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The Little Foxes' In Africa's Industrial Vineyard: Evidence From Textile Manufacturing Sector In Ghana

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ABSTRACT

Taking Ghana's textile industry as sample we explore the activators of industrial decline in Africa by employing the grounded theory methodology. We study this phenomenon to clearly define and address the footings referred to as 'the little foxes in the vineyard' because though overlooked, its agglomeration cause havoc to the industry. The study contributes to manufacturing decline in Africa through this maiden application of 'the little foxes' concept and extends the stakeholder theory as it births the positives of 'little foxes' in reference to textile production to rebuild, grow manufacturing and improve the living standards of humanity in the continent.

Keywords: Africa's textile manufacturing; supply chain network; stakeholder interaction; grounded theory; Ghana

I Introduction

Industrialization in Africa once came to the forefront in order to augment the development of nations in the continent. Industrial clusters were established in Kenya, Ethiopia, Uganda, Tanzania, Ghana to mention a few for sustained economic growth (McCormick, 1999; Newman et al. 2016). Manufacturing progressed thereof with an increase in productivity, employment and transformed the agricultural sector to feed the agro-based industries (Duarte and Restuccia, 2010; McMillan and Headey, 2014). The textile sector for instance had once been the pivot for growth in most African economies contributing greatly to Gross Domestic Product (GDP), employment and enhanced incomes to reduce poverty (Adinew, 2012; Kriger, 1993; Renne, 2015). Unfortunately Africa could not sustain its manufacturing sector and has experienced a disappointing sectorial performance since 1970. The continents' manufacturing share of Gross Domestic Product (GDP) has experienced a declining trend since then (Newman et al., 2016; Mijiyawa, 2017; Page, 2012: UNIDO, 2016).

Newman et al. (2016) admit the deficiency in the continents' manufacturing sector is a threat that the continent may experience growth reducing. These authors posit the textile manufacturing industries have been affected most in Africa with only 2 surviving textile factories out of 24 as at 1990 in Tanzania; employment in the garment and textile sector fell to 40,000 in 1995 from 700,000 in 1980 in Nigeria. Ghana's employment in the textile sector declined from 25,000 in 1997 to 2,961in 2005 with the 10 large scale textile producing factories declining to only 4. These worrying performances of manufacturing in Africa need to be investigated and attended to for the continent to achieve its aim of industrialization. Shafaeddin (2010) attributed industrial decline in Africa to the implementation of trade liberalization. Abor and Quartey (2010) posit unfavorable trade has caused Africa's industrial decline with Page (2012) assigning the downward trend to poor infrastructural systems, low private investment and the impact of trade liberalization. The World Bank (2011) reported that managerial incompetency; inadequate access to the world market and the use of labor intensive as compared to capital intensive in production affects industrial cluster development in Africa negatively. Newman et al. (2016) pointed out public policies pursued in Africa has not favored industrial development whilst Mijiyawa (2017) attributed the poor performance to exchange rate, governance matters and the unfavorable size of the domestic market. Thus far, all these researchers have focused on the broader economic perspectives on industrial decline in Africa but there is a limitation in literature as to the micro management level instigating this decline.

Our intent in this paper is to fill this gap by exploring the roots of manufacturing decline in Africa. Using the textile manufacturing sector in Ghana as sample, the study revealed that various reasons from supply chain network, stakeholder relations, donor influences and political pressure as instigating industrial decline in

Africa. Specifically, we discover how the failures of local players have contributed to the textile sectors' decline. There exists issues such as improper coordinating structures of the local supply chain distribution network, quest for foreign exchange but misallocating it through non-patronizing of equally available local raw material, ineffective collaboration of stakeholder interactivities, policy prioritization and a general unpatriotic attitude of the players within the textile sector. Such issues are been overlooked as it is becoming a norm but the agglomeration of these local pertinent issues cause havoc to the industry. Donor influences may have played a part in Africa's industrial decline, 'the little foxes' concept emphasize how serious local actors account for the downward trend of the sector. We recommend these 'little foxes' should be cautiously dealt with for the continent to rebuild a vibrant and sustaining industrial sector. The study contributes to manufacturing decline in Africa through this maiden application of the 'little foxes' concept and extends the stakeholder theory as it births the positives of 'little foxes' such as strategic partnership, mutual agreements and trust, commitment and fostering collaborations in reference to textile production to rebuild and grow manufacturing in the continent.
The article proceeds as follows: we review literature on manufacturing in Africa, supply chain network and stakeholder interactions after the introduction. The grounded theory methodology follows thereof including sample selection and data collection. Next, we report the analysis process and results. The discussion on main findings continues and finally we conclude the paper with some recommendations.

II Literature review

Industrial clusters in Africa

African governments, motivated by patriotism and a common political philosophy (Ndulu and O'Connell 2007) embarked on industrialization after independence in the 1960s. Ghana, Uganda, Kenya, Mozambique, Ethiopia, Nigeria and Tunisia are examples of countries that embraced the industrial concept to transform their mainly agrarian economy (Newman et al., 2016; Quartey, 2006; Stein, 1992). These industries and their clusters were mainly state owned and were protected from trade tariffs and foreign competition by operating behind trade barriers. This made Africa experience an increase in its manufacturing share in (GDP) of 2.1% points between1969 and 1979 (Newman et al., 2016; Mijiyawa, 2017) but manufacturing experienced a deceleration of output with its expenditure outweighing the monetary capability of the states (Newman et al., 2016). This made the continent opt for privatizing these state owned enterprises to salvage the manufacturing sector (Easterly, 2009; Newman et al., 2016). But Mkandawire (2005) and Stein (1992) posited privatization weakened the efforts made concerning economic diversification, destroyed Africa's industrial base and worsened the continent's deteriorating manufacturing sector since they were at their early stages of development. Abor and Quartey (2010) suggest privatizing industries created gaps in the supply chain distribution and relational patterns of the manufacturing sector especially among the interrelated industries as each became autonomous striving for survival. Most industries collapsed pre-maturely shrinking the manufacturing sector in the African terrain (Mijiyawa, 2017; UNCTAD and UNIDO, 2011). Shafaeddin (2010) suggest donor policies led to privatization and that this policy would have been beneficial if Africa's industrialization had gotten to a certain level of maturity.
According to Mijiyawa (2017), using data retrieved from the World Bank 2016, Africa has experienced a decrease in manufacturing contribution to GDP since the year 2000. Central Africa had its average share of GDP declining from 10.2% to 8.2% between the years of 2000-2014. The Eastern and Western parts suffers a similar trend. North Africa's manufacturing share in GDP declined by 2.8% from 14% in 1990-1999 to 11.2% in 2000-2014 whilst that of South Africa dropped by 2.7% during 2000-2014 to 14.8%. The World Bank (2011) reported of a weak manufacturing base in Africa contributing only 14% to the continent's total GDP. African industries are found wanting in the current transformations and fierce competitions in the business world. But considering the consequences of deindustrialization which include income inequality and poverty, political instability and a sluggish economic growth (Rodrik, 2016; Yasmin and Qamar, 2015) it will be better for the continent to yield to Stein (1992) suggestion that, given the agro-based economy of Africa with natural resources and abundant land it is necessary for the continent to strive and enhance manufacturing to improve living standards and economic development.

Supply Chain Network

An industry supply chain network encompasses different phases with different coordination structures, locales, products and production styles which are interconnected in spite of their complexities to achieve a common goal (Albino, Carbonara, and Giannoccaro, 2007; Li and Kumar, 2005). Supply chain networks provide the required frame for manufacturing and delivering of products (Li and Nagurney, 2017) and help in attaining industrial competitive advantage of firms (Raghavendra and Nijaguna, 2016; Vanathi and Swamynathan, 2014). Well-oiled supply chain networks provide industries the requisite capacity to make strategic decisions, enter new markets, attract demand for new products and expand market shares to enrich revenue streams (Ellram, Tate, and Feitzinger, 2013; Menezes, da Silveira, and Guimarães, 2018). Depending on the relational capabilities of stakeholders in the network (Chang, Chiang, and Pai, 2012) the core competences of businesses and creating value for their end customers are improved through the implementation of prudent measures in the supply chain network (Berghman, Matthyssens, and Vandenbempt, 2006; Espino-Rodríguez and Rodríguez-Díaz, 2014).This implies the supply chain network may have effect on the functional activities of an entity and that any obstruction of the supply chain interconnections and actors may create gaps and negates the network's efficiency (Li and Nagurney, 2017).

Ambe (2014) and Degun (2015) have confirmed low actor integration and the underdeveloped nature of Africa's supply chain network which affects communication and information sharing among upstream and downstream members. The uncertain business environment globally demand greater collaborations of supply chain participants of which failure may result in the inability of the industry to pull along with its stakeholders knowledge and other resources to design tailored strategies in the face of evolving industry competition (Cao and Zhang, 2011; Tan, Kannan, and Handfield, 1998). Wang, Wu, and Krishnan, (2017) indicate collaborations among actors of the supply chain network becomes an integral part of production based on trust and mutual agreement on programs/policies in view of the multiparty nature of the network. Trust building becomes difficult when relations among members depict a non-interactive nature making the cooperation in the network vulnerable (Fuglsang and Jagd, 2015; Koch, 2018) which may disrupt a network creating holes, bottlenecks and losses (Mizgier, Jüttner, and Wagner, 2013).

Basole, Ghosh, and Hora (2017) acknowledge the complexity of inter-firm supply chain network relations and assert when the structural prominence and interconnectedness of actors are not encouraging, asset may not be fully utilized to minimize cost and achieve operational efficiency. Similarly, supply chain partners not weaved together in their operations flexibly may not take advantage of information exchange and knowledge sharing from external sources to effectuate industrial performance (Niranjan, Spulick, and Savitskie, 2018). Incoherent supply chain network affect the collective efficiency of entities (Schmitz, 1995). This calls for enhancement in actor interactivities, trust and strategic partnerships to ensure continuity of industrial operations (Mizgier et al., 2015; Su and Wu, 2012).

Stakeholder Interaction

Business organizations are made up of interconnections which are competitive. Too and Earl (2010), posit that it is an obligation for business organizations with multiple stakeholders and differing opinions to strive and develop smooth stakeholder relations as that defines entities survival. The stakeholder theory advocates that the ability of clusters to have competitive edge over others is to embark on collectivity, mutual agreements and linkages of actors of a business entity (Freeman, 2004; Karaye, Ishak, and Che-Adam, 2014). Stakeholders, as explained by Freeman (2004) and Reynolds, Schultz, and Hekman (2006) comprise of varied individuals or a group of people who are affected by the actions of an institute or has the power to affect an organization in accomplishing its set objectives and admit that values are an integral part of business organizations. Leaders of ecosystems are therefore charged to be coherent in the values they create as that determines the togetherness of stakeholders and the ability of business organizations to grow and pursue their set targets (Chung and Crawford, 2016; Garvare and Johansson, 2010). Valuing and managing stakeholder interactions is essential if high productivity, sustainability and growth of production sectors can be attained (Harrison, Bosse, and Phillips, 2010; Mawardi, Choi, and Perera, 2011).

Regardless of their strength, interest, status, power or influence, stakeholders should be included in all management system. Practically, every stakeholder should be considered as an integrator of resource who creates value in the ecosystem with others and expects to be valued and appreciated uniquely in the cluster (Pera, Occhiocupo, and Clarke, 2016). Some may be considered weak in certain aspects but could possess the power to influence and thwart the plans of management which they do not approve (Duggan, Farnsworth, and Kraak, 2013). It is appreciated when stakeholders possess a common interest and platform to be able to test and implement decisions regarding their ecosystem unanimously. In a case where there are conflicts in stakeholder interest, there is the need to resolve to avoid exit and creation of varying collaborations which would not enhance the performance of clusters and inter-firm relations (Greer, Lusch, and Vargo, 2016; Mok, Shen, Yang, and Li, 2017;). Sources that may make stakeholders dysfunctional in their relations need to be identified and addressed in the process of building a network. It therefore becomes crucial to find an effective communication strategy that can help balance stakeholder interest to harness possible tensions between and among actors. This urges on collaborative and healthy relations among stakeholders in a network (Scandelius and Cohen, 2016; Reynolds et al., 2006). Fruitful and stable stakeholder relations enhance cluster performance and sustainability (Jo, Song, and Tsang, 2016).

III Methodology

Grounded theory was employed in this study to investigate the industrial decline in Africa. The qualitative grounded theory provides researchers with an explanatory framework to understand a phenomenon (Bulawa, 2014; Evans, 2013). Qualitative research enables researchers to gain diverse views from various social groups that may affect either directly or indirectly a phenomenon (Yin, 2009) and allows researchers to understudy the micro-level factors that stimulate interactions and relations between diverse social entities (Partington, 2000). Judging by the merits of grounded theory, we deemed this method appropriate to unearth the underpinnings of industrial decline in Africa. Grounded theory embroils a research process with coding procedures, creating categories and their relationships and developing the interactivities among the categories so as to establish a theoretical model explaining a phenomenon (Strauss and Corbin, 1994). Drawing on the Straussian method of grounded theory (Strauss and Corbin, 1994), this logic of grounded theory was followed for the study; selection of the theme/topic, designing research questions, data collection, open coding, classifying the open codes to axial codes and then categorizing the axial codes to selective codes which led to establishing the theoretical model of explaining the phenomenon under study. The study carefully identifies the respective relationships and interactivities during this process to consolidate the final theory that emanates from it.

Case selection and background

Ghana's creation of a new industrial structure began after independence. Industrialization was seen as a pivot to attain and sustain a rapid economic growth and development due to its role of reinvigorating medium and long term development in a nation; speeding up nation's integration globally and improving living standards of citizenry. Government initiated policies meant to embark on export oriented and import substitution industrial production on large scale which were highly supported and protected to produce finished and semi-finished products behind tariff barriers to enhance revenue from export. Being an agrarian economy these industries were expected to be fed by raw materials produced locally to ensure a consistent supply chain and promote agro-based industrialization as well as expand productive employment to enhance incomes, generate and conserve foreign exchange, improve living standards of the populace and move the country to a modern industrialized state (Abor and Quartey, 2010; Quartey, 2006). The up and down stream linkages of the textile industry with agricultural and the services sectors higher prospects to generate employment due to its cross-cutting nature made it a priority of the government. Due to the textile sectors ability in job creation, revenue to the state, enhanced incomes and poverty reduction 10 textile factories were set up operating fully. Cotton production was also encouraged and supported to ensure availability of cotton lints in producing textiles leading to the establishment of various cotton companies in the producing areas (MOTI, 2004). Textile production flourished with significant contribution to employment, gross domestic product and foreign exchange earnings in the 1970s and became a pillar for economic development. The textile sector generated 27 million USD in 1992 which increased to USD 179.7 million in 1994 significantly impacting the economy and employed 27% of total labor force in manufacturing, contributed about 15% to GDP with 60% capacity utilization rate in 1997. However, the total revenue of the textile sector was only US$ 3.173 million in 1998 and the large textile firms in 1970s had dwindled to only five employing 2961individuals as at 2005 (Abdallah, 2010; Abor and Quartey, 2010). In this paper, the textile industry in Ghana is selected to explore industrial decline in Africa due to its typical and significance in African manufacture and the sector's downward trend. Besides, Newman et al. (2016) admit the textile manufacturing industries have been seriously affected in Africa amidst industrial decline in the continent.

Data collection

According to grounded theory, data collection and analysis happens to be an interrelated interaction (Reichertz, 2009). The first and the second handed in-depth interviews are the main approaches to collect necessary data for this study. Criteria for key informant selection are based on the actors' relevance to the industry either directly or indirectly. An initial semi-structured interview guide was designed with a focus on questions to examine perceived factors that led to the sharp decline of the textile industry. The process of data collection was in two phases. We conducted 2 separate face-to-face interviews with the identifiable key stakeholders. The key informants selected for this study included 4 out of the 5 surviving textile firms, regulatory agencies, industrial associations, distributors, retailers, final consumers, cotton companies and the cotton farmers association. These agencies operated at both the core and peripheral level of the textile ecosystem. Table 1 provides a summary of the data source for the interviews.

TABLE 1 Interviewees in the Study

	Informants	**Number of Respondents**	**Role Of Informant in Analysis Constructio**
	Top managers in Textile firms	Two production managers Two marketing managers	Solicit information on industrial performance; identify the existing relationships between actors, the sector constraints and how they affect industry's performance.
Stage 1	Semi-finished Good Producers (Gray baft producers)	A general manager A production manager	Request information on industrial performance, constraints and actor relationships. Impact of industrial decline on production/demand for their produce as input for final production.

	Marketing Subsidiary of a producing firm	A general Manger A finance officer	Solicit information on industrial performance; identifying the firm's role in promoting finished local textiles from producers and challenges.
	Management and Supporting staff	A general manager Two operation and production managers Two sales and marketing managers Two Technology officers Two finance officer	Examining the contribution of actors towards rebuilding the industrial sector.
Stage 2	Regulatory Agencies	Two senior officers of regulatory agencies located at Accra and Kumasi	Identify measures and policies implemented to enhance the industrial sector and government's role in revamping the textile sector.
	Industrial Association	Two Heads of Association in Northern and Southern sectors (Two individuals)	Solicit information on industrial performance; examine its role in ensuring industrial compliances by individual players and how their outfit ensures growth and sustainability of the textile industry. Assessment of government's role in protecting and projecting industrialization
	Distributor/Retails	Sixteen individuals (four distributors and four retailers each from the central business districts of Accra and Kumasi)	To gain insight into how they access textile industrial performance and how they aid industrial authorities in promoting the industry.
	Final Consumers	Ten individuals (five each from the central business districts of Accra and Kumasi).	To gain insight as to what informs their choice and demand for textiles and their perception of the textile industry.
	Cotton Companies	Two managers of Cotton Companies	To assess their role in the textile value chain and their challenges
	Cotton Farmers	The national Sec. of cotton farmers association	To assess their role in the textile value chain and their challenges

As shown in Table 1, Stage 1 focused primarily on the final textile producing firms, semi-final product producers and a marketing subsidiary of one of the production firms with the enquiry on issues concerning the textile industrial performance and actor relations. A total of 8 interviews were conducted. Information from these interviews was transcribed. Coding was performed during this stage to enable researchers gain insight into emerging issues that needed to be addressed either by same individuals or different entities. It was from this coding process that made researchers increase their sample size in stage 2 by interviewing a total of 42 respondents because from the emerging issues there was the need to contact other actors to solicit their views or clarify a raised concern. In view of this, actors such as regulatory bodies, industrial associations, distributors, retailers, final consumers, cotton companies and the cotton farmers association were included in the second stage. The inclusion of these actors helped unearth the underpinnings leading to the decline of the textile industry. The purpose of the interview is to investigate the sharp deterioration of the textile industry. The main interview questions include: What has caused the textile sector to decline so sharply? How do the stakeholders perceive the textile industry? What relationships exist among the stakeholders in the textile industry? What can be done to rebuild the textile industry? Interview spanned between 30 and 40 minutes averagely with each respondent. Some interviews which were done in the local dialect were translated to English before coding for further analysis. Proceeding each interview session was an assurance to the interviewee that the highest level of ethical and confidentiality could be followed. Respondents from the firms were purposefully sampled from relevant departments such as production and marketing.

IV Analysis and results

The purpose of the stage one interview was basically to solicit information on industrial performance, existing relationships between actors and their constraints. First, our interview information confirmed a declining trend of the textile industry and associated that with unfavorable business environment such as unhealthy competition resulting from policies pursued by the government and a break in the networking of various actors. These have made each actor dwell on his/her own resources and individual policies for survival but have yielded no positive results.
The second stage interview focused on actors' observations and rebuilding of the industry. The management and supporting staff admitted a declining nature of the industry and had resorted to corporate restructuring by downsizing their employee base as a way of reducing their overhead cost to ensure sustenance and urge government to control importation of textiles. The industrial associations on their part insisted to have consistently spearheaded the fight to control textile importation using picketing, lobbying approaches, and occasionally industrial strike to demand the political actors affirm their commitment to industrialization by setting the agenda to attract nationwide attention. The regulatory agencies indicated to implement policies to enhance the industry but that the textile firms fail to take advantage of that and attribute their downward trend to government lacking political will to control importation. Cotton companies and cotton farmers affirmed the industry's decline and complained of unstable world market price for their produce thereby affecting cotton production. They demanded the government for special attention and incentives to boost productivity. Distributors, retailers and final consumers admit awareness of the deteriorating industry but were adamant for as long as there are affordable substitutes (foreign textiles) to trade in.
All these interviews recorded were transcribed and saved using Microsoft Office Word 2013. The transcribed records were examined line by line to unearth the main ideas to enable the creation of quotations and codes. The data from the study in the form of transcribed interviews and were initially manually coded and inputted for further analysis using ATLAS.ti (Version 7, GmbH, Berlin). In all 109 open codes were generated. Table 2 shows the open codes from the transcribed interviews and archival reports.

TABLE 2 Open Codes

OPEN CODES					
1	Access to credit	38	Cost involved in industrialization	74	Industrial sector blame government for decline
2	Caution on industrialization	39	Cost of credit	75	Firms urge government to intervene in industries
3	Client-firm interaction	40	Customer dissatisfaction	76	Scarce Foreign exchange and high rates
4	Closure of textile firms	41	Customer feedback	77	Foreign partners unfavorable regulations
5	Premature industrial decline	42	Decline industry vs. democracy	78	Government intervention on imported textile inputs
6	Industrial evolution	43	Declined output	79	Government action on imports
7	Collective objective of stakeholders	44	Demand for government support	80	Government agency intervention
8	Common platform of stakeholders	45	Preference of foreign products to locally manufactured ones	81	Political will of government
9	Competition with cheap foreign textiles	46	Distributor and customer relationships	82	Preference for foreign products and culture
10	Controlling the importation of textile prints in African markets	47	Distributor relationships	83	Price differential and competition between foreign and local products
11	Effects of Trade liberalization	48	Inter-agency collaboration	84	Pricing mechanism
12	Government assistance needed	49	Inter-firm relationship	85	SAP and Privatization problems
13	Government commitment	50	Knowledge and information sharing	86	Haste implementation of donor policies and regulations
14	Government intervention in the cotton and textile industries	51	Lack of capital	87	Regulatory body interaction
15	Government intervention to a distressed textile sector	52	Lack of mutual objective	88	Research and development gap
16	Government policy untimely	53	Lack of mutual understanding	89	Sharing of information and technological resource
17	Government to check trade malpractices	54	Limited technology sharing	90	Stakeholder agitation
18	High cost of doing business	55	Low communication	91	Stakeholder concern
19	High cost of production	56	Low credit worthiness	92	Stakeholder perception
20	High overhead cost	57	Low demand for local textiles (marketing)	93	Stakeholder responsibility

21	High prices of textile products and its apparel	58	Low firm-worker relationships	94	Trade liberalization vs. Trade protectionism
22	High prices of local textiles	59	Low inter-agency relationship/collaboration	95	Uncontrolled market
23	Imperfect market resulting from foreign competition	60	Low knowledge transfer	96	Unemployment due to low local textile patronage
24	Importance of strategic partners	61	Low regulatory body interventions/interaction	97	Unfair competition between foreign and local industries
25	Importation of foreign textiles vs. Political will	62	Low scale of production	98	Perception of the textile industry by indigenes
26	Excess importations vs. Policy implementation	63	Low stakeholder interactions	99	Policy failure
27	Patronizing Imported textiles other than local ones	64	Low supplier buyer interaction	100	Political intervention
28	Inactive government agency	65	Low supply-chain network integration	101	External political pressure
29	Ineffective Supply chain network	66	National interest vs. Donor interest	102	External pressure from donor conditionality
30	Inconsistent government and donor policies	67	Industrial organizations not been credit worthy	103	Low donor-government interactions of stakeholders
31	Industrial decline	68	Industries not breaking even	104	Closure of most enterprises
32	Industry-employee relations and engagements	69	Corporate restructuring by decreasing employee size	105	Exploring other markets to sustain the industrial sector
33	Information asymmetry among actors	70	Outlet closure due to bad sales	106	Distributors/retailers threats
34	Information sharing gaps	71	Outsourced contract	107	Desire for foreign earnings
35	Insufficient supply of raw materials	72	Paradigm shift in production due to technological advancement globally	108	Employee agitation
36	Unfavorable enabling business environment	73	Poor Supply chain integration	109	Supplier-firm relation
37	Strengthen regulatory agency				

The axial coding (Families) is the next step of the open coding. The linkage between codes identified enabled us to group similar codes. Typically, these axial codes establish the relationships between individual codes and facilitate the categorization and conceptualization sourced from the open codes. According to Strauss and Corbin (1994) suggestion, this study reiterated the probing questions in related structural processes and finally 21 axial codes were generated from the open codes. Selective coding (Super Families) constituted the last phase of our data analysis. The selective codes drew their themes out of the 21 axial codes generated from the initial 109 codes. In the same way, we deployed the process used in identifying the themes in the axial coding. These themes for the selective coding considered mainly the overall objective of the study which investigated the decline of industries in Africa. This analysis resulted in 4 broad themes (Super Families) which formed the basis of our theory derivation. For example, axial codes such as stakeholder engagement, lack of inter-agency collaboration, lack of mutual objective and understanding of actors, low inter-firm relationship, and information sharing gaps among actors were brought under a super family termed 'Stakeholder Relation'. Table 3 gives an elaborate detail of the axial and its corresponding selective codes.

TABLE 3 Selective and Axial Codes

SELECTIVE CODES	AXIAL CODES
Stakeholder Relation	➢ Stakeholder engagement
	➢ Lack of inter-agency collaboration
	➢ Lack of mutual objective and understanding of actors
	➢ Low inter-firm relationship
	➢ Information sharing gaps among actors
	➢ Perception of the textile industry by indigenes
Supply Chain Network	➢ Poor interaction between firms and downstream customers
	➢ Insufficient communication between suppliers of cotton/inputs and buyers(firms)
	➢ Lack of trust among firms (trust issues)
	➢ Low actor integration
	➢ Ineffective supplier-buyer relationship
	➢ Not well integrated value chain / gaps in supply chain distribution
Donor Influences	➢ External pressure from SAP, trade liberalization and privatization policies
	➢ Foreign partners unfavorable regulations and policies
	➢ Donor conditionality
	➢ Unfavorable business environment and global competition

Political Pressure	➢ Lack of political will on the part of government to curb importation ➢ Government commitment to industrialization ➢ National interest vis-à-vis donor interest ➢ Policy failure ➢ Enforcement of industrial policy by regulatory agencies

We provide a network view of the selective codes with all the open codes to show the interrelationship among stakeholder relation, supply chain network, donor influences and political pressure as contributing to industrial decline in Ghana

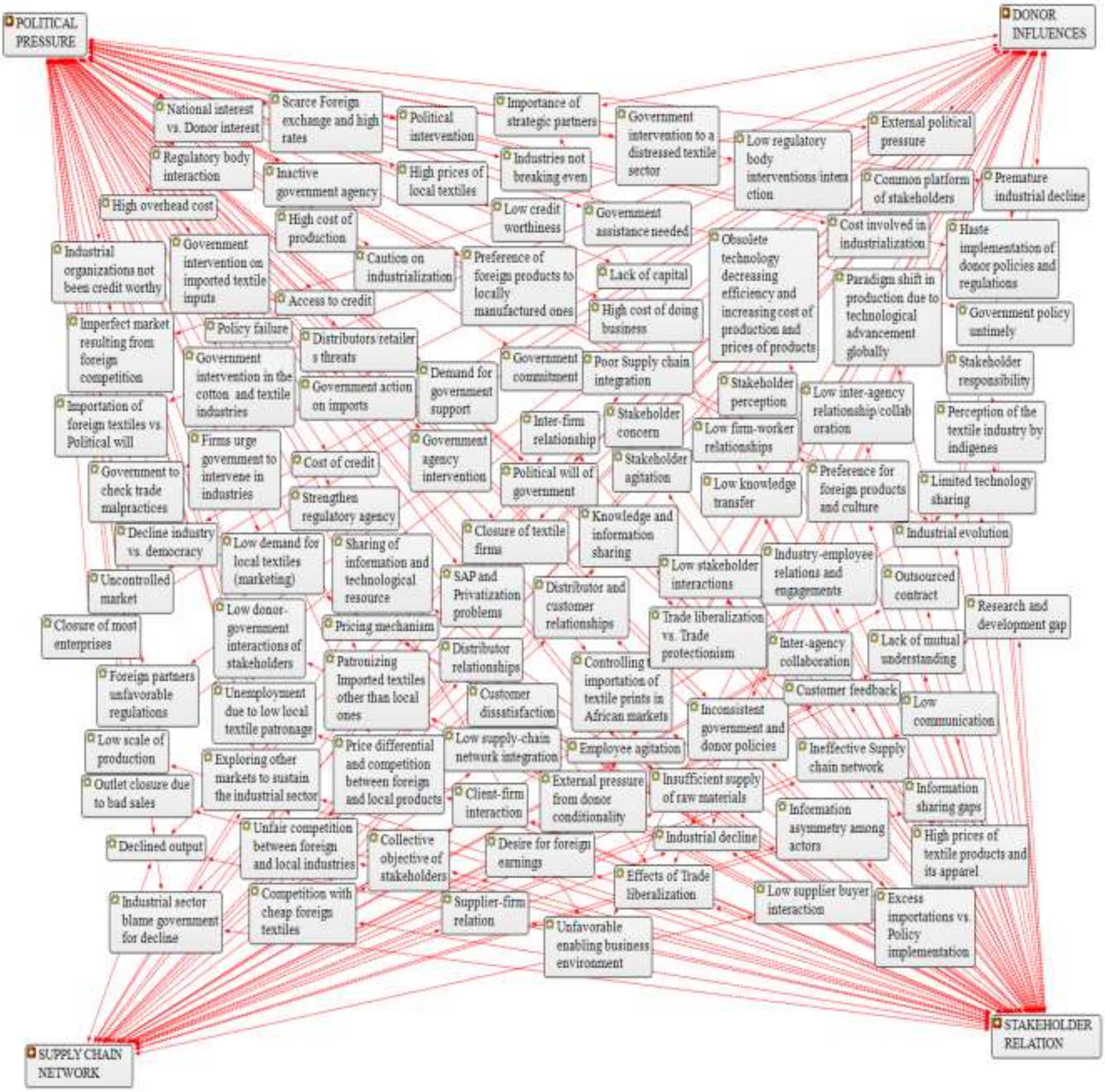

FIGURE 1 Network View of Selective Codes with the Open Codes depicting their interrelations

V Discussions

The purpose of this paper is to explore the reasons for textile industrial decline in Africa. Employing grounded theory method, this study reveals the stakeholder interactions, supply chain network, donor influences and political pressure on the government led to the textile industry decline. Figure 2 summarizes their impacts.

GURE 2 A model depicting the identified factors and their respective relationships causing industrial decline in Ghana

Donor influences: sparking industrial decline

From the Figure 2, four sub-categories fuelling industrial decline were identified, including the pressure from SAP, trade liberalization and privatization policies; foreign partners' critical regulations and policies, donor conditionality which most often led to unfavorable business environment due to global competition. Excerpts attributing industrial decline in Africa to donor influences from the interview are as follows:

'At a certain period of our lives there was a deliberate policy by government on privatization, SAP/Economic Recovery Program resulting from IMF/Donor conditionality's. It seems the policies were not thought through so implementing them began with problems because there were no enough resources to support manufacturing' – Industrial Organization

'The idea of giving the private sector a boost through trade liberalization and privatization policies was not successful because it was an imposition of an idea and not a home grown policy' – Textile Firm

'Facilities were needed to expand the industrial sector so policies embarked upon from donors were done for the sake of it. Manufacturing shrunk as those within the private sector suffered because the environment was not conducive enough for stiff global competition'- Marketing Subsidiary Firm

Donor influences and conditionality may have had a negative impact on Africa's industrialization. Shafaeddin (2010) laments the source of de-industrialization in most developing nations has been the implementation of policies by their donor countries and IFIs and suggest donor policies would have been beneficial if Africa's industrialization had gotten to a certain level of maturity. Mkandawire (2005) and Stein (1992) believe donor policies influenced and weakened the efforts made concerning economic diversification, destroyed Africa's industrial base and is making the continent respond poorly to series of economic inducements. These assertions confirm this article's findings on donor influences but go contrary to the stakeholder theory which advocates collectivity, mutual agreements and linkages of actors of a business entity (Karaye et al., 2014; Freeman, 2004). The uncompetitive and uncooperative nature of the continents' industrial sector to globalization is resulting in pre-mature closure of a lot of industries with a shrinking manufacturing sector (Mijiyawa, 2017; UNCTAD and UNIDO, 2011).

Political pressure: triggering industrial decline

Political pressure in the Figure 2 captures the political will on the part of various governments to curb importation due to trade liberalization policy which makes industrialists question government commitment to industrial development in the pursuance of national interest vis-à-vis donor interest leading to low enforcement of industrial policy by regulatory agencies. Besides, the environment lacks the support system to boost industrialization. Excerpts from the interview depicting the political aspect are as follows:

'The local textile industries are producing at a higher cost because of the local environment. There are multiplicities of tax to pay eroding profit but the undercut comes in as prices of local and foreign goods are compared due to competition' – Textile Industry

'For as long as import exceeds export the nation will continue to wallow in high unemployment because our local industries can't expand to employ people and the government lack political will to control importation' - Industrial Association

'We are aware of the industry's decline and also aware that as we patronize foreign textiles we add to that economy's GDP and employment base as compared to ours. Our local textile is of very good quality yet we trade in foreign textiles due to its affordability. The government should subsidize the industry' – Distributors, Retailers and Final Consumers

'It is always a policy direction. In our situation, we believe industrialization is the way to develop but the interest of policy holders has always been not to risk other areas and donor priorities for it. Governments pay only lip service to manufacturing but do not commit itself'– Industrial Association

Many African governments are coerced to adopt indices by their donor partners during their quest to seek budgetary support altering the continent's public policies to align with such donor propositions. This invariably has negative consequences on Africa's industrialization owing to the weak liberalization to engage in global competition (Newman et al., 2016; Page, 2012; Shafaeddin, 2010).

With no doubt, whoever substantially supplement your national budget every year will have some control and influence in certain critical decisions you make. Nevertheless, it will be better for the continent to yield to Stein (1992) suggestion and enhance industrialization to improve living standards and economic development but this will depend on consensus building of the various parties involved, commitment, setting of priorities and tailored policies by African governments. Undeniably, taxation serves as a source of revenue to the state to undertake developmental projects. Yet, when it becomes a yoke to a sector deemed as a growth pole, development of the entirety is derailed. Similarly, insights from the interviews conducted on distributors, retailers and final consumers of textile indicate they are fully aware of the consequences in opting for foreign textiles but for affordability sake they trade the foreign ones to make their margins. It is obvious that this would negatively affect total productivity as manufacturers produce in anticipation of demand. This clearly indicates lack of patriotism and commitment of a generational sacrifice in expectation of future benefits. These antecedents are easily overlooked but causes havoc to the industry. Certainly, an industry at its early stage may encounter high overhead costs as indicated by the textile firms and may reflect in the prices of final products.

But we argue a committed people support their own in times of crises and not just opt for substitutes by looking outside always. How can Africa become great and strong without sacrificing for a period?

Supply chain network: worsening industrial decline

The supply chain distribution covers different phases with different coordination structures. Our findings expose the weakness of the supply chain through interaction between firms and downstream customers, communication between suppliers of cotton/inputs and buyers (firms), trust issues among actors, supplier-buyer relationship and a general disintegrated value chain resulting from gaps in supply chain distribution which has adversely impacted the industrial sector. Information gathered from the interview reveals:

'A new concept was introduced (group farming) that was expected to improve cotton yield but a pilot base was not done to evaluate its success. Even though it would have helped farmers to produce on large scale to attract funds; Cotton Board did not interact well with the farmers to understand the concept and saw it as alien and an imposition' - Cotton Company

'Prices for our produce are not encouraging. The buying companies complain of a decline/fluctuating world market price for cotton and this negatively affect production'- Cotton Farmers Association

'Our role is to provide textile firms with lints but our lints are being exported. We get our raw materials from the farmers, process into good quality short, medium and long span lints and export all for foreign exchange. It is the company's policy' - Cotton Company

'We import long span lints for production. The lint produced by the cotton companies is not up to our standard' – Textile and Semi-Final Producing Firms

'The supply chain network is ineffective as there is no common objective, no effective or official collaboration/cooperation'– Industrial Association

'Our supply chain network hasn't been stable and smooth with lots of gaps' - Marketing Subsidiary Firm

Abor and Quartey (2010) assert privatizing industries created gaps in the supply chain distribution and relational patterns of the manufacturing sector especially among the interrelated industries as each became autonomous striving for survival. We are not in favor of this assertion in that privatization should not necessarily lead to a break in the supply chain network. Notwithstanding the differences in coordination structures, locales, products and production styles, interrelated firms/industries interconnect in spite of their complexities to achieve a common goal (Albino et al., 2007; Li and Kumar, 2005). We attribute the gaps to improper local coordination structures almost collapsing the distribution network. There are mistrust, self-centeredness, exploitation, quest for foreign exchange but misallocating it through non-patronizing of equally available local raw material thereby depleting the foreign exchange stock. There is distrust between industrial players, stunting growth and development. These issues are taken for granted by actors but are inimical to the growth of the industrial sector. We affirm that a well-oiled supply chain network with proper coordination structures provide industries the requisite capacity to make strategic decisions in the face of competition (Ellram et al., 2013; Menezes et al., 2018) and this ensure a significant influence and sustainability of the economic, social and environmental performances of enterprises.

Drawing from the excerpts, various players of the supply chain find reasons for exporting and importing the main raw material required by the industry. A joint effort through collaboration and mutual understanding will help expand and improve production of lints to serve as a ready market locally, enhance employment base and retain the scarce foreign exchange for other developmental projects. Meanwhile, the producers of cotton (farmers) laments of poor pricing of their produce because their buyers (cotton companies) complain of fluctuating world market price for cotton lints. Why wouldn't the supply chain network be unstable and unsmooth with lots of gaps if these impediments are at work? Basole et al. (2017) acknowledge the complexity of inter-firm supply chain network relations in an industry and assert when the structural prominence and interconnectedness of actors are not encouraging, asset may not be fully utilized to minimize cost and achieve operational efficiency which may make an industry decline. The industry is characterized by high cost of production, uncompetitive global presence due to poor supply chain partner networks resulting in inadequate use of information exchange and knowledge sharing to effectuate industrial performance. Incoherent supply chain network certainly affect the collective efficiency of entities (Schmitz, 1995). Wang et al. (2017) indicate collaborations among actors of the supply chain is an integral part of production which is based on trust and mutual agreement on programs/policies in view of the multiparty nature of the network, the absence of which depicts a non-interactive nature making the cooperation in the network vulnerable (Fuglsang and Søren, 2015; Koch, 2018) disrupting the network and creating holes, bottlenecks and losses (Mizgier et al., 2013).

Stakeholder relations: stunting the textile industry

This study reveals there is low cooperation and collaboration among actors in the industry. The information sharing gap among the players made them lack mutual objective and understanding. These worrying situations make the indigenes perceive the industry as in dire straits. The excerpt below depicts stakeholder relations in the textile industry:

'The textile sector players operate as isolated entities. We only cooperate and collaborate when there is the need for consultation on governmental programs that demand actors' attention'- Industrial Association
'Stakeholders focuses on each owns matters and strive to do better without mingling in the affairs of others except occasionally when a member needs our support'- Textile Firm
It is clear from the study's revelation so far that stakeholder relations in the industrial terrain is not in good standing which contradicts the stakeholder theory (Freeman, 2004; Chung and Crawford, 2016). The extent of stakeholder interactions determines the interdependency of organizations on each other in the pursuit of innovation and production activities (Mawardi et al., 2011; Harrison et al., 2010). Given the declining state of Africa's manufacturing sector it requires harmonizing the interest of actors to ensure organizational vitality and the preservation of industrial production, market positions and margins in the midst of competition through stakeholder orientation (Scandelius and Cohen, 2016; Reynolds et al., 2006). If stakeholder interactivities are effectively collaborated industrial competitive advantage would be enhanced, creating knowledge, improving social capital and ensuring sustainable implementation of developmental programs/projects of the manufacturing sector (Jo et al., 2016).

VI Conclusions

This article tried investigating manufacturing decline in Africa by employing the grounded theory. We discover some local pertinent issues such as improper coordination structures of the local supply chain distribution network, mistrust, self-centeredness, exploitation, quest for foreign exchange but deplete it by outsourcing similar raw materials produced locally, ineffective collaboration of stakeholder interactivities, policy prioritization and a general unpatriotic attitude of the players within the industrial sector. It is becoming a norm for such issues to be ignored but its accumulation is causing havoc to the industry. The revelations require all actors to collaborate at the utmost patriotic manner. Government actors must deliberately formulate home grown policies which are tailored and strategic -short term, medium term, long term- so that within each term there are specific implementations to improve manufacturing in conjunction with stakeholders on win-win cooperation. African governments should seriously commit themselves to cooperating and supporting local industries/industrialist by creating an enabling business environment with support systems as aside enhancing (GDP) and employment, retains their turnover in the domestic economy. This will make the local industrial sector productive, competitive and sustainable. We do not deny the influence of donors but our emphasis is on the role local entities have played in the decline of the manufacturing sector and urge Africa to challenge the status quo/accepted norms, attitudes and behavioral patterns in the business domain but which plays a detrimental role to developing the manufacturing sector. From the findings, we may find some method to address the downward trend of Africa's manufacturing sector, for example, network governance might be useful in enhancing actor collaboration locally in rebuilding the sector, rather than depending on external sources. The network governance approach is able to effectively coordinate actors in decision making and in achieving set targets based on trust and interdependency (Ebers and Oerlemans, 2016; Montenegro and Bulgacov, 2014). We propose the network governance as insightful in addressing the continents industrial decline. We learn that local actors have seriously contributed to the downward trend of Africa's industrial sector through 'the little foxes' concept. It is our view that local investors drive the growth of an economy, donor funders complement the efforts of nations' development and not necessarily engineer the development of economies/continents such that if these 'little foxes' are prudently dealt with the continent can rebuild a vibrant industrial sector.
The implication of this study is that given the similarity in the economies and the characteristics of African manufacturing sector, the results and proposed framework model could become a benchmark for the declined industries within these countries to help them address local pertinent issues in order to harness the potential of the manufacturing sector in their locality. The limitations and further directions of this study are as follows: (1) the study only took Ghana as a sample, future studies could be expanded to other countries to allow for a more diverse and comparative study to give more generalization and direction on policy formulation and implementation to recover manufacturing in Africa; (2) in this study, we only consider the textile industry, indeed there are many other industries in Africa facing decline. Thus in the further study, we may explore their 'little foxes' to generalize the results of this study; (3) mainly the study took a qualitative approach, however, this could further be developed to measuring the extent of quantitative relationships and establish the corresponding hypotheses to be empirically tested; (4) these analyses would serve as a guide to policy makers and the industrial sector to prioritize future programs and resources in ensuring industrial sustenance. An approach that can address the declining nature of Africa's manufacturing by tackling the little foxes and enhance actor equilibrium is also worth researching into.
The world is ever moving forward with innovations, transformations, partnerships and competition in managing businesses. It behooves Africa to getting local structures right. Endowed with abundant resources, the continent should begin to maximize their usage by forming viable business strategic partnerships with mutual agreements, trust and commitment with well coordinating actor interactivities and an attitudinal change. This would help boost local industrial growth to enable Africa strengthen its presence within and outside their operative jurisdiction.

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