistemological	Dualist objectivist; findings true	Modified dualist/ objectivist; critical tradition/ community; findings probably true	Transactional/ subjectivist; value-mediated findings	Transactional/ subjectivist; co-created findings	Critical subjectivity in participatory transaction with cosmos; extended epistemology of experiential, propositional, and practical knowing; co-created findings
Methodological	Experimental/ manipulative; verification of hypotheses; chiefly quantitative methods	Modified experimental/ manipulative; critical mutiplism; falsification of hypotheses; may include qualitative methods	Dialogic/dialectical	Hermeneutical/ dialectical	Political participation in collaborative action inquiry; primacy of the practical, use of language grounded in shared experiential context

Figure 9 Philosophical Paradigms in a Research (Source: Matta, 2022, p. 1051)

For this research, the epistemological philosophical means to collect knowledge about the effect of glocalisation on SME owners, especially while gaining insight into the opportunities and challenges faced by the apparel manufacturing designers in the UK, leads to the inclusion of the positivism research paradigm (Schutt, 2018; Okesina, 2020; Matta, 2022). It is through the positivist paradigm, that this research will follow deductive reasoning to test the selected hypotheses and will undergo quantitative research methodology using structured, standardized instruments and statistical methods for analysis.

3.3. Deductive through Mono-method of Quantitative Research

Deductive reasoning is a logical process in which a conclusion is derived from a set of premises or assumptions (Rott, 2021). In the context of this research to analyse the effect of glocalisation in the apparel manufacturing domain, deductive reasoning involves starting with a theoretical framework and developing hypotheses that are then tested through empirical observations and data analysis. In this process, the mono-method of quantitative research as explained by Ojebode et al (2018) will be considered for involving and analysing numerical data through quantifying variables and identifying patterns or relationships between variables.

As against the qualitative research approach, which provides unquantifiable thematic feedback, which may not be useful in determining how independent variables affect dependent variables; Rutberg and Bouikidis (2018) preferred quantitative research. According to Rutberg and Bouikidis (2018), quantitative research allows measurements to derive the ways through which glocalization affects small businesses through numeric data, enabling budgeting, scheduling, and resource prioritization. Qualitative research

would only have captured the beliefs of participants without providing actionable data (Rutberg and Bouikidis, 2018). Additionally, as Bloomfield and Fisher (2019) suggest, using quantitative research made it possible to examine the reliability and validity of the study findings.

3.4 Research Design

According to Crane et al (2017) and Bloomfield and Fisher (2019), research design refers to the methods used by researchers to collect and analyze data, which must align with the main and specific objectives of the study. For this study, a quantitative research method was adopted due to the correlational nature of gaining knowledge about the effect of glocalisation in the apparel manufacturing domain in the UK. Thus, the investigative design for this research can be marked in Figure 10.
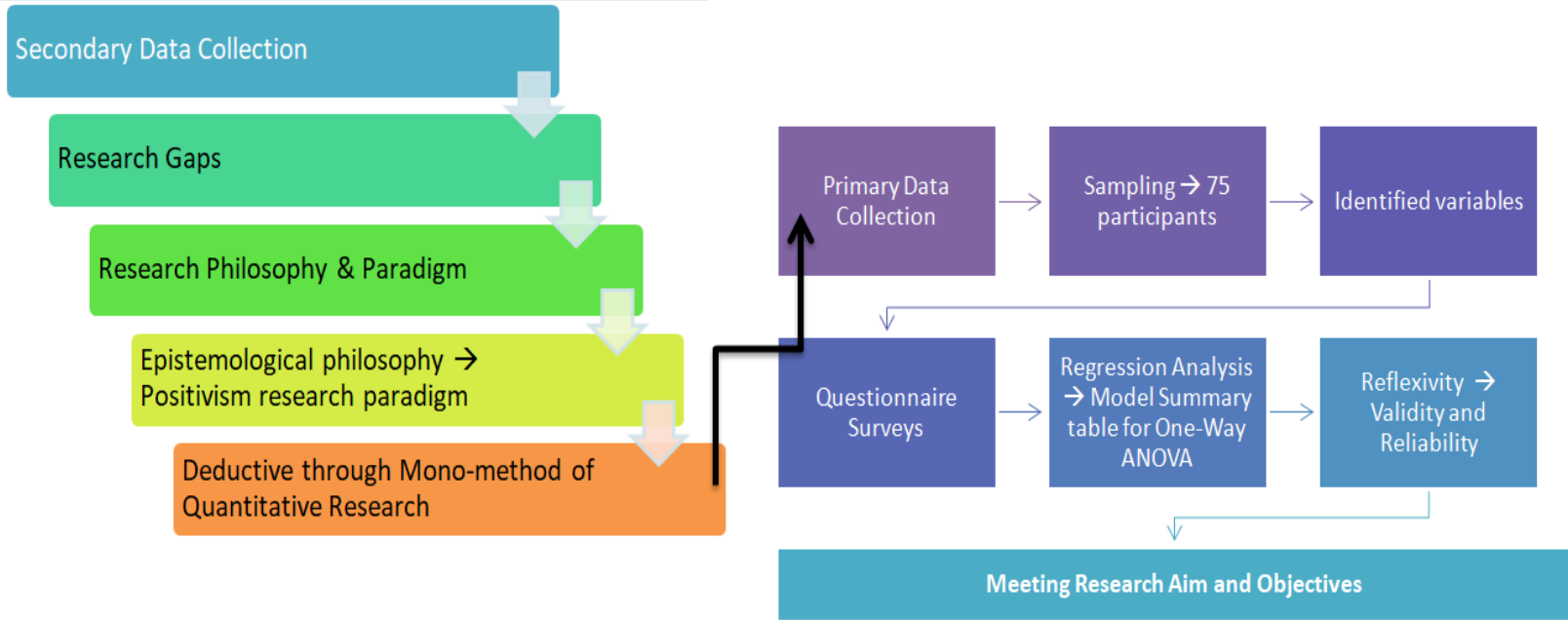
Figure 10 Research Design (Source) Researcher for this Research)

3.5 Sampling

To select participants for this study, a non-probability purposive sampling method was used. Small businesses often struggle to allocate sufficient resources to participate in both glocalization and globalization. Sampling, according to Etikan and Bala (2017), involves selecting a subset of a population to represent the entire population under study. In this study, it is from the UK population that the participants were drawn to gain practical knowledge about the status of SMEs in pursuing both glocalization and globalization. Additionally, to ensure uniformity, participants were selected from only one industry where industrial necessity drives the pursuit of glocalization. As a result, small drop shipping businesses in the apparel industry were selected as participants for this study, with a sample size of 75 participants from which generalizations were made.

3.5.1 Limitations of the Sampling

Two significant limitations of nonprobability sampling, as identified by Wolf et al. (2016), are the low likelihood of generating research findings and the lack of representativeness. Therefore, this sampling method made it difficult to represent the entire population accurately. Additionally, the generalization of research findings was limited by the lack of complete population representation in the sample. Research findings can only be generalized if the sample accurately represents the entire population.

3.5.2 Accessing the Sample

To fully access the sample, the researcher utilized a paid LinkedIn advertisement targeting small businesses in the drop shipping industry that participate in international business and tailor their products to fit the demands of their target market. Limiting the sample to one industry ensured consistency among participants and in the results obtained.

3.6 Data Collection

To meet the Research Gaps attained in reviewing former literature, primary data was collected for this study. These data were collected using a closed-ended questionnaire, which was developed based on the findings of a pilot test. The questionnaire was chosen as a data collection method due to its convenience. However, the cross-sectional nature of the study posed a time management challenge. According to Roopa & Rani (2012), questionnaires are a time-saving data collection method, as compared to other methods like interviews and focus groups, especially when applied to a large sample. Participants answer the questions without the researcher's active participation, as Rutberg & Bouikidis (2018) point out. The closed-ended questionnaire used in this study provided clarity on the responses to the research questions, with clear answer options that saved the participants' time as compared to open-ended questions.

Selecting an appropriate data collection channel is crucial in research. In this study, the closed-ended questionnaires were administered through Google Forms, and the participants were sent a link to participate. Google Forms was chosen due to its design platforms and the ongoing pandemic. The platform's design facilitated data collection, as all responses were automatically recorded in an Excel workbook. Additionally, the

electronic nature of the platform ensured that both the participants and the researcher were not at risk of compromising their health due to the multiple variations of Covid-19 that are still prevalent.

3.7 Data Analysis

To interpret the collected data, the researcher used regression analysis and the Statistical Package for Social Sciences (SPSS). According to Kamilaris et al (2017), data analysis involves transforming collected data into meaningful information that can aid in decision-making. Since the research topic required bivariate statistical methods, the researcher employed correlation to assess the impact of glocalization on small business owners and used regression analysis to determine the extent to which the independent variable (IV), glocalization, influenced the dependent variable (DV), which was the effect on small business owners.

3.7.1 Variables for Questionnaire Survey

The independent variable, glocalization, refers to an international marketing strategy adopted by multinational enterprises (MNEs) to increase local responsiveness to their marketing mix in host countries. In this study, glocalization was conceptualized in terms of the marketing mix's 4Ps: products, prices, place, and promotion. The dependent variable, on the other hand, was the effect on small business owners. Small businesses are considered the driving force behind economic growth, revenue collection, and reduced social crime rates in both developed and developing economies. In this study, small businesses were conceptualized based on their choice of financial structure, human resource strategy, and competitive strategy.

These variables are assessed through questionnaire surveys initiated through online communication and interactions with 75 participants (see Appendix 2 Questionnaire).

3.7.2 Regression Analysis

Regression analysis is a powerful statistical method used to determine the relationship between two or more variables (Goss-Sampson, 2022). As specified by some analytical research initiatives the regression table is typically divided into three main components: Analysis of Variance (ANOVA), regression statistics, and hypothesis testing statistics (Kent. Edu. 2021; Goss-Sampson, 2022; Kalemis, 2022). The ANOVA component provides an analysis of the variance in the model, while the regression statistics component offers numerical information on the variation and how well the model explains the variation for the given data or observations (Kalemis, 2022).

3.7.2.1 Model Summary table for One-Way ANOVA

The appropriateness of the Model Summary table for One-Way ANOVA is relevant for this research as it provides an overview of the impact of glocalisation on SMEs. Since, it displays the total sum of squares, the degrees of freedom for the model, the mean square for the model, the F statistic, and the p-value (Kent. Edu. 2021); it is effective in gaining core challenges and benefits of glocalisation in this case. As for the proceedings of this model, the total sum of squares represents the variability in the dependent variable. The degrees of freedom for the model represent the number of independent variables in the model and the mean square represents the variability in the dependent variable. The F statistic is the ratio of the mean square for the model to the mean square for the error, where high F states the independent variable as a significant predictor of the dependent

variable. The p-value represents the probability of obtaining the observed F statistic if the null hypothesis is true. A p-value less than 0.05 indicate that the independent variable is a significant predictor of the dependent variable (Goss-Sampson, 2022; Kalemis, 2022).

The outline for the process for using regression analysis to investigate the relationship between variables through the Model Summary table for One-Way ANOVA can be noted in Figure 11:
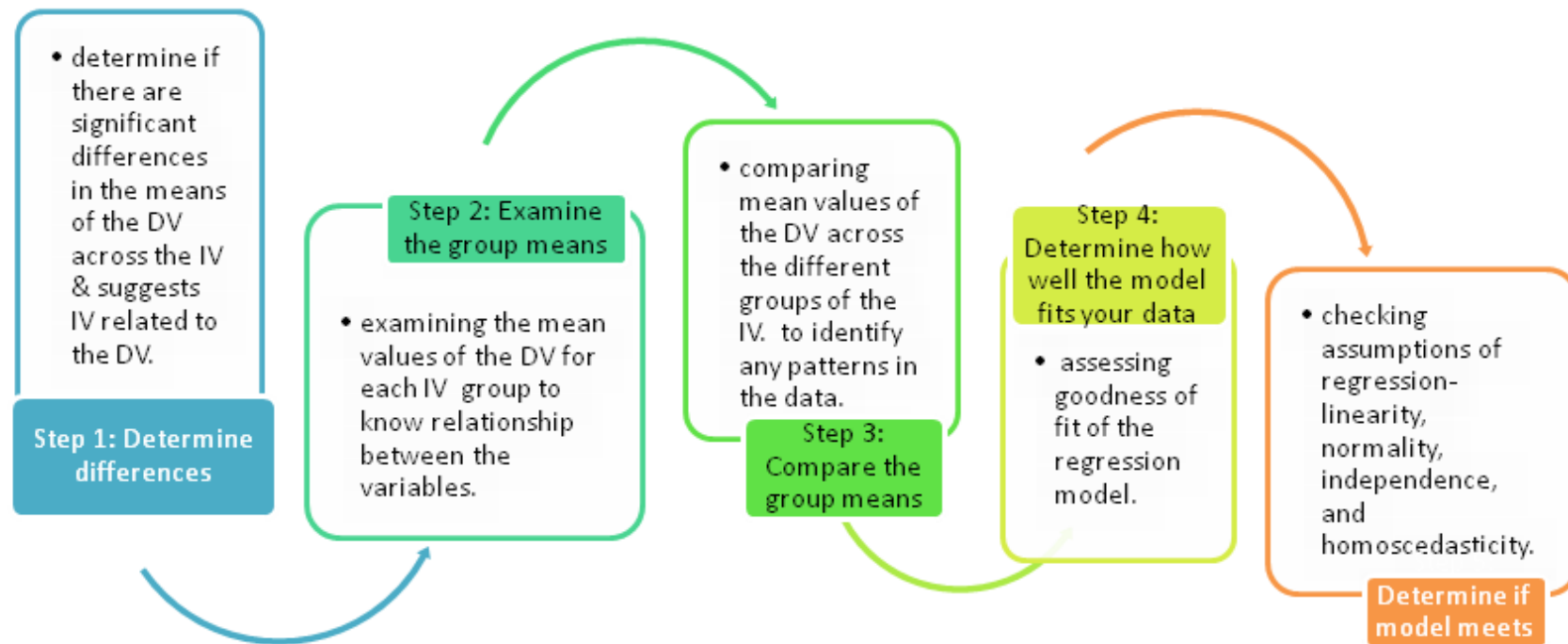
Figure 11 Model Summary table for One-Way ANOVA (Source: Adapted from Kalemis, 2022)

3.8 Reflexivity

To understand the circular relationships between variables and their impacts on each other, reflexivity was employed in this study. This framework focuses on the circular links between cause and effect (Alejandro, 2021) and is critical in determining the factors that lead to specific outcomes. In this research, reflexivity was applied to both the independent variable, glocalisation, and the dependent variable, the effect on small business owners, to determine the reciprocal nature of their cause-and-effect relationships. Glocalisation, an international marketing strategy adopted by MNEs to increase local responsiveness in host countries, was examined in terms of its impact on the marketing mix, including products, prices, place, and promotion. The dependent variable, the effect on small business owners, was conceptualized in terms of financial structure, human resource strategy, and competitive strategy. The study aimed to determine how glocalisation affects small business owners and vice versa, as well as how small business owners can influence glocalisation.

3.8.1 Validity and Reliability

Various methods were utilized to ensure the validity and reliability of the study and instruments. Validity refers to the accuracy of a measure and the degree to which it measures what it is intended to measure (Ahmed et al., 2022). Pilot testing was employed to test and confirm the validity of the measurement tools. Questionnaires were used in the pilot tests to assess their accuracy before the actual research was conducted.

Reliability, on the other hand, relates to the consistency and stability of a measure (Ahmed et al., 2022). To ensure the reliability of the study, different measurement models

were employed to determine the consistency and uniformity of the measurement. This approach made it possible to assess whether the measure was consistent across various tools and methods used to measure it.

Chapter 4 Findings and Analyses

4.1 Introduction

To understand the necessary challenges faced by the apparel manufacturing designers of the UK, due to glocalisation, the research findings are noted in this chapter. The derivations attained from the questionnaire surveys offer detailed knowledge about the concerns related to the power-play that remains dominant and the centre of this research-based investigation.

Following the Research Design as mentioned in Figure 10, this research initiated deductive reasoning through the Mono-method of Quantitative Research of the data, which has been collected through Questionnaire Surveys of 75 participants from the domain of small drop shipping businesses in the apparel industry of the UK. The attained data get analysed through Regression Analysis led by the Model Summary table for One-Way ANOVA.

4.2 Questionnaire Surveys

The questionnaire surveys conducted for this research among 75 participants from the domain of small drop shipping businesses in the apparel industry of the UK were all above 17 years of age (see Graph 1).
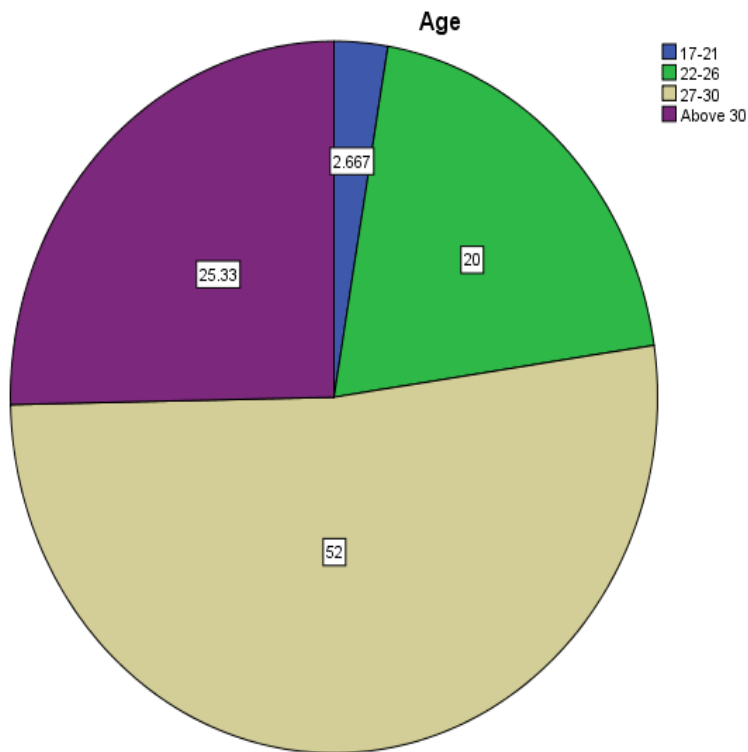
Graph 1 Research Participants as per Age Group Distributions

As illustrated in Graph 1, in the age group of 17 to 21 years, there were 2.667% participants, which mean in this age group the questionnaire survey comprised 2 participants among the total of 75 participants. In the age group of 22 to 26 years, there were 20% participants, which mean in this age group the questionnaire survey comprised 15 participants among the total of 75 participants. Further, in the age group of 27 to 30 years, there were 52% participants, which mean in this age group the questionnaire survey comprised 39 participants among the total of 75 participants. Finally, in the age group above 30 years, there were 25.33% of participants, which means in this age group the questionnaire surveyed 19 participants among a total of 75 participants.

Moreover, as this research also considered gender distribution among the selected sample of small drop shipping businesses for the apparel manufacturing designers from the UK SME sector, it has been detected that 17.33% of the total 75 participants, which means 13

participants were male, whereas 82.67% out of 75 participants means 62 participants were female (see Graph 2).
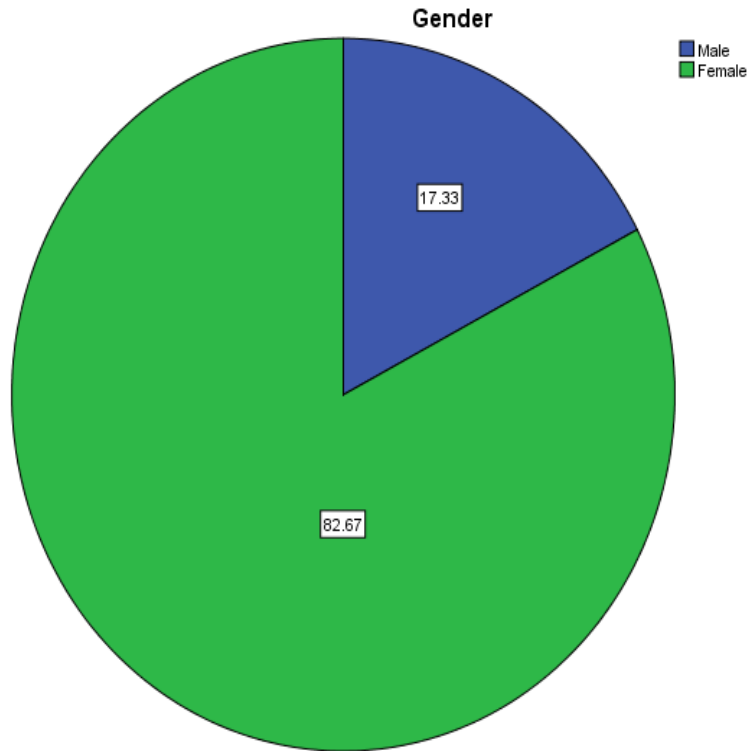
Graph 2 Research Participants as per Gender Distribution

These data specified that the minimum number of participants from the small drop shipping businesses were from the age group of 17 to 21 years, and the maximum number of participants were from the age group of 27 to 30 years of age, followed by those above 30 years of age. As such it is evident that the SMEs of the UK in the apparel industry are dominated by buyers from small drop shipping businesses above the age of 27 years and most of them are female buyers. This is the age and gender group that is much responsible for generating the impact of glocalisation the in the UK SMEs for apparel manufacturing designers and must get investigated for gaining effective strategic solutions to revive and meet the increasing competitive edge in the post-pandemic scenario.

4.3 Regression Analysis (RA): One-Way ANOVA

Considering Regression Analysis (RA) for this research appears as a justified proceeding as the attained regression table offers a detailed Analysis of Variance (ANOVA) of the data collected from the questionnaire surveys. The variable-based independent tests are noted at the initial stage of calculating ANOVA.

Group Statistics 1 Gender and amount purchased from the supermarket

Group Statistics					
Gender		N	Mean	Std. Deviation	Std. Error Mean
Purchase amount Supermarket	Male	13	2.0769	.75955	.21066
	Female	62	2.6452	.92500	.11748

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Purchase amount Supermarket	Equal variances assumed	2.650	.108	-2.070	73	.042	-.56824	.27451	-1.11533	-.02114
	Equal variances not assumed			-2.356	20.239	.029	-.56824	.24120	-1.07100	-.06548

Group Statistics 2 Gender and amount purchased from outlet chain

Group Statistics					
Gender		N	Mean	Std. Deviation	Std. Error Mean
Purchase amount outlet stores	Male	13	2.6154	1.04391	.28953
	Female	62	2.7742	.79793	.10134

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Purchase amount outlet stores	Equal variances assumed	2.408	.125	-.617	73	.539	-.15881	.25725	-.67150	.35388
	Equal variances not assumed			-.518	15.076	.612	-.15881	.30675	-.81235	.49473

Group Statistics 3 Gender and Purchase amount designer boutique

Group Statistics					
Gender		N	Mean	Std. Deviation	Std. Error Mean
Purchase amount designer boutique	Male	13	1.6923	.75107	.20831
	Female	62	1.7258	.75029	.09529

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Purchase amount designer boutique	Equal variances assumed	.023	.879	-.146	73	.884	-.03350	.22891	-.48972	.42272
	Equal variances not assumed			-.146	17.397	.885	-.03350	.22907	-.51595	.44895

Group Statistics 4 Gender and Purchase amount from high street chain store

Group Statistics					
Gender		N	Mean	Std. Deviation	Std. Error Mean
Purchase from high street chain store	Male	13	2.6923	.75107	.20831
	Female	62	2.5000	.82482	.10475

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Purchase from high street chain store	Equal variances assumed	.333	.565	.775	73	.441	.19231	.24805	-.30205	.68667

	Equal variances not assumed			.825	18.602	.420	.19231	.23316	-.29642	.68103

From the declarations made by **Error! Reference source not found.**, **Error! Reference source not found.**, Group Statistics 3 and Group Statistics 4 under the provision of Levene's Test for Equality of Variances, it has been marked that except for the variable Purchase from Supermarket, the Sig. values are all higher than 0.05 in case of other variables - Purchase from designer boutique, and Purchase from high street chain store. This leads the thread that the apparel manufacturers are least preferred in the Supermarkets where there are availability of products from MNCs.

Further, the development of RA based on **Error! Reference source not found.**, **Error! Reference source not found.**, Group Statistics 3 and Group Statistics 4 is led through the declaration of Model Summary and the results attained through the implementation of ANOVA.

Table 1 Model Summary for the RA of the data collected from the Questionnaire Surveys

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.308ᵃ	.095	.000	.83964
a. Predictors: (Constant), Purchase from a high street chain store, Purchase from outlet stores, Age, Gender, Purchase from a designer boutique, Apparel purchase, Purchase from Supermarket				

The model summary as noted in Table 1 leads to the creation of the ANOVA results of the data collected from the questionnaire surveys. The attained ANOVA results as marked in Table 2 offers the comparative connection between the selected groups for determining the rates of competitiveness for the SMEs, as led by the impact of

glocalisation in the apparel industry of the UK. Following the declarations made over the total sum of squares, the degrees of freedom for the model, the mean square for the model, the F statistic, and the p-value as noted by Kent. Edu (2021); the results stand effective in gaining the interrelation between the core challenges and benefits of glocalisation over the apparel manufacturing designers of the UK.

The identified domains are marked through the interconnected results attained for the rate of Purchase from high street chain stores, Purchases from outlet stores, Purchases from designer boutiques, Apparel purchases, and Purchases from Supermarkets. The attained ANOVA results and the related Coefficients are marked in Table 2 and Table 3.

It is important to note here that if the Sig. value is less than 0.05, then the selected variable stands significant to the context and if the Sig. value is higher than 0.05, then the selected variable stands insignificant to the context.

Table 2 Noted ANOVA for the RA of the data collected from the Questionnaire Surveys

ANOVA[a]					
Model	Sum of Squares	DF (Degrees of Freedom)	Mean Square	F (Factor)	Sig.
1 Regression	4.952	7	.707	1.004	.437[b]
Residual	47.234	67	.705		
Total	52.187	74			
a. Dependent Variable: Purchase amount outlet stores					
b. Predictors: (Constant), Purchase from a high street chain store, Purchase from outlet stores, Age, Gender, Purchase from a designer boutique, Apparel purchase, Purchase from Supermarket					

Table 3 Attained ANOVA Coefficients for the RA

Coefficients						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.778	1.036		2.682	.009
	Age	.185	.132	.166	1.397	.167
	Gender	.100	.262	.045	.381	.705
	Apparel purchase	-.124	.111	-.136	-1.112	.270
	Purchase from Supermarket	-.125	.133	-.116	-.937	.352
	Purchase from outlet stores	-.237	.126	-.234	-1.877	.065
	Purchase from a designer boutique	.136	.165	.098	.823	.413
	Purchase from the high street chain store	-.025	.127	-.024	-.194	.847
a. Dependent Variable: Purchase amount outlet stores						

The attained results are in the appropriateness of the referred Model Summary table (Table 1) for One-Way ANOVA (Table 2 & Table 3). Based on the statistical relevance as marked in Figure 11, the attained results on the total sum of squares represents the identified variability in the dependent variable, which is the Purchase amount outlet stores, over the independent variables is comparatively low.

Thus, as per the statistical analysis attained through results noted in Table 2 and Table 3, it is evident that the variables led by Purchase from high street chain stores, Purchases from outlet stores, Purchases from designer boutiques, Apparel purchases, and the Purchase from Supermarket are interconnected and that the impact of glocalisation is severe on the SMEs of the apparel manufacturing designers of the UK.

4.4 Critical Analyses

Following the derivations noted through 4.3 Regression Analysis (RA): One-Way ANOVA, this research identifies some of the core contexts related to the impacts of glocalisation on the UK-based SMEs of apparel manufacturing designers. The results attained from the questionnaire surveys with small drop shipping businesses, it has been marked that the dependent variable - Purchase from high street chain stores stays closely connected to the independent variables- Purchase from a designer boutique, Apparel purchase, and Purchase from Supermarket. A critical analysis of the attained results is noted hereafter

4.4.1 Age-wise Cross-tabulation derivations

Based on the Age wise Cross-tabulation derivations, this research analyses the variables to understand the core elementary factors which are responsible for creating challenges, or otherwise paving better routes for business development for the SMEs of the apparel manufacturing designers of the UK.

As per the calculations noted in Cross-tabulation 1 Age wise Purchase from Supermarket in Appendix 3 Cross Tabulations and as illustrated in Graph 3, the age group between 27 to 30 years make the highest purchase from supermarket and is followed by those above 30

years of age. The age group between 17 to 21 years appear to have the least interest in purchasing apparel from the supermarket.
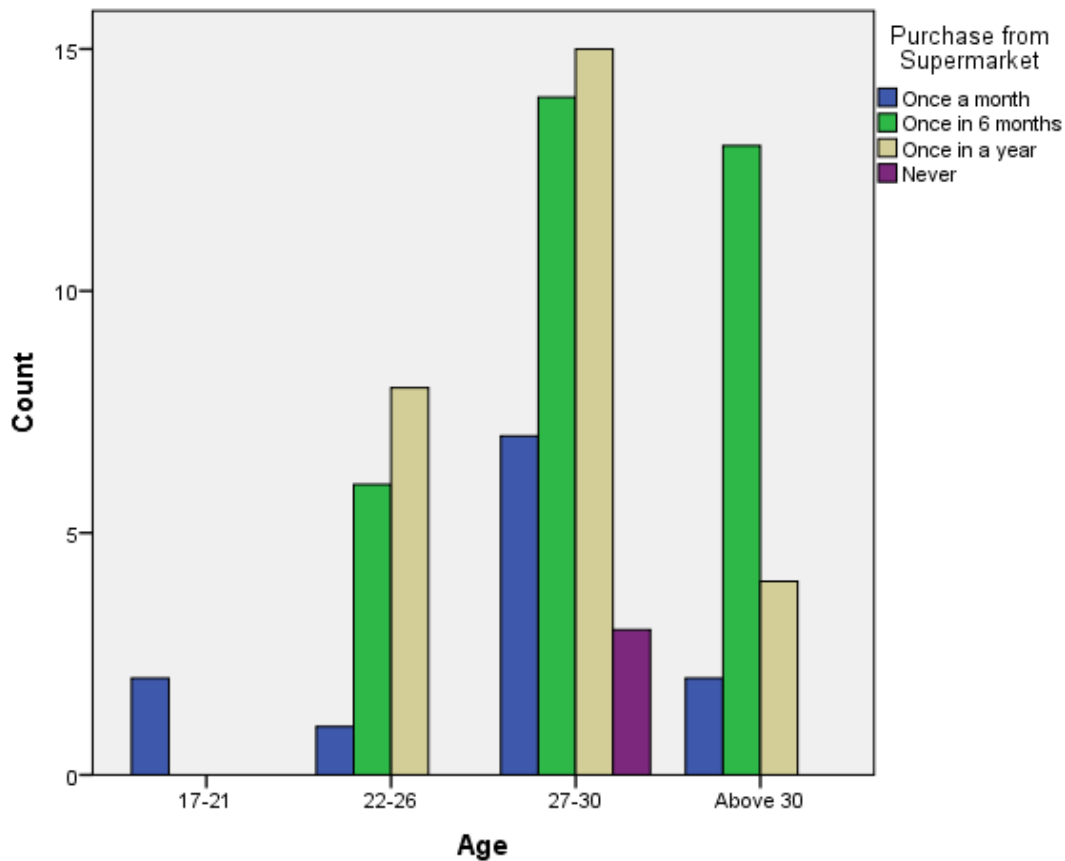
Graph 3 Purchase from Supermarket

As per the calculations noted in Cross-tabulation 2 Age wise Purchase from outlet stores of Appendix 3 Cross Tabulations and as illustrated in Graph 4, the age group between 27 to 30 years make the highest purchase from supermarkets and is followed by those above 30 years of age. The age group between 17 to 21 years appear to have the least interest in purchasing apparel from the supermarket.
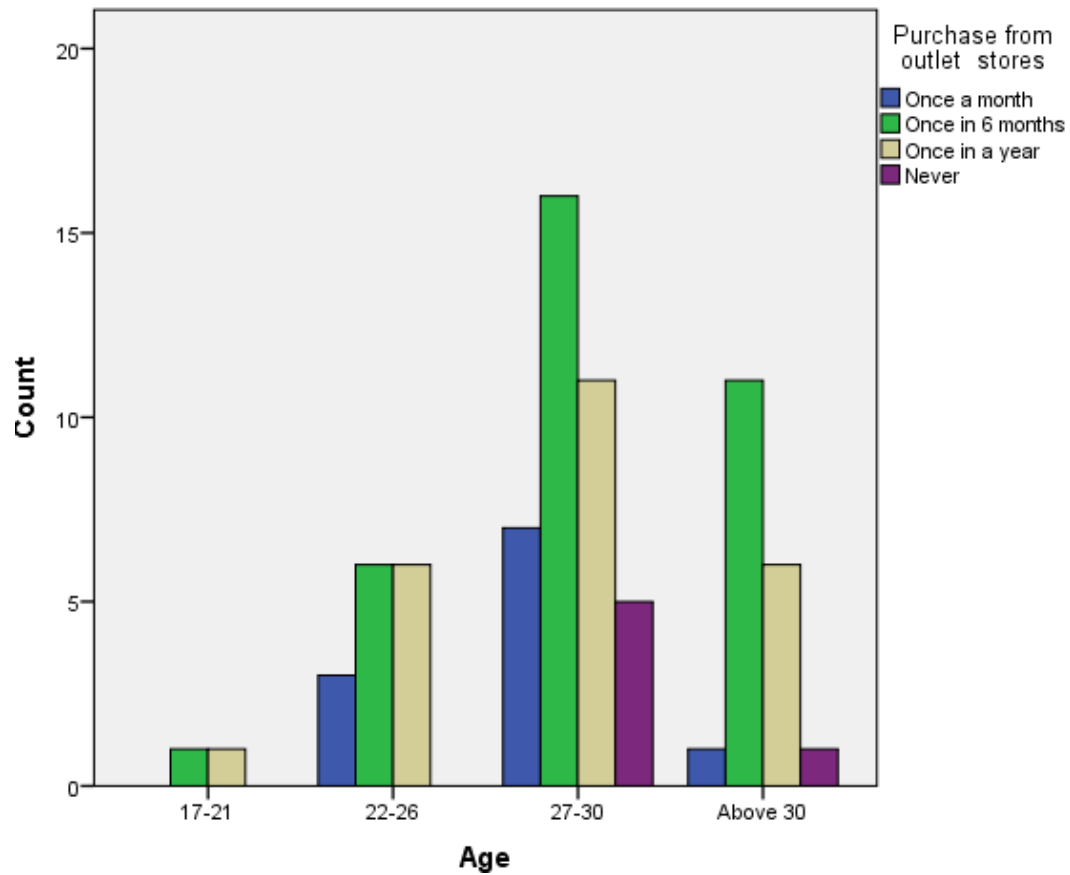
Graph 4 Purchase from outlet stores

As per the calculations noted in Cross-tabulation 3 Age wise Purchase from a designer boutique in Appendix 3 Cross Tabulations and as illustrated in Graph 5, the age group between 27 to 30 years make the highest purchase from supermarkets and is followed by those above 30 years of age. The age group between 17 to 21 years appear to have the least interest in purchasing apparel from the supermarket.
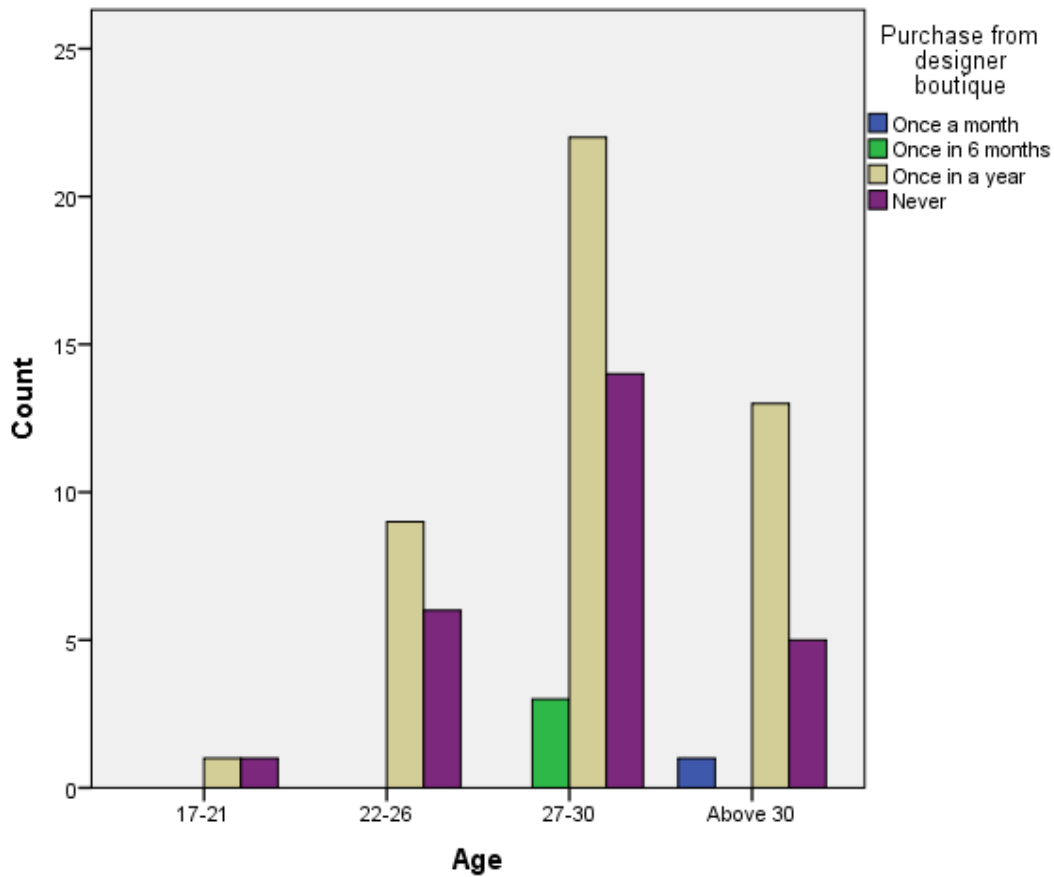
Graph 5 Purchase from a designer boutique

As per the calculations noted in Cross-tabulation 4 Age wise Purchase from high street chain stores in Appendix 3 Cross Tabulations and as illustrated in Graph 6, the age group between 27 to 30 years make the highest purchase from supermarkets and is followed by those above 30 years of age. The age group between 17 to 21 years appear to have the least interest in purchasing apparel from the supermarket.
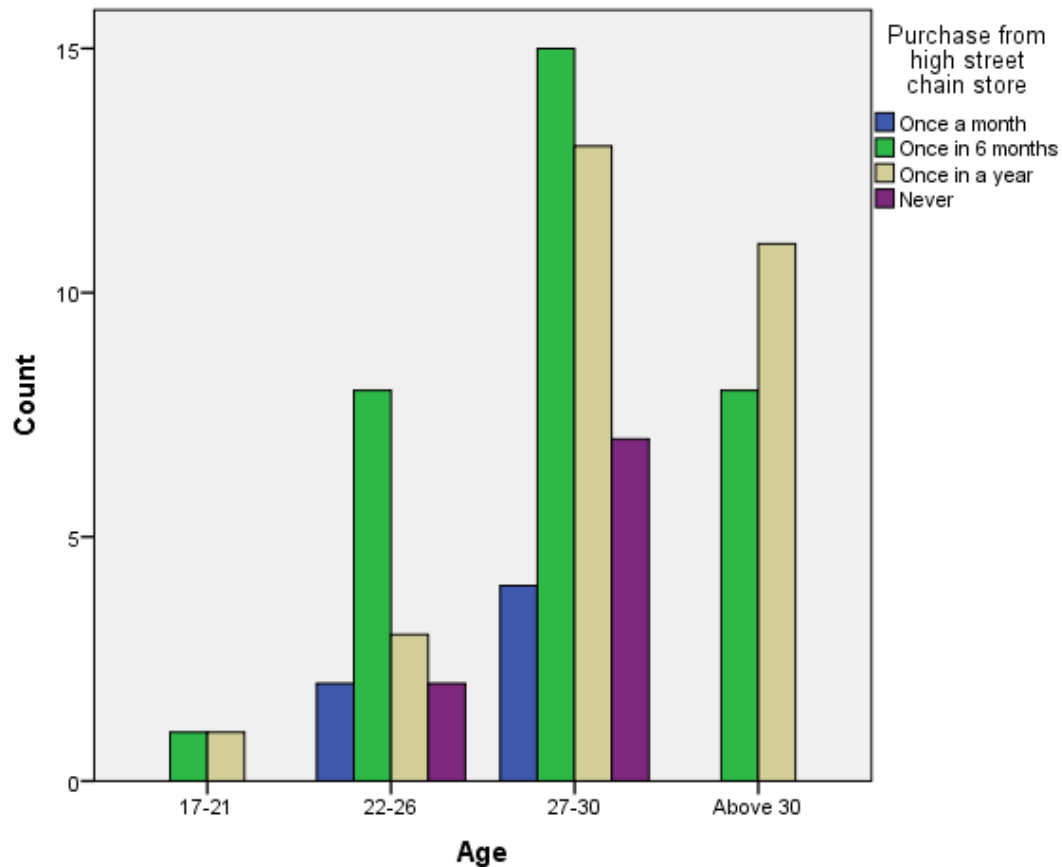
Graph 6 Purchase from a high street chain store

With the great number of variations in the purchase frequency throughout the year, the age group between 27 to 30 years remains the most active consumer of apparel in the UK. This gets followed by the age group above 330 and those between 22 to 26 years of age. On the other hand, the age group between 17 to 21 years remain the least participant in buying apparel as a whole. The reason to be detected here is financial independence, which is a matter of discussion hereafter.

4.4.2 Consumer Buying Habit

The attained results from this research establish that the core challenge that the SMEs from the apparel manufacturing domain is the lack of consumers in the real market scenario. As a result, there is a restriction on the growth of SMEs in this domain. From

the data attained through the questionnaire survey, the business scenario for SMEs gets counted in terms of selling apparel through designer boutiques, stores in the supermarket, outlet stores, and high street chain stores. To sum up, the calculated Sig. derivations through ANOVA have been noted in Table 4 and Table 5.

Table 4 ANOVA Declarations of Sig. in terms of Purchasing Count

		ANOVA					
		apparel manufacturing designers of the UK					**MNCs through Glocalisation**
		Sum of Squares	df	Mean Square	F	Sig.	
Purchase from designer boutique	Between Groups	.012	1	.012	.032	.857	0.143
	Within Groups	27.108	73	.371			
	Total	27.120	74				
Purchase from Supermarket	Between Groups	.250	1	.250	.407	.525	0.475
	Within Groups	44.870	73	.615			
	Total	45.120	74				
Purchase from outlet stores	Between Groups	1.251	1	1.251	1.848	.178	0.822
	Within Groups	49.416	73	.677			
	Total	50.667	74				
Purchase from high street chain store	Between Groups	.397	1	.397	.601	.441	0.559
	Within Groups	48.269	73	.661			
	Total	48.667	74				

Table 5 ANOVA Declarations of Sig. in terms of Purchase Amount

ANOVA							
			apparel manufacturing designers of the UK				MNCs through Glocalisation
		Sum of Squares	df	Mean Square	F	Sig.	
Purchase amount Supermarket	Between Groups	3.470	1	3.470	4.285	.042	0.958
	Within Groups	59.117	73	.810			
	Total	62.587	74				
Purchase amount outlet stores	Between Groups	.271	1	.271	.381	.539	0.461
	Within Groups	51.916	73	.711			
	Total	52.187	74				
Purchase amount designer boutique	Between Groups	.012	1	.012	.021	.884	0.116
	Within Groups	41.108	73	.563			
	Total	41.120	74				
Purchase amount high street chain store	Between Groups	0.014	1	0.013	0.022	0.885	0.115
	Within Groups	41.118	73	0.565			
	Total	41.13	74				

The findings from the regression analysis as in Table 4 suggest that purchase from designer boutique has a positive impact on the purchase of apparel. On the other hand, purchases from other options namely, supermarkets, outlet stores and high street chain stores have a negative impact on apparel purchases.

From the derivation noted in Table 4, the variable of Purchase from designer boutique shows a Sig. of .857, which means that the selling status of glocalised MNCs have a hold of 0.143 consumer base, and is yet to come in competition with the local designers under this variable. Tough competition can be marked in the case of Purchases from Supermarkets, where a 0.525 consumer base has been detected through the questionnaire survey, leading to the hold of 0.475 for the glocalised MNCs. However, when it comes to Purchase from outlet stores, the consumer-based data gets identified as 0.178, meaning the glocalised MNCs has a consumer base of 0.822. Finally, the Purchase from high street chain stores shows Sig. of 0.441, which means that the glocalised MNCs have a consumer base of 0.559.

When it comes to the Purchase amount as noted in Table 5, the results show that **the** Purchase amount Supermarket shows a Sig. of 0.042 which means that the earning status of glocalised MNCs has a hold of 0.958. Further, Purchase amount outlet stores show a Sig. of 0.539 which means that the earning status of glocalised MNCs has a hold of 0.461, and Purchase amount designer boutique shows a Sig. of 0.884 which means that the earning status of glocalised MNCs has a hold of 0.116. Finally, the Purchase amount high street chain store shows a Sig. of 0.885 which means that the earning status of glocalised MNCs has a hold of 0.115. As the Sig. data referring to the earning status of MNCs in all the variables are higher than 0.05, it is evident that the designers are facing a serious crisis in gaining consumers' attention.

The independent variable (IV)- glocalization seems to influence the dependent variables (DV) hugely. As a result, the advent of glocalisation affects the growth and sustainability of small business owners in the apparel manufacturing domains with high-end competitiveness. Glocalisation appears to make things difficult for apparel manufacturing designers and has increased market competitiveness to a much higher level.

This gets well confirmed as the questionnaire survey on the preferences of the apparels from the designers gets questioned among the 75 participants. The data collected from these participants showed that most of them preferred to buy designer apparel because of High-end quality, Customised design & fitting, Exclusiveness, and Feels so good (see Graph 7).
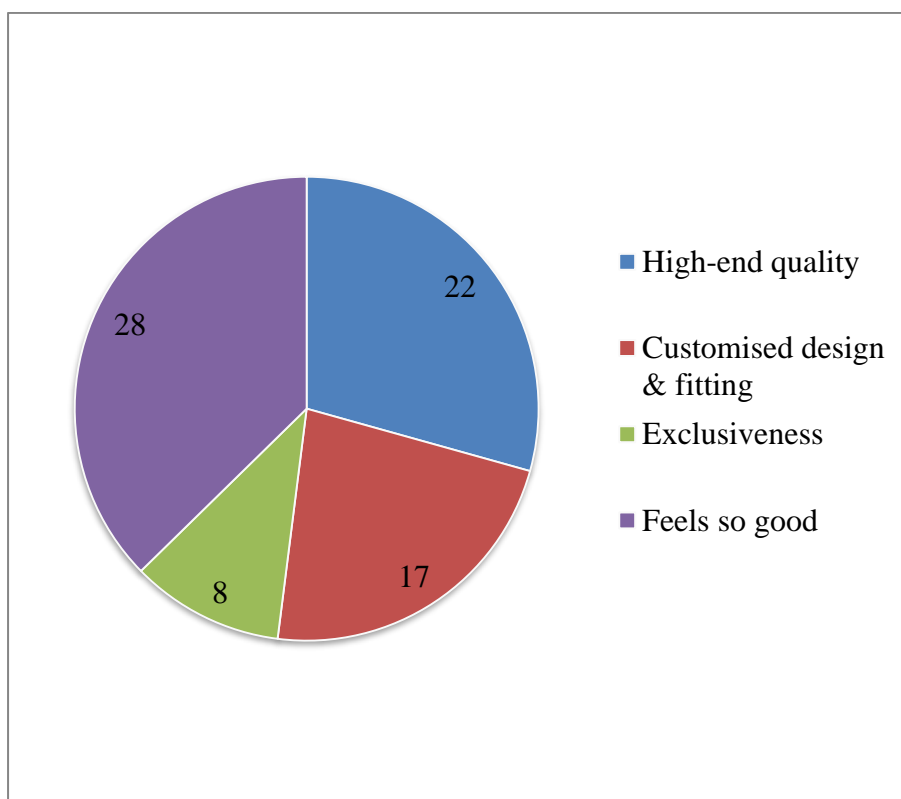
Graph 7 Reasons for Preferring Designer Apparel

Further, when the 75 participants were asked about their reasons for not preferring designer apparel, the common answers were in favour of High Price, Outgrowing Wastage, Isolation due to Envy, and Very Seasonal (see Graph 8).
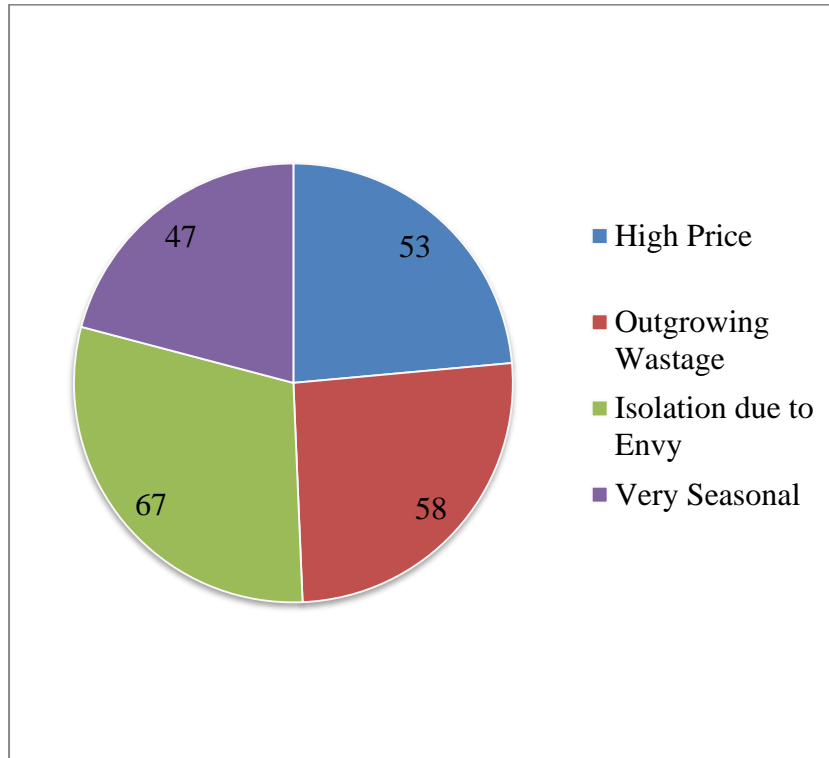
Graph 8 Reasons for Not Preferring Designer Apparel

The data collected from Graph 7 clarifies that 22 out of 75 participants which are 29% prefer designer apparel because of High-end quality, and 17 out of 75 participants which are 23% prefer designer apparel because of Customised design & fitting. Moreover, 8 out of 75 participants which are 11% prefer designer apparel because of Exclusiveness and 28 out of 75 participants which are 37% prefer designer apparel because of Feels so good. However, 53 out of 75 participants which are 71% do not prefer designer apparel because of High Prices and 58 out of 75 participants which are 77% do not prefer designer apparel because of Outgrowing Wastage. further, 67 out of 75 participants which are 89% do not

prefer designer apparel because of Isolation due to Envy and 47 out of 75 participants which are 63% do not prefer designer apparel because of Very Seasonal.

As a whole, it is clear that the non-preference for designer apparel among consumers is much higher than those who prefer designer apparel.

4.5 Conclusion

From the findings, the core issues or the challenges that the SMEs of the apparel manufacturing designers in the UK are facing, get connected to the availability of apparel by the MNCs through glocalisation. From the derivations\, it is clear that most of the consumers do not prefer to opt for designer clothes and this refers to the easy availability of quality products with designer feelings from various brands that are getting into the UK market through glocalisation. Concerns and aspects related to these derivations will be discussed in the next chapter.

Chapter 5 Discussion

5.1 Introduction

This research establishes that the challenges led by the entering of international companies into the local market through the strategic implementation of glocalisation are subject to critical evaluation. The data collected from the secondary sources and the primary sources have noted that in the post-pandemic scenario, there is a severe increase in competitiveness for the SMEs in the UK, and the apparel market, in particular (Tijssen et al., 2019; Dessi and Sedda, 2020; Ibrahim and Abdel-Razi, 2021; Ly, 2021; Hutton, 2022).

In this chapter, the core approach is to find answers to the 1.4 Research Question and the 1.4.1 Sub-questions with an adequate amount of critical understanding. This chapter will discuss the contexts of technical and R&D support systems, financial structure, competitive aggression, and human resource strategies meant and led by the SMEs, and on a specific note, the apparel manufacturing designers in the UK. The key policies that the UK government has initiated in support of the SMEs in the post-pandemic phase will be discussed with necessary relevance and justifications derived from the data collected from secondary and primary sources.

5.2 Glocalisation: Apparel Manufacturing Designers, UK

While considering the objective of meeting the 2.8 Research Gaps, this research identifies four determined aspects from the apparel manufacturing designers which attained tremendous impact due to glocalisation. These aspects are- technical and R&D support systems, financial structure, competitive aggression, and human resource strategies.

5.2.1 Technical and R&D support systems

From the secondary data sources, it has been marked that the apparel manufacturing designers' SMEs are trying to get into digital technicalities only after facing setbacks during the pandemic (Riom and Valero, 2020). As stated in Figure 8 and the detailed report from OECD (2021), this sector also lacks R&D initiatives but is not getting involved in making serious investments in the new digital capabilities. There is also some notable participation in the cross-utilization of digital tools among the designers, stylists, and pattern makers, whereby these SMEs are gaining developed status in cross-disciplinary collaboration, attaining informed decisions & improved communication, especially for scopes like real-time 3D model visualization (Casciani et al., 2022; Pal and Jayarathne, 2022; Ornati, 2022).

However, the primary data as depicted in Table 4 and Table 5, establish that these initial involvements in technical and R&D support systems for SMEs with apparel manufacturing designers are yet to meet a better consumer margin. From the interventions of Entrepreneurship theory, it is important that apparel SMEs start investing more in technical and R&D support systems (WEF, 2022) and the practice of digital entrepreneurship (Alano and Quising, 2022). For this purpose, this research realises that partnering with universities and research institutions can be a very well-structured initiation for apparel SMEs.

5.2.2 Choice of Financial Structure

Glocalisation had a significant impact on the choice of financial structure for SMEs in the apparel manufacturing sector of the UK. The pandemic has led these SMEs to the edge of seeking financial assistance from local finance. The need to attain an appropriate financial structure, Figure 5 noted that finance is a domain that lay serious impacts on both the

internal and external stature of a company and the Entrepreneur initiating the company. The core challenge appears when under glocalisation the MNCs start getting involved in the process of adapting products and services to meet the needs of local markets and such an approach gets much supported b the financial statures of the MNCs (Eggers, 2020 and Sanyal et al., 2020). Further as identified by Eggers (2020) and Sanyal et al (2020) glocalisation exposes SMEs to currency fluctuations, which can impact their financial performance. SMEs in the apparel manufacturing domains need to consider hedging strategies or alternative financing options to mitigate these risks (Zavadsky et al., 2020; Shekar et al., 2021). Further, the data from the primary sources as noted in Table 4 and Table 5 also proved that consumers from the UK spend more on products from MNCs rather than those from the designers. The specific reasons for such choices are noted in Graph 7 and Graph 8.

5.2.3 Competitive Aggression

Adaption of competitive aggression under the negative impact of glocalisation can be noted as platforms for generating opportunities for differentiation and competitive advantage in local markets for the SMEs led by apparel manufacturing designers in the UK as glocalisation encourages the means to adapt local tastes (Steger and James, 2019; Ibrahim and Abdel-Razi, 2021), the similar persuasion can be developed by the apparel SMEs of the UK. However, in this case, the data from the primary sources as noted in Graph 8 Reasons for Not Preferring Designer Apparel that pricing is one of the main factors that restrict the local population from buying local designer apparel. Being local manufacturers, apparel SMEs should rather come up with competitive pricing. It has been realised through this research that apparel manufacturing designers should try to produce apparel at a lower cost and then release them with competitive pricing in the local

competitive market. As the pricing will remain competitive, it will undercut SME competition in the glocalisation attempts of the MNCs and will bring better market shares.

Moreover, as noted by Roudometof (2016) and Dewi et al (2021) SMEs that can establish relationships with local suppliers, distributors, and partners can gain access to local expertise and resources that can be difficult for outsiders to replicate. In this matter, it becomes important for the UK-based apparel SME to establish relationships with local textile manufacturers or distributors in the new market can gain a competitive advantage over businesses that rely on importing materials from abroad.

5.2.4 Human Resource (HR) Strategies

In the post-pandemic phase, the HR strategies as suggested by Haryati et al (2021), Héraud (2021), and Friesenbichler & Reinstaller (2022) were more related to good management systems which are responsible for generating supportive provisions for all the stakeholders involved in the particular business. These scholars emphasised creating a sophisticated level of entrepreneurship with the right vision and wider knowledge of the market. The provision that the MNCs adapt through glocalisation is to create opportunities for local talents in generating better business operations (Haryati et al., 2021; Friesenbichler & Reinstaller, 2022). This strategic practice needs to be adopted by the apparel SMEs of the UK in terms of expanding business operations and training local staff on the company's products and services, as well as on sales and marketing strategies that are effective in that market. As noted in Graph 7, the elements of High-end quality, Customised design & fitting, Exclusiveness, and Feeling so good can be well achieved through local participation and for the local apparel designers this can be a highly advantageous way to gain a competitive edge over the MNCs with glocalisation. The

reasons are simple, as the local apparel manufacturers need not have to struggle in understanding the local culture of the market.

However, it is necessary to understand that the limitations to the pricing must be considered with a much more effective mode of competitiveness even in managing the in-house stakeholders (Mwasiaji, 2019).

5.3 Impact of Glocalisation on the SMEs: Critical Evaluation

The impact of glocalisation on SMEs appeared to be a severely-winded concern. To meet the increasing competitiveness, the SMEs of apparel manufacturing designers in the UK are subject to gain a better understanding of the market and the demands of the consumers. As stated in Figure 6, the advantages and the disadvantages of glocalisation offer grounds for serious competition for SMEs. However, at the same time, it also paves the way to learn more tactics to develop business models after the grievous consequences of the pandemic.

5.3.1 Invasion & Diversifications

A report from MTC (2022) made clear declarations about the drastic fall of the entire textile and clothing industry of the UK and the identified reason are an amalgamation of the climate crisis, the state of net zero, post-Brexit fluctuations of the supply chain, and the pandemic. However, under such circumstances, there is a rapid invasion of MNCs in this domain through the implementation of glocalisation. The UK Government declarations, stated in Appendix 1 Identification of SME size in the UK, offer a detailed understanding of the kind of SMEs that the UK holds. Further, this data declared that 99% of SMEs in the UK are with 0-249 employees, and the apparel manufacturing sector is one of them. Hutton (2022) reported for the UK Government that the apparel

manufacturing sector covers 4% of total businesses and generates 9% of total employment, with the deliverance of a 14% return on the total UK turnover. With such contributions, it becomes inevitable to note that the growth and sustainability of apparel manufacturing designers are very important for the UK as a whole.

However, to meet the competition led by the MNCs with the strategy of glocalisation, Bonk et al (2020) referred to the adaption of innovations, redefining beyond rigid disciplines, expansion across margins, and appropriate leadership capabilities. These are the aspects that appear mandatory for the apparel SMEs of the UK in the post-pandemic business scenario. Further diversification of business proceedings under these aspects is important in understanding differentiation (as identified in Graph 1 and Graph 2) and generating homogenization in the local market (Ghosh, 2021).

5.3.2 Key Policies of the UK Government

The UK Government has initiated Small and medium-sized enterprises action plans to mitigate the challenges faced by the SMEs due to the pandemic (see Figure 1). Tailoring business strategies as per the local market is a definite way of meeting the increasing competitiveness for the SMES, and with Government financial support the approaches become more effective. Some of the key initiatives led by the UK government to support small and medium-sized enterprises (SMEs) are:

- ➢ Coronavirus Business Interruption Loan Scheme (CBILS): This scheme provides financial support for SMEs affected by the COVID-19 pandemic. Eligible businesses can apply for loans of up to £5 million with the government covering the first 12 months of interest payments (Gov. UK, 2021).

- ➢ Start-Up Loans: This program provides loans of up to £25,000 for entrepreneurs looking to start or grow a business. The loans are available to businesses that have been trading for less than 24 months (Gov. UK, 2023).

- ➢ Small Business Grants Fund (SBGF): The SBGF provides grants of up to £10,000 to businesses that are eligible for small business rate relief or rural rate relief. The grants are intended to help businesses cover their ongoing costs during the pandemic (Gov. UK, 2020a).

- ➢ Research and Development (R&D) Tax Credit Scheme: This scheme provides tax relief for businesses that are investing in R&D. SMEs can claim up to 33% of their R&D expenditure as a tax credit (Gov. UK, 2023a).

However, irrespective of this government assistance, the SMEs in the apparel domain are unable to cope with the pressure of glocalisation. The data from Cross-tabulation 1, Cross-tabulation 2, Cross-tabulation 3 and Cross-tabulation 4 suggests that the only thing that restricts SMEs is in understanding the demands of the local population. Unlike the MNCs, the apparel SMEs of the UK are not much involved in the market survey. This can be stated based on the results attained through the questionnaire survey of this research and as depicted in Graph 3, Graph 4, Graph 5and Graph 6. In all these graphs the age group between 27 to 30 years appears to be the chief consumers of designer wear, whereas participation of the rest of the age groups remains much lower than expected. From these derivations, it has been noted that

5.4 Strategic Initiations: Meet Competitions led by Glocalisation

Following the data collected from the secondary and the primary sources, this research states that to meet the competition led by glocalisation, SMEs led by apparel manufacturing designers in the UK can implement several strategies (see Figure 12).

Adopt glocalisation strategies	involve adapting their products and services to local markets and cultures, hiring local staff and suppliers, and building partnerships with local businesses.
Emphasize quality and uniqueness	focusing on high-quality materials and craftsmanship, creating unique designs that stand out from the competition, and promoting their products through storytelling and branding.
Build strong relationships with customers	involve providing excellent customer service, offering personalized products and services, and building brand loyalty through social media and other marketing channels.
Invest in technology	using data analytics and artificial intelligence to better understand customer preferences and create more targeted marketing campaigns
Invest in innovation	investing in new materials and manufacturing processes to improve product quality and efficiency.

Figure 12 Strategies for the apparel manufacturing Designers in the UK to Mitigate Glocalisation Challenges (Source: Created by the Researcher)

5.4.1 Technical and R&D Support Strategies

Following the derived strategies as mentioned in Figure 12, the SMEs of apparel manufacturing designers in the UK should invest in technical and R&D support systems. Noting the relevance of technology and R&D significance in the growth and sustainability as marked by Ifekwem and Adedamola (2016) and Gamage et al (2019), this research relates the relevance to the SMEs of apparel manufacturing in the UK. By making investments in technology and innovation, these SMEs need to include data analytics to identify consumer choices for apparel and create designs as per the most popular preferences of different sectors of the markets. Inclusion of 3D printing to

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prototype new apparel designs in a shorter duration with the least manual labour. Necessary growth through R&D can be achieved if these SMEs come in collaboration with specialised fashion and textile designing departments of the local universities to improve their products, introduce new materials like odour-resistant or moisture-wicking apparel; and advanced processes of manufacturing. One of the major advents that these SMEs can lead is developing sustainable and eco-friendly apparel or generating recycling initiatives, which can meet the demands related to environmental conservation.

However, for appropriate implementation of these aspects, these SMEs must get involved in the manufacturing and marketing proceedings and the approaches must get supported by adequate financial support.

5.4.2 Financial Initiatives

At the financial frontier, the UK Government has provided many effective schemes, which are marked in 5.3.2 Key Policies of the UK Government. Though the declared amounts are meant for the SME domain as a whole, still the possibility of getting adequate financial support for apparel manufacturing remains highly aspiring. The reason is the kind of revenue that the apparel industry generates for the UK governance (Hutton, 2022).

Moreover, as detected by this research pricing appears to be the core challenge for the apparel manufactured by the designers. As noted in Graph 8, and data supported by Table 5, the concern of pricing has been a huge setback to the apparel manufacturing designers in the UK.

However, while referring to the post-pandemic conditions, Gonda et al (2020) referred to the European SMEs and marked that in the domain of fashion and textiles, the financial

pressures were identified in terms of rent, margin, financing, brand awareness, and maintenance of goodwill.

5.4.3 Implement Competitive Advantages

As mentioned in Figure 12, to meet the increasing competitiveness the SMEs of apparel manufacturing designers of the UK should adopt glocalisation strategies, which are currently implemented by the MNCs in the UK apparel market. These SMEs can create product lines which are tailored to the local markets and are created by local designers as per the demands of the local consumers. To counter the dominance of MNCs as noted in Table 4 and Table 5, this approach will help these SMEs in getting connected to the local culture and changing trends of consumer demands. As glocalisation will get adopted by the SMEs, the designers will bet the competitive advantage of mixing more conveniently with the cultural demands of the consumers. Unlike the MNCs, these SMEs need not have to attain any kind of specialised training for understanding the local cultures as they belong to the same cultural origin. However, since the UK society is highly diverse, apparel designers must undergo the necessary research and understanding of the cross-cultural and mixed-cultural needs of the consumers.

Further, in consideration of the factors for which the apparel SMEs are not preferred by the consumers (as in Graph 8), it is very important to note that these SMEs need to cut down the cost of their products. The most effective way of achieving this target is by streamlining the process of apparel manufacturing. The designers need to reduce various steps in the process of production and generate optimize productivity provisions at the workplace. Working with a smaller team, and using automation systems and advanced technology for just-in-time (JIT) manufacturing, can be highly effective (Phan et al., 2019).

5.4.4 Effective HR Strategies

Kijkasiwat (2021) noted that the most appropriate way to manage HR within an organisation is through the process of maintaining the behavioural perspectives of the employees, management, and related stakeholders. However, Zavadsky et al (2020) noted that among all the participants, in an SME employee management is the most vital domain to be administered. In the post-pandemic conditions, Gonda et al (2020) identified the core challenges of European SMEs in terms of understanding consumer preferences, store working environment, managing marketing and supply chain, along with the advent of digitization.

Under these challenges, these SMEs were also struggling against the threat of sustainability led by glocalisation. Retention of talented employees has become a mandatory practice for these SMEs for apparel manufacturing designers. It is at this point that this research notes that the most effective way to retain talented employees is by offering flexibility at work, the privilege to work from home, delivering acknowledgement, generating the right bond with the owner, taking care of the employees' family, considering room for innovative ideas (Goh and Okumus, 2020; Ghani et al., 2022). Further, the SMEs of apparel manufacturing designers in the UK can implement software solutions for HR for recognising the participation of talented employees (Ghani et al., 2022). Offering necessary training and development to the employees can be one of the best possible options for retaining talented employees. However, by considering the post-pandemic financial status of the companies (Gonda et al., 2020), this can be kept as the last resort for the SMEs and the suggestions offered in Figure 12 can be implied effectively.

5.5 Conclusion

Eventually, this chapter concludes that the SMEs of apparel manufacturing designers in the UK are facing innumerable challenges led by glocalisation. However, this research has derived that these challenges can be mitigated by developing strategic provisions as noted in Figure 12. Further, this chapter also finds out that the UK government recognizes the opportunities to be driven through glocalisation and thereby driving economic growth and competitiveness in the market. By offering various financial schemes to SMEs, the government of the UK has generated an adequate support system for the entire domain of SMEs. However, it is still a matter of debate when it comes to the financial help offered by the government to the apparel manufacturing sector.

This research offers four provisions through which SMEs of apparel manufacturing designers in the UK can mitigate the challenges led by glocalisation. These provisions are – the inclusion of technical and R&D support strategies, understanding the pricing strategies, generating competitive advantages and implementing effective HR strategies to retain talented employees.

Chapter 6 Conclusion & Recommendations

6.1 Introduction

In this chapter, the declarations about gaining an answer to the research question and meeting the research aim and objectives are stated with clarity. Further, necessary recommendations and research limitations & future research were identified through this study.

6.1.1 Answers to Research Questions

To answer the main research question, this research derived that apparel manufacturing designers of the UK can develop technical and R&D support systems, along with seeking support from Government schemes, Foreign Direct Investments (FDIs), implementation of competitive advantage of knowing the local consumer culture and buying behaviours, and developing effective employees within the entrepreneurial set up; to meet the competitive challenges led by glocalisation. Following the Entrepreneurship Theory, these designers must attract a great amount of interest and should be able to offer immense grounds for the development of business at both individual and social levels (Baker and Welter, 2020).

6.1.2 Meeting Research Aim & Objectives

Meeting the research aim by identifying the challenges and the relevant aspects led by glocalisation for the apparel manufacturing designers of the UK are noted in Figure 2, Figure 5, Figure 6, Graph 7 Reasons for Preferring Designer Appareland Graph 8 Reasons for Not Preferring Designer Apparel. The necessary financial structure, competitive aggression, and human resource strategies for the UK designers are evaluated through subsection 5.4 Strategic Initiations: Meet Competitions led by Glocalisation. To

meet the identified challenges of these designers the most effective proceedings have been marked through the need for investing in the domains of technological involvements and R&D-related growth opportunities.

6.2 Recommendations

This research offers a systematically arranged strategic pathway for the apparel manufacturing designers of the UK. This pathway has been structured through step-by-step proceedings of focusing on sustainable and cost-effective materials, added by the inclusion of streamlining in the production processes, usage of efficient supply chain management with optimized inventory management, and above all leveraging technology. However, while following this pathway, apparel manufacturing designers need to remain highly focussed on unique designs, embrace sustainability in product creation, improve levels of efficiency and get leverage from the e-commerce domains, and finally develop strong collaborations with other designers (see Figure 13).

Figure 13 Systematic Development Structure for the Apparel Manufacturing Designers to Meet the Challenges Led by Glocalisation (Source: Created by the Researcher for this Research)
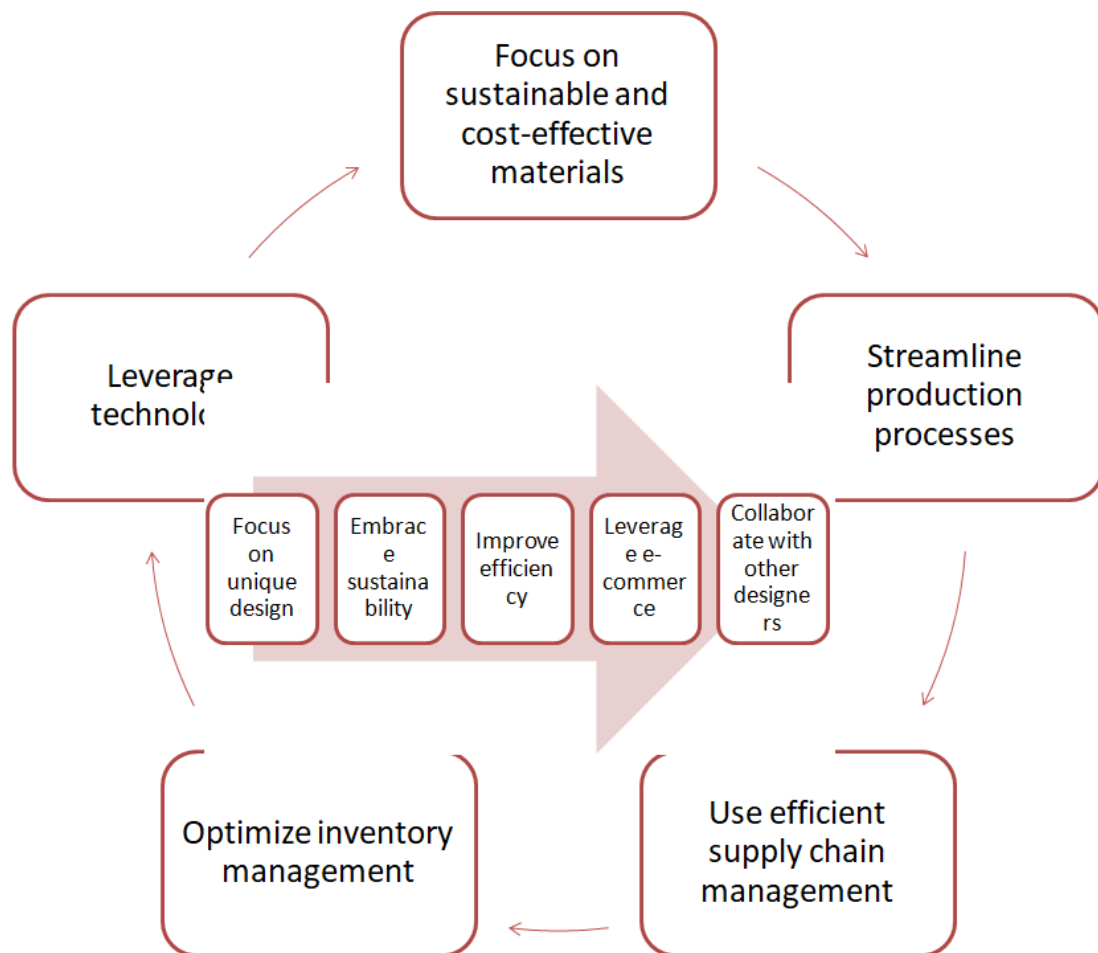
6.3 Research Limitations & Future Research

Though this research stands highly effective in finding an appropriate strategic pathway (as in Figure 13), still there are some aspects to be noted here as limitations to this research. The foremost limitation is the inclusion of only quantitative research methodology and a very limited study sample. Further, this research needed room for generating the context of sustainable and eco-friendly apparel for the designers. There is

also the limitation led by the restricted information on apparel SMEs, whereby a wider understanding of the financial status remains least analysed.

However, this research opens doors for future research on understanding diverse cultural entities of the UK society, followed by the contexts of building strong relationships with customers, the implication of just-in-time (JIT) manufacturing, strategic implementation of Lean Thinking for the apparel SMEs and gain insight into the HR strategies for this sector.

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Appendices

Appendix 1 Identification of SME size in the UK

Private sector businesses in the UK by number of employees, 2022						
	Businesses	Employment	Turnover	Businesses	Employment	Turnover
	000s	000s	£ billions	%	%	%
With no employees	4,061	4,399	278	74%	16%	7%
SMEs (0-249 employees)	5,501	16,432	2,124	99.9%	61%	51%
Micro (0-9 employees)	5,248	8,708	808	95%	32%	19%
Small (10-49 employees)	217	4,228	609	4%	16%	15%
Medium (50-249 employees)	36	3,497	708	1%	13%	17%
Large (250+ employees)	8	10,622	2,032	0.1%	39%	49%
Total, all businesses	**5,509**	**27,054**	**4,157**	100%	100%	100%

Appendix 2 Questionnaire

Tick your choices for the questions noted below:

1. Where from you buy your apparel?

    ☐ Supermarket

    ☐ Outlet stores

    ☐ Designer boutiques

    ☐ High street chain stores

2. How often do you buy from the Supermarket?

    ☐ Once a month

    ☐ Once in 6 months

    ☐ Once in 1 year

    ☐ Never

3. How often do you buy from outlet stores?

    ☐ Once a month

    ☐ Once in 6 months

    ☐ Once in 1 year

    ☐ Never

4. How often do you buy from designer boutiques?

    ☐ Once a month

    ☐ Once in 6 months

    ☐ Once in 1 year

    ☐ Never

5. How often do you buy from a high street chain store?

☐ Once a month

☐ Once in 6 months

☐ Once in 1 year

☐ Never

6. In a year how much do you spend on apparel from the Supermarket?

☐ more than £2000

☐ between £2000 to £1000

☐ between £1000 to £500

☐ less than £500

7. In a year how much do you spend on apparel from outlet stores?

☐ more than £2000

☐ between £2000 to £1000

☐ between £1000 to £500

☐ less than £500

8. In a year how much do you spend on apparel from designer boutiques?

☐ more than £2000

☐ between £2000 to £1000

☐ between £1000 to £500

☐ less than £500

9. In a year how much do you spend on apparel from a high street chain store?

☐ more than £2000

☐ between £2000 to £1000

☐ between £1000 to £500

☐ less than £500

10. Why do you buy designer apparel?

- ☐ High-end quality
- ☐ Customised design & fitting
- ☐ Exclusiveness
- ☐ Feels so good

11. Why you do not buy designer apparel?

- ☐ High Price
- ☐ Outgrowing Wastage
- ☐ Isolation due to Envy
- ☐ Very Seasonal

Appendix 3 Cross Tabulations

Cross-tabulation 1 Age wise Purchase from Supermarket

			Purchase from Supermarket				
			Once a month	Once in 6 months	Once in a year	Never	Total
Age	17-21	Count	2	0	0	0	2
		% of Total	2.7%	0.0%	0.0%	0.0%	2.7%
	22-26	Count	1	6	8	0	15
		% of Total	1.3%	8.0%	10.7%	0.0%	20.0%
	27-30	Count	7	14	15	3	39
		% of Total	9.3%	18.7%	20.0%	4.0%	52.0%
	Above 30	Count	2	13	4	0	19
		% of Total	2.7%	17.3%	5.3%	0.0%	25.3%
Total		Count	12	33	27	3	75
		% of Total	16.0%	44.0%	36.0%	4.0%	100.0%

Cross-tabulation 2 Age wise Purchase from outlet stores

			Purchase from outlet stores				
			Once a month	Once in 6 months	Once in a year	Never	Total
Age	17-21	Count	0	1	1	0	2
		% of Total	0.0%	1.3%	1.3%	0.0%	2.7%
	22-26	Count	3	6	6	0	15
		% of Total	4.0%	8.0%	8.0%	0.0%	20.0%
	27-30	Count	7	16	11	5	39
		% of Total	9.3%	21.3%	14.7%	6.7%	52.0%
	Above 30	Count	1	11	6	1	19
		% of Total	1.3%	14.7%	8.0%	1.3%	25.3%
Total		Count	11	34	24	6	75
		% of Total	14.7%	45.3%	32.0%	8.0%	100.0%

Cross-tabulation 3 Age wise Purchase from designer boutique

| | | | Purchase from designer boutique | | | | |
			Once a month	Once in 6 months	Once in a year	Never	Total
Age	17-21	Count	0	0	1	1	2
		% of Total	0.0%	0.0%	1.3%	1.3%	2.7%
	22-26	Count	0	0	9	6	15
		% of Total	0.0%	0.0%	12.0%	8.0%	20.0%
	27-30	Count	0	3	22	14	39
		% of Total	0.0%	4.0%	29.3%	18.7%	52.0%
	Above 30	Count	1	0	13	5	19
		% of Total	1.3%	0.0%	17.3%	6.7%	25.3%
Total		Count	1	3	45	26	75
		% of Total	1.3%	4.0%	60.0%	34.7%	100.0%

Cross-tabulation 4 Age wise Purchase from high street chain store

| | | | Purchase from high street chain store | | | | |
			Once a month	Once in 6 months	Once in a year	Never	Total
Age	17-21	Count	0	1	1	0	2
		% of Total	0.0%	1.3%	1.3%	0.0%	2.7%
	22-26	Count	2	8	3	2	15
		% of Total	2.7%	10.7%	4.0%	2.7%	20.0%
	27-30	Count	4	15	13	7	39
		% of Total	5.3%	20.0%	17.3%	9.3%	52.0%
	Above 30	Count	0	8	11	0	19
		% of Total	0.0%	10.7%	14.7%	0.0%	25.3%
Total		Count	6	32	28	9	75
		% of Total	8.0%	42.7%	37.3%	12.0%	100.0%