

[DOI: 10.20472/IAC.2015.020.061](https://doi.org/10.20472/IAC.2015.020.061)

**ARTHUR MAPANGA**

North West University, South Africa

## **OBSTACLES TO EXPORT STRATEGY IMPLEMENTATION IN ZIMBABWE'S CLOTHING VALUE CHAIN**

### **Abstract:**

This paper investigates the barriers to the implementation of the export strategy in the clothing sector of Zimbabwe. The government of Zimbabwe in its efforts to stimulate trade and socioeconomic development has formulated a five year export strategic blue-print for the resuscitation of clothing value chain. However, to date, no visible movement towards the implementation of the export strategy has materialised. The sector is on the brink of collapse due to the influx of cheap foreign imports. The welfare and livelihood of over two million people dependent on the sector are severely threatened due the continued non-performance of the sector. An understanding of the barriers to strategy implementation improves strategy implementation success.

A case study design was used in this research. Firstly, desk research on industry reports and the media was conducted followed by key informant interviews to understand the barriers causing inertia in the implementation of the export strategy. Cotton farmers' representatives, cotton ginners association, the spinning industry, garment manufacturers, clothing retailers, workers' unions and government representatives were important sources of information towards the discovery of the barriers. From the research, leadership, consensus and commitment deficiencies could be the major barriers (among others) militating against the implementation of the export strategy in the clothing value chain. There is also a lack of trust among the value chain actors leading to the dislocation of efforts resuscitate the sector. Trust building may be needed to align the different value chain relationships and actions to enable the successful implementation of the export strategy in clothing sector of Zimbabwe. The successful implementation of the export strategy in the sector is expected to regenerate the whole economy as the viability of the clothing sector has a ripple effect from agricultural input suppliers to retail functions of the economy.

### **Keywords:**

barriers, export strategy, value chain, clothing sector, implementation, trust building

**JEL Classification:** D29, D23, D22