

# ACADEMIC ASPECT OF THE LEATHER INDUSTRY: AN INTERPRETATION FROM THE PERSPECTIVE OF BUSINESS SCIENCE



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## Abstract

In the leather industry, a production process that is the subject of many different disciplines is dominant. Many studies on these branches of science have examined the sector in detail in terms of production. On the other hand, studies dealing with the sector in terms of business administration department and sub-disciplines are not common.

In this study, academic publications examining the relationship between the leather industry and the business administration department are the subjects. 98 scientific studies obtained after the search in the Web of Science database were examined in terms of the form of publication, the year of publication, the country where the publication was made and the sub-disciplines of the business department.

## 1. Introduction

Leather is one of the first materials used by man to meet his needs. While it was used for covering purposes in primitive ages, it became a strategically important material as scabbard, stirrup and quiver in wars.

Leather industry, is supplying the raw materials necessary for the production of the livestock sector. Raw leather is a byproduct of prime importance among the by-products of meat production. Leather and leather products sector has its own characteristics or differences according to many sectors (Leather and Leather Products Sector Report Western Black Sea Development Agency; December 2012).

Leather and leather products are among the most traded products worldwide and are based on a renewable and readily available resource. It is estimated that international trade exceeds 80 billion dollars annually, and it is expected that developing and emerging countries will continue to become a member with the increase in population and urbanization.

Considering this great importance of the sector, its relationship with many disciplines in scientific terms is clearly visible. It is known that this sector, which is indispensable for the disciplines of animal husbandry chemistry, management, economy, finance and marketing, is the subject of many scientific researches. The aim of this study is to examine the studies that deal with the sector scientifically in terms of business science and sub-disciplines other than livestock and chemistry. For the purposes of this article, we would like not only to look at what happens in a tannery from raw hide to finished leather, but also to consider the long journey of raw material to the finished product (handbag, car seats, gloves, or shoes) and the disciplines it needs in this journey.

## 2. Leather industry

Leather and leather products manufacturing industry covers the production of skins and furs of all kinds of animals, especially the raw hides obtained from animals slaughtered for their meat. The leather industry has a feature unlike any other industry. This feature is directly related to the unique texture of the leather, which is the raw material of the industry, and its ability to maintain this texture until it is consumed. At the same time, the

supply of quality raw materials is of particular importance. For this reason, the leather industry can determine its profitability in the long term. Leather and leather products manufacturing industry; It operates in a wide range of production ranging from tanning and leather processing, from raw leather to artificial leather, from leather chemicals to leather garments, from shoes to footwear sub-industry, leather goods, leather clothing, sheepskin goods, and also includes main branches and sub-sectors that show quite different characteristics. . The Food and Agriculture Organization (FAO) collects the leathers and hides that come into output by being included in this process in 14 categories: Bovine hides and hides, calf hides and hides, buffalo hides and hides, sheep hides and hides, karakul hides and hides, goat skins, and hides, pig hides and hides, horse hides and hides, mule hides and hides, camel hides and hides, rabbit hides and hides, fur, other hides and skins (www.fao.org). From this point of view, the sector's value chain becomes important.

One way to look at this is by examining what is called the value chain. The value chain looks at the value added activities within a business. It defines 'primary activities' in inbound logistics, production, outbound logistics, sales and marketing, and service (maintenance). "Support activities" include administration, personnel, R&D and purchasing. Most management tools such as management by objectives, business process engineering, and product life cycles have been developed by academics in the last fifty years (Redwood, 2006) . Value z fig was described and popularized in 1985 by Professor Michael Porter of Harvard University.

The global leather value chain begins with animal husbandry and ends with leather goods manufacturing. Bovine hides, sheep and goat hides are the main hides used, and leather is processed in tanneries before becoming accessories such as shoes, clothes and bags and belts. Leather is also used for technical products and upholstery (Memedovic & Mattila, 2008).

The leather value chain, in other words, the processes required for raw leather to become a wearable leather product, are summarized as follows by Memedovic (2005).

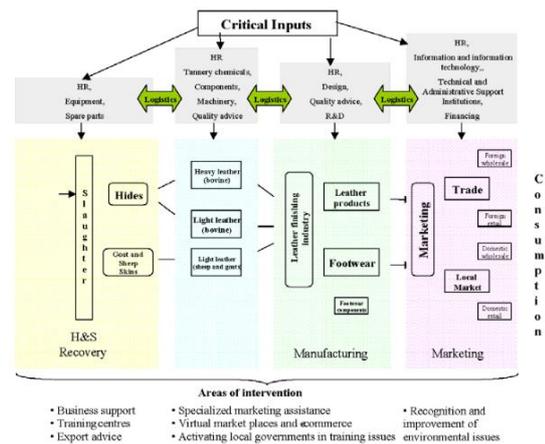


Figure 1. Leather value chain

Accordingly, the process begins with the recovery of the hides and skins of animals slaughtered in slaughterhouses. This is followed by the transformation of leather and hides into leather in tanneries. In other words, the process starts on a farm and ends with consumer or industrial products. As can be seen from the value chain, creating value in the leather industry requires full management skills. It is clear that the process is closely related to every field of business management, from pre-production idea to after-sales service.

## 2.1. Leather Industry and Business Science

Globally, the value chain of the leather sector is in a rather complex form. Quality raw material is the prerequisite for the best quality leather product and in this context it is in close relationship with the livestock sector. In other words, its main input is based on animal production rates and the ability to collect and maintain hides. In another sense, it can be said that the leather industry is in close relationship with meat production. Therefore, it is very meaningful to evaluate together with these two main sectors with which it is in relation, and to deal more intensely with these two main sectors of academic studies.

On the other hand, additional features such as high production skills, design knowledge, computer-aided design systems, branding and marketing are required in the shoe, leather clothing and goods sector. For this reason, this particular sector should be considered academically in terms of business science.

## 2.2. Leather Industry and Finance-Economy

Leather industry with high added value is very important for Turkey's economy because it contains the largest product exports. Turkish leather sector, in terms of export potential is considered as one of the leading sectors of Turkey's economy. When evaluated in an industrial sense, the leather sector is among the main sectors that are seriously affected by the cyclical

fluctuations in the economy (Yamamoto and Şekeroğlu, 2011). From this point of view, it is seen that the sector is in a close relationship with economy, finance and accounting disciplines. It is clear that quite high fixed investment costs will be needed in the leather value chain process. Covering the fixed investment cost will be through long-term liabilities or equity in terms of accounting. This situation confronts companies in the leather industry with important questions of finance science such as finding financing resources, ensuring that the costs of these resources are kept at a minimum and transferring the funds obtained to the right investments.

Undoubtedly, the most basic income of a profit-making firm will come from its sales revenue. However, in the current capital-intensive production situation and in production units where fixed costs are high, it will be difficult to reduce unit costs and hence achieve high profits. In this sense, improvements in the leather value chain seem inevitable. On the other hand, the general trend towards the leather industry in the world is environmental approaches. Environmental approaches are generally accepted as factors that increase the unit cost.

Improvement in the leather value chain should be understood as moving to activities that offer higher survival opportunities and higher returns. Higher returns can be achieved by shifting production to higher priced products or acquiring new functions in the value chain, such as participating in design and marketing. Indeed, Gereffi (1999) defines industrial development as the process of improving a firm's ability to become more profitable, technologically sophisticated, and serve more capital and technology-intensive market niches.

### **2.3. Leather Industry and Marketing**

In today's conditions, while the Turkish leather industry has serious knowledge of production, changing world and consumer preferences and trends have made it necessary for consumers to adopt different expectations and develop new products with different characteristics. However, only product-oriented studies are not enough for companies to survive. Marketing activities should be improved, but should be carried out at minimum cost considering the current conditions (Yamamoto, Şekeroğlu and Bayramoğlu, 2011).

Leather z value of the figs in the call and the different stages of the marketing of the final product, is the key to success in the modern business leather products. At the global level, market knowledge and complex supply chain for both ri mechanism to manage to have a broad network of sales channels that allow them to serve customers on time and must be exercised (Memedovic and Mattila, 2008). At the top of the value chain, design and

marketing are very important to gain competitive advantage. However, these activities tend to be controlled by leading companies in the chain, putting leather manufacturers in developing countries in a difficult position. Because leather sector companies operating in developing countries lack the necessary knowledge, experience and management skills in determining the target market, making production suitable for the market, sales and after-sales service.

Marketing activities in the leather sector are as critical as companies in the global competitive environment. It is extremely important to compare international activities, monitor the activities of competitors, adopt models from other countries' best practices and improve marketing activities. Following marketing activities and current general trends, marketing and promotional activities using various electronic media are among the issues that need to be followed meticulously in the leather industry (Yamamoto, Şekeroğlu, & Bayramoğlu, 2011).

### **2.4. Leather Industry and Corporate Social Responsibility**

At the point we have reached today, no sector or any business is in a position to stay away from global climate problems. No one should be optimistic that "this issue is too far from me" or "the blessing of the world is inexhaustible." Serious global problems ranging from global warming anxiety to pollution issues, energy conservation, personal fitness and obesity are problems that require everyone and everybody to take responsibility. The leather industry has to do its part in this regard. We do not think the world has enough time left for the industry to say 'we are special; this does not concern us.

When we consider all the problems we face globally in terms of the manufacturing industry, it is seen that consumers also impose certain sanctions on businesses. These sanctions are more related to supply and demand rather than being legal. For example, a group of consumers defined as LOHAS can be considered within this scope. In the USA alone, Lifestyles of Health and Sustainability (LOHAS) defines a US \$ 270 billion market for goods and services focused on health, environment, social justice, personal development and sustainable living. Consumers who are interested in this market en masse " Cultural Creatives " as it is referred to, and represent a fairly large group is. About 30 percent of adults in the US, or 50 to 60 million people, are currently considered LOHAS Consumers (Redwood, 2006).

While it is so essential for all sectors, all businesses and all consumers to act with a common consciousness, it would be wrong to put the responsibility only on businesses. Because the cost increases that businesses will bear due to some new

regulations are a step to solve our global problems, but the prices that have to increase due to the increasing costs will directly affect the consumers. In this sense, it is essential to make the necessary arrangements to fulfill corporate social responsibilities, especially for public institutions, regardless of the sector. Due to the natural structure of the leather industry, its close relationship with the livestock sector, which plays an important role in the ecological system, requires the leather industry to pay more attention to the issue. Because the negative effect of animals hunted for their fur or skin on the ecological balance is obvious.

### 3. Application

#### 3.1. Method

Due to the importance of the leather industry in exports and national economies, the term "leather sector" has been handled from the perspective of sub-disciplines in the field of business administration. Management disciplines, which are seen as constraints, are covered under the basic headings of finance and accounting, marketing and management organization.

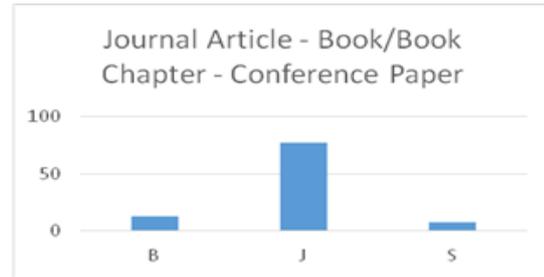
#### 3.2. Constraints

The Web of Science database was scanned to reveal only relevant articles as "leather industry" keyword. The years 2000-2020 were preferred as the publication year range. The fields of "Business, Management and Accounting", "Marketing" and "Economics, Econometrics and Finance" were included in order to separate the search results from zoology, chemistry and other related literature, which are the origin of leather, and focus only on Business and its sub-branches. 98 publications were accessed through the Web of Science database within the framework of the specified restrictions.

## 4. Results

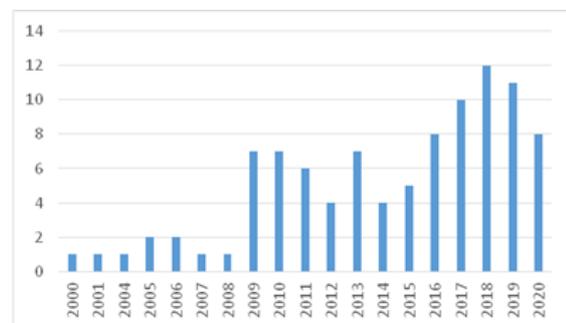
### 4.1. Descriptive Statistics

Of the 98 publications reached within the scope of the study, 77 were published as articles, 13 as papers presented at congresses or conferences, and 8 were published as books and book chapters (Graphic 1; B=Book or Book Chapter, J=Journal Article, S=Statement).



Graphic 1. Publication Type

Publication years of 98 publications are shown in Graphic 2. According to this, the years 2017, 2018 and 2019 draw attention according to the number of scientific studies conducted with the leather sector in terms of business administration. It was determined that there were 10 publications in 2017, 12 in 2018 and 11 in 2019.



Graphic 2. Number of publications by years

When the distribution of 98 publications included in the study by countries is examined, the distribution of the publications is shaped as shown in Figure 1. Countries with less than 4 broadcasts were not considered in the list led by India, China and the UK.

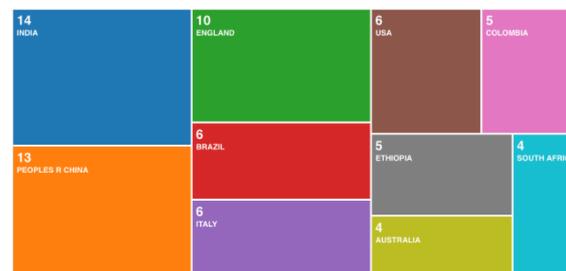
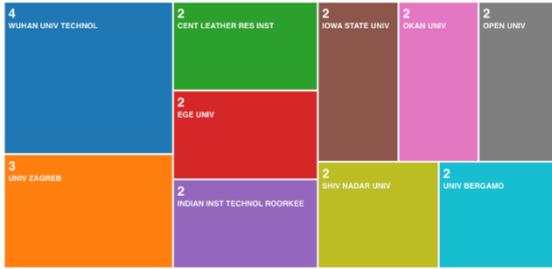


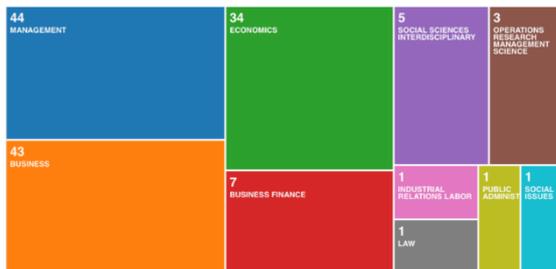
Figure 2. Number of Publications in Terms of Countries

On the basis of universities, it is seen that only Ege University has 2 publications in our country in universities that have 2 or more publications.



**Figure 3.** Number of Publications in terms of Universities

The main purpose of the study is to determine to what extent the scientific studies on the leather sector are handled together with the business discipline and horse disciplines. When viewed for this purpose (Figure 3), it is seen that most publications are under the titles of management and operation. Considering the importance of the sector in exports and imports, the number of publications in economics and finance disciplines becomes important.



**Figure 4.** Number of Publications in Terms of Business Discipline and Sub-Disciplines

Considering all the results, it is striking that the number of joint scientific publications in the leather industry and business are insufficient.

## 5. Article Data

The author, title and summary information of 98 publications considered within the scope of the study are as follows.

Publication	Author Full Names	Article title	Abstract
Journal Article	Kittikunchotiwut, Ploychompo	The Roles of Organizational Learning Capability and Firm Innovation in the Relationship between Entrepreneurial Orientation and Firm Performance	<p>This research aims to examine the relationships among entrepreneurial orientation, organizational learning capability, firm innovation, and firm performance. To achieve a data collection, a mail survey procedure via questionnaire was implemented by using executives or managers of gems &amp; jewelry industries, textile and clothing industries, leather and accessories, fashion apparel industries in Thailand as the key informants. Of the surveys completed and returned, 388 were usable. Hence, a model with a structural equation was used to evaluate the data survey of 388 respondents. The results reveal that, in terms of the mediating effect, organizational learning capacity and firm innovation can complement each other in order to improve entrepreneurial orientation. Findings show that entrepreneurial orientation improves firm innovation, which in turn improves firm efficiency. Firm innovation acts as a variable mediating between enterprise orientation and firm performance. Our findings contribute to the current emergence of organizational learning capacity that mediated the relationship between entrepreneurial orientation and firm performance. Entrepreneurial orientation is normally a firm performance that enterprises develop which can have use the information available and make an impact. It can be considered through the mediation of organizational learning capability, and firm innovation variable and as stated in previous literature, it can influence firm performance.</p> <p>From a resource-based view, this paper investigates sustainability integration across multiple tiers in two Italian luxury supply chains producing fashion and leather footwear, a complex and fragmented industry sector that is highly dependent upon raw materials and a human skills base. Qualitative in-depth interview data were collected from senior industry informants within 10 businesses, spanning multiple supply chain tiers. Industry practices are systematically decomposed into product, process and supply chain levels to analyze supply chain sustainability. Findings reveal that product-level practices focused on raw materials more than design initiatives, with operational benefits of cost reduction and market benefits of consumer value-add. Process-level practices in water and energy reduction were motivated by cost reduction benefits more than environmental concerns. At supply chain level, traceability projects and supplier audits were limited by a lack of end-to-end supply chain visibility, despite the criticality of raw materials and evidence of close and long-term trading relationships. Supply chain transparency and supplier engagement are critical areas for development. Both technical and relational resources must be developed across supply networks. Current practices are geared towards reducing negative impacts associated with current operations, falling short of the radical strategies needed to address root causes and embrace sustainability at large.</p> <p>In the realm of manufacturing location decisions, reshoring has increasingly attracted the attention of practitioners, policy makers and scholars. While many articles have analyzed the drivers of reshoring decisions, the decision-making and implementation process still lacks empirical analyses. This paper addresses this gap with a grounded theory approach, in particular, through an iterative process going back and forth between the theoretical and empirical worlds. By analysing four cases from the textile-clothing-leather-footwear industry, we demonstrate that the process characteristics are affected by the behavioral features of the decision itself, such as rationality, complexity and anchoring. Our study highlights the relevance of the behavioral approach in reshoring decisions and provides evidence of many challenges that managers should be prepared to face. It further offers advice to policy makers, warning them about the dark side of reshoring and emphasizing their role in supporting companies to take structured rather than intuitive sub-optimal decisions.</p>
Journal Paper	Karaosman, Hakan; Perry, Patsy; Brun, Alessandro; Morales-Alonso, Gustavo	Behind the runway: Extending sustainability in luxury fashion supply chains	
Journal Article	Boffelli, Albachiaro; Golini, Ruggero; Orzes, Guido; Dotti, Stefano	Open the box: A behavioural perspective on the reshoring decision-making and implementation process	

Journal Article	Al Hasnawi, Hussien Hurajah; Abbas, Ali Abdulhassan	Workplace Ostracism as a Mediating Variable in the Relationship between Paradoxical Leader Behaviors and Organizational Inertia	Background and Purpose: Many organizations suffer from an increased in the paradoxical behaviors of leaders, leading to followers to feel lonely and the workplace ostracism, which negatively effects the emergence of organizational inertia. The main purpose of this study is to examine direct and indirect effect of paradoxical leader behaviors on organizational inertia through the mediating role of the workplace ostracism. Design / Methodology / Approach: Using the convenience sampling technique, a self-administered survey was conducted at the level of a sample (n = 564) of employees in the factories of the State Company for Textile and Leather Industry in Iraq. Structural equation modeling (SEM) was employed to test the proposed research model using the AMOS v.24 software. Results: The findings revealed that paradoxical leader behaviors have a significant effect on workplace ostracism and organizational inertia. Further, workplace ostracism significant effect on organizational inertia. In addition, the study empirically supports the mediating effect of workplace ostracism on the relationship between paradoxical leader behaviors and organizational inertia. Conclusion: When paradoxical behaviors arise in the behavior of an organization's leaders, it will have an influence on the emergence of workplace ostracism amongst employees, hence the subsequent emergence of organizational inertia in general in the work environment. Based on these results, this study should be of help to leaders in avoiding paradoxical behaviors in terms of maintaining a certain equilibrium in dealing with employees to find a positive work environment that reduces staff ostracism, and thus organizational inertia. The main problem in this study is the weak performance of SMEs. This can be caused by business culture factors (market orientation and entrepreneurial orientation) as well as competitive strategy factor in SMEs. The research problem raised was how the effect of market orientation, entrepreneurial orientation, and competitive strategy on SME performance. The purpose of this study was to analyze the effect of market orientation, entrepreneurial orientation, and competitive strategy on SME performance. The research sample was 100 creative industry SMEs in Special Region of Central Java Province with business field of handicrafts (various handicrafts of silver, natural fibers, earthenware, leather, and wood) and fashion business field (various batik). Hypothesis testing used path analysis. The results show that there is a positive and significant influence between market orientation and entrepreneurial orientation on competitive strategy (differentiation, low cost, and focus strategies). Market orientation and entrepreneurial orientation have a positive effect on SME performance. Competitive strategies (differentiation, low costs, and focus strategies) have a positive effect on SME performance. Entrepreneurial orientation has a higher direct influence than market orientation.
Journal Article	Djastuti, Indi; Rahardjo, Susilo Toto; Perdhana, RVvan Surya; Daryono; Supriyati , Sri	Internationalization Model for Increasing the Competitiveness of Local Creative Industries in ASEAN Economy Community	This research is designed to examine the impact of elements of entrepreneurial orientation (EO) on firm performance by considering environmental dynamism as a potential moderator. Data was gathered from 143 textile and leather manufacturing small and medium-sized enterprises (SMEs) in Pakistan. Partial least square (PLS) was employed to analyze the hypotheses. The findings reveal that EO elements positively affect firm performance directly, except in the case of reactivity. However, the nexus between the elements of EO and firm performance are also positively moderated by the environmental dynamics. Managers can exploit the EO elements according to the environmental situation of the industry. Further, scholars can comprehend better the EO-firm performance link by considering the environmental dynamism of the industry. Innovativeness, reactivity and risk-taking as distinctive EO elements are hypothesized and their individual effects on firm performance analyzed considering the environmental dynamism as a potential moderator. Currently, large industries like agro-processing and garment (Textile and Leather) industries in Ethiopia have interested to implement CSR activities. Hence, this study examined the causal relationship between stakeholders 'and CSR implementation in agro-processing and garment industries based on employees' perceptions. After reviewing several works of literature we developed CSR implementation measurements. For analysis of CSR implementation, a total of 891 respondents were taken from agro-processing and garment industries of the Amhara region, Ethiopia. Then we applied frequency, percentage, Confirmatory factor analysis and structural equation model for this data analysis. The empirical result showed that environment, customer, owner / shareholder, community have a significant positive effect on CSR implementation in agro-processing and garment industries. However, it was also confirmed that employees have a negative significant effect on CSR implementation. Consider identified evidence of determinant factors of CSR implementation, managers of agro-processing and garment industries should take actions to improve CSR implementation and to alleviate those problems.
Journal Article	Shafique, Imran; Saeed, Munazza	Linking elements of entrepreneurial orientation and firm performance: examining the moderation of environmental dynamism	
Journal Article	Eyasu, Anteneh Mulugeta; Endale, Mamenic	Corporate social responsibility in agro-processing and garment industry: Evidence from Ethiopia	

Journal Article	Rivera Godoy, Jorge Alberto	Accounting Performance and EVA in the SME of the Leather, Footwear and Leather Goods Industry in Colombia	This article presents the results of an investigation that aims to evaluate the financial performance of the SME of the leather, footwear, and leather goods sector in Colombia in the period 2010-2016, by means of a study that follows as a methodology the analysis of accounting indicators and economic value added that measure its growth, efficiency, and effectiveness. The research showed that this sector's SME generates accounting returns in the period, which are superior in small business because they have greater efficiency in the administration of production and sales costs. and greater efficiency in the use of the assets and positive financial leverage. SMES destroy economic value added (EVA) in each of the years; however, small business is the one that least destroys EVA for each monetary unit invested. This destruction of value is due to the fact that the cost of financial resources is higher than the operating income after taxes. These findings will be strengthened with similar studies for more homogeneous SMES in age and geographic location.
Journal Article	Gupta, Sandeep Kumar; Gupta, Sanjeev	Veera tanneries private limited: an indian leather enterprise's drive towards sustainability	It is essential to monitor the development of resource and pollution intensive industries such as textile, leather, pharmaceutical etc., under burgeoning pressure of environmental compliance. Keeping the above-mentioned objective in mind, the case analyzes the sustainability strategies of a leading leather enterprise in India - Veera Tanneries Private Limited. Veera has undertaken initiatives to determine how it should address sustainability challenges to reduce environmental impact and ensure business growth. A discussion on such a problem would allow the case to look at the company's motivations for adopting eco-friendly measures in the Indian leather industry (to address sustainability), the potential impact on business performance of such measures, for instance increasing cost to production and other business strategies to support the company's growth.
Journal Article	Sato, Andre Kubagawa; Martins, Thiago Castro; Gomes, Antonio Miguel; Guerra Tsuzuki, Marcos Sales	Raster penetration map applied to the irregular packing problem	Among the most complex problems in the field of 2-dimensional cutting & packing are irregular packing problems, in which items may have a more complex geometry. These problems are prominent in several areas, including, but not limited to, the textile, shipbuilding and leather industries. They consist in placing a set of items, whose geometry is often represented by simple polygons, into one or more containers such that there is no overlap between items and the utility rate of the container is maximized. In this work, the irregular strip packing problem, an irregular packing variant with a variable length container, is investigated. The placement space is reduced by adopting a rectangular grid and a full search is performed using preprocessed raster penetration maps to efficiently determine the new position of an item. Tests were performed using simple dotted board model cases and irregular strip packing benchmark instances. The comparison of our results with the state of the art solutions showed that the proposed algorithm is very competitive, achieving better or equal compaction in 9 out of 15 instances and improving the average density in 13 instances. Besides the contribution of the new best results, the proposed approach showed the advantage of adopting discrete placement, which can be potentially applied to other irregular packing problems. (C) 2019 Elsevier BV All rights reserved.
Journal Article	Filketu, Sisay; Dvivedi, Akshay; Abebe, Birhanu Beshah	Decision-making on job satisfaction improvement programs using fuzzy QFD model: a case study in Ethiopia	Research interest in job satisfaction (JS) seems solely focused on cause identification. Understandings about solution proposals have not advanced at a pace commensurate with research efforts. The purpose of the current study is twofold. First, the study aims to propose the possible solutions for the improvement of JS in the leather products manufacturing industry in Ethiopia. Second, the study aims to demonstrate the fuzzy quality function deployment (QFD) model in the sphere of JS construct with an attempt to prioritise JS improvement programmers. At first, to facilitate the main issue of the QFD problem, the 'WHATs' (ie JS attributes) have been investigated, followed by identifying the 'HOWs' (ie JS technical solutions) and proposing procedures for the use of a fuzzy QFD model. Subsequently, a fuzzy relationship matrix (ie the house of quality) is constructed to link the WHATs and HOWs based on cross-functional expertise. Then, the rank of HOWs for their order of implementation is identified. The successful application of the fuzzy QFD has provided an idea with attention focused on 'remuneration packages' followed by 'incentive packages' and then 'participating in decision-making'. This finding is important for the industry for making optimal decisions on the implementation of JS improvement strategies.

Journal Article

Dwivedi,  
Ashish; Agrawal,  
Dindayal; Madaan,  
Jitender

Sustainable manufacturing evaluation model focusing leather industries in India A TISM approach

Purpose Sustainability is an integrating concept and demands strategic attention in developing countries like India. Due to strict environmental regulations and ongoing government sustainable policies such as Namami Gange, leather industries are extensively facing challenges to conform themselves toward these sustainable policies. The major challenge faced by leather industries is the exponentially increasing cost of adaptation to sustainable product and process. Under these operational constraints, survival of Indian leather industries has become a major challenge. In this context, this paper aims to identify and evaluate sustainable manufacturing policies. The key performance indicators (KPIs) based on triple bottom line of sustainability can assist leather industries that are about to initiate adopting sustainable practices. Design / methodology / approach This paper demonstrates the role of KPIs for evaluating sustainable manufacturing policies for leather industries in India. Initially, an in-depth literature review analysis has been carried out to identify indicators for evaluation of sustainable manufacturing policies. In this work, an integrated methodology has been developed to refine the priority map of the aforementioned KPIs based on consensus building among experts using Kappa analysis. Total interpretive structural modeling (TISM) has been used to demonstrate relationships which explain the significance of the KPIs. Further, Matriced Impact Croises Multiplication Applique analysis has been carried out to explore the relationships amongst KPIs. Findings Based on above analysis, identified interactive relationships among the KPIs will assist managers and decision-makers to incorporate effective sustainable policies in leather industries. Originality / value This study carries out an in-depth literature review analysis of sustainable manufacturing policies in leather industry. The author proposes an integrated methodology using kappa analysis, consensus building and TISM for evaluation of sustainable policies based on the literature review analysis and expert opinion.

Journal Article

Gupta, Sandeep  
Kumar; Gupta,  
Shivam; Dhamija, Pavitra

An empirical study on productivity analysis of Indian leather industry

Purpose It is essential to track the development of resource and pollution intensive industries such as textile, leather, pharmaceutical, etc., under burgeoning pressure of environmental compliance. Therefore, the purpose of this paper is to analyze the progress of Indian leather industry in terms of individual factors and total factor productivity. Design / methodology / approach This study applies and examines the various concepts of productivity such as labor productivity, capital productivity, material productivity and energy productivity. Further, it assesses and compares the performance of Indian leather industry in Tamil Nadu (TN), West Bengal (WB) and Uttar Pradesh (UP) based on productivity analysis, spatial variations determinants in productivity and technology closeness ratio. Findings The findings suggest that as per the productivity analysis, WB leather clusters have performed remarkably better in terms of partial factor productivity and technical efficiency (TE), followed by TN and UP. This can be attributed to shifting of leather cluster of WB to a state-of art leather complex with many avenues for resource conservation. Further, the findings reveal that the firm size and partial factor productivities have significant positive correlation with TE which supports technological theory of the firm. Practical implications The results of this study can be useful for the policy makers associated with the Indian leather industry specially to design interventions to support capacity building at individual firm level as well as cluster level to enhance the efficiency and productivity of overall industry. Social implications The findings also support the resource dependence theory of firm according to which the larger size firms should reflect on resource conservation practices, for instance the concept of prevention is better than cure based upon 3R (reduce, recycle and reuse) principles. Originality / value The paper gives an explanation of the productivity in the leather industry in terms of its factor productivity and TE.

Journal Article	Swiadek, Arkadiusz; Dzikowski, Piotr; Tomaszewski, Marek; Goraczowska, Jadwiga	Sectoral patterns of innovation cooperation in Polish industry	<p>Research background: Contemporary research on industry concentrates on the relations between enterprises and their environment. Research on industrial structures conducted throughout the world, including Poland, are not extensive and limited due to the confidentiality of statistics. K. Pavitt (1984) was the first researcher who evaluated the relationship between industry structure and innovation activity. According to Pavitt, innovation dynamics and trajectory depend on the structure of domestic industry and is unique. In Poland T. Rachwal (2010) determined that over the studied years, changes in the indicator defining diversification in industrial divisions were minimal, but at the same time there was an observable fall in the importance of traditional divisions, such as the production of clothing, textiles, and the leather. In contrast, divisions as the production of metal, rubber, and plastic goods increased their share in terms of employees, as did furniture and vehicle manufacturing. Purpose of the article: The purpose of the paper is to identify sectoral patterns of innovation cooperation as revealed by data on about 5209 Polish enterprises. The authors attempt to find the answer to the following three questions: (1) Is the domestic aggregation sufficient for stimulating innovation cooperation in the Polish industry? (2) Is there any sectoral heterogeneity in innovation cooperation? (3) Are enterprises representing high technology industries the most involved in innovation cooperation? The main goal of the study was an attempt to seek out the directions and influence of various industries on the innovation cooperation of enterprises in Poland. Methods: Empirical data that served as the basis for conducting calculations were collected with the help of a questionnaire survey sent to industrial companies throughout Poland. A total of 5,209 properly completed forms were collected. The average rate of return was 11,6%. The collection was held over the years 2008-2013. The methodological part of the study was developed using the logistic regression method based on probability theory of the study. Findings &amp; Value added: The study has shown that the higher the technology, the more often enterprises cooperate in the area of innovation. The research has not only shown the specifics of the domestic industrial system as well its level of technological advancement, but it has also taken into account the significance and input into the analyzed system.</p>
Journal Article	de Klerk, Helena M.; Kearns, Madelein; Redwood, Mike	Controversial fashion, ethical concerns and environmentally significant behavior The case of the leather industry	<p>Purpose The purpose of this paper to report on the role of luxury value perceptions and ethical concerns in consumers' environmentally significant behavior and purchase intent for genuine leather products. Design / methodology / approach Non-probability sampling was done and 429 South African males and females, aged 26 years and older and who fell in a household income bracket that allowed them to purchase genuine leather products, completed a structured questionnaire during September 2016. The study determined that South African consumers' strong functional and individual luxury value perceptions drive their above-average purchase intent for genuine leather products. Strong individual value perceptions correlated negatively with their purchase intent. Respondents' expressed strong ethical concerns but almost never participate in environmentally significant behavior. Originality / value This study was the first of its kind about the multi-cultural South African leather market's luxury value perceptions, ethical concerns and environmentally significant behavior.</p>
Book / Book	Liliana Serrano-Junco, Claudia; Lucelly Urrego-Marin, Maria; Salcedo-Mojica, Jesus	How the Knowledge Management Impacts Small and Medium-Sized Enterprises (smes) of The Footwear Industry in Bogota, Colombia	<p>The phenomenon of globalization has generated that competitiveness will be one of the main concerns for organizations in the business ecosystem because it will depend on their long-term sustainability. In that sense, this article presents the impact of knowledge management on SMEs in the footwear sector in the Rafael Uribe Uribe, Antonio Narino and Tunjuelito locations in the city of Bogota. This research is exploratory, where initially the theoretical framework is exposed, followed by the methodology. The results are in the final section, where it points out the profound lacks of the knowledge management in the Leather and Footwear sectors of three locations under study, thus leading to a reflection on the need to implement a road map to increase productivity in the light of knowledge management.</p>
Journal Article	Horvathova, Miroslava; Lacko, Roman; Hajduova, Zuzana	Using Industry 4.0 Concept - Digital Twin - to Improve the Efficiency of Leather Cutting in Automotive Industry	<p>Purpose: The aim of this study is to propose alternatives of increasing the efficiency of material selection and processing in the selected company and reduce costs and leather sustainability as a result. Methodology / Approach: In this case study, an automotive company processing a natural leather material that enters the process of a large-scale production was explored. For this purpose, the internal documents of the firm selected including its internal database and know-how of its employees were used. The ways of improving the efficiency of the material processing were proposed and tested in a digital environment. In the proposed solutions, Industry 4.0 principles were implemented. Findings: By the use of Digital twin and other Industry 4.0 principles and solutions in the process of material selection and processing in the company selected, the increased efficiency and cost savings were achieved. Research Limitation / implication: The solutions proposed in this paper were based on exploration of the chosen data set of the selected company. For the future research, testing of the given proposals in other companies should be conducted. Originality / Value of paper: Although there is an increasing number of publications describing the concept Industry 4.0, the research providing evidence of its benefits for business entities is still scarce. This paper offers such a research in the enterprise selected. Category: Case study</p>

Journal Article	Lee, Minjung; Karpova, Elena; Baytar, Fatma	The effects of information on young consumers' attitudes and purchase intentions of fashion products made of fur, leather, and wool	<p>The purpose of this study was to examine how sidedness of information affects consumer attitudes, subjective norms, and purchase intentions of fashion goods made of fur, leather, and wool. An experimental study using a randomized multi-group design with four levels of treatment was conducted. Participants (N = 1,533) were assigned to read one of four product information texts before completing an online survey. Participants' attitude and subjective norms toward purchasing fashion products made of fur, leather, and wool were significantly different depending on whether they were exposed to: (1) one-sided information against using animal-based materials, (2) one-sided information promoting use of animal-based materials, (3) two-sided information presenting both sides; or (4) information not related to fashion products made of animal-based materials (control group). The findings are useful for marketing professionals, consumers who want to make informed and unbiased purchase decisions, and fashion educators for developing curriculum to prepare ethical and responsible future industry professionals and implementing effective teaching strategies.</p> <p>The purpose of this study was to develop a biodegradable material that could be used as a leather alternative material for the footwear industry, leading to reduce the negative environmental impact. Using an experimental research design, the researchers developed a multilayered cellulosic material (MCM) by bonding nonwoven cellulosic fiber mat, denim fabric, and hemp fabric and examined its properties compared with those of two-layered leathers, consisting of calf and pigskins (multilayered calf and pigskin leather [MCPL]), often used in the footwear industry. We hypothesized these two materials would have similar properties. No significant mean differences were found between MCM and MCPL in total heat loss and break force. The values of air permeability, evaporative potential, and permeability index of MCM were higher than those of MCPL. The findings of this study confirm the effectiveness of MCM for use as a leather alternative material when developing sustainable shoes and provide insights to the footwear industry.</p> <p>In this paper, we identify the sectors and regions in Croatia most affected by minimum wage changes. By using four criteria, we identify 13 low-wage sectors. The analysis also reveals five regions (counties) in which the minimum wage can play an important role. Low-wage sectors in Croatia are found to be manufacture of textiles, manufacture of clothing, manufacture of leather and related products, manufacture of wood and of products of wood, manufacture of rubber and plastic products, manufacture of furniture, construction of buildings, specialized construction activities, retail trade, food and beverage services, security and investigation activities, services to buildings (cleaning etc.) and personal services. We analyze the employment and wage changes for these low-wage sectors in the period 2009-2015. It turns out that tradable low-wage sectors are highly affected by minimum wage changes due to a high concentration of employees with wages just above the minimum wage. However, during the recession, these sectors had a smaller employment decline and higher wage growth compared with both the manufacturing industry as a whole and non-tradable low-wage sectors.</p> <p>Entrepreneurs' perceptions on innovations remain crucial in successfully facing competitiveness challenges in industry enterprises that produce range of products in economies in transition all over the world. Economies transit from factor driven to efficiency driven in which use of modern technology increases. This paper explores the effects of entrepreneurs' perceptions on product innovations which have impact on industry enterprises sustainability in leather products and footwear industry of Sri Lanka. This country is in transition from factor driven production process towards efficiency driven production processes based on technology. An expert reviewed and piloted questionnaire was used to gather primary data related to entrepreneurs' perceptions and competitiveness of enterprises in the industry. The research has found that the majority of entrepreneurs do not have an intention to engage in new product innovations in near future. They use designs already available which lead to competitiveness and sustainability issues in this industry. Level of innovations and use of Internet for routine business activities in enterprises in the industry remains low. No similar research study done before in this industry thus the study is an original work which adds knowledge for academic and development purposes</p>
Journal Article	Nam, Changhyun; Lee, Young-A	Multilayered Cellulosic Material as a Leather Alternative in the Footwear Industry	
Journal Article	Nestic; Danijel; Babic, Zdenko; Buric, Sanja Blaievic	Minimum wage in Croatia: sectoral and regional perspectives	
Journal Article	Kusum, PP Ajith; Song Yinghua	How do entrepreneurs' perceptions on innovation effect in industry competitiveness and sustainability	

Journal Article	Brautigam, Deborah; Weis, Toni; Tang, Xiaoyang	Latent advantage, complex challenges: Industrial policy and Chinese linkages in Ethiopia's leather sector	<p>Industrial policy is back on the African policy agenda, with a number of countries following new strategies for rapid industrialization. None have done so more eagerly than Ethiopia. The present paper draws on Justin Yifu Lin's framework of New Structural Economics to assess Ethiopia's industrial policies and engagement in the leather industry. Making use of two rounds of semi-structured interviews (2012 and 2015) with all of the foreign firms and more than a dozen local firms in the leather sector, as well as other key stakeholders, it examines seven steps the government took to build the industrial policy: Create a high-level focus on the sector; make strategic use of international development partners; attract a lead goose (Chinese) in the footwear sector; build government capacity to support the sector; strengthen business associations; shock-to-shape upgrading; improve input supply. Ultimately, while government interventions have led to improvements across several steps of the value chain, the paper identifies a number of factors that have prevented the country from fully realizing a latent comparative advantage in the leather sector. (C) 2017 PEDL - Private Enterprise Development in Low-Income Countries - CEPR / DFID joint research initiative. Published by Elsevier Inc.</p> <p>The purpose of this work is to develop a theoretical and practical proposal for the analysis of innovation that, in organizations, can be generated by alternative or different routes to Research and Development (R&amp;D). Based on an exploratory study with a qualitative approach, the theoretical bases on non-R &amp; D innovation are proposed, in which activities, capacities, and mechanisms are considered to establish an interaction with the internal and external environment. Subsequently, in a fieldwork phase in the leather goods and footwear sector in Bogota, Colombia, the application of theoretical assumptions in the organizational reality was validated, finding recognition of knowledge, technology, and design activities, as sources of innovation. In contrast, a low perception about associativity was found as an input for the generation or incorporation of innovation.</p> <p>Purpose Burgeoning challenges of climate change and poverty alleviation across many parts of the world have enforced the policy makers and researchers to develop an alternate system for performance assessment of an individual, a country, and a corporate. The purpose of this paper is to analyze the sustainability strategies of three leading states in the Indian leather industry - Tamil Nadu (TN), West Bengal (WB) and Uttar Pradesh (UP) - to gain insights into their efforts and progress in generating economic, social, and environmental values. Design / methodology / approach This study used case study approach for investigative analysis, and triangulation method - interviews and field visits, for data verification. The study examines the various sustainability strategies by applying economic value creation (evaluation of growth in total turnover, evaluation of the growth in profitability, evaluation of leverage), social value creation (evaluation of the growth in wages, evaluation of the growth in employee welfare expenses), and environmental value creation (conservation in raw material consumption, conservation in energy consumption, evaluation of waste management practices). Findings The findings reveal that the three states differ significantly from each other both in terms of efforts made and progress achieved during the period of study, 1998-2013. UP seems to be making the most consistent progress in achieving economic value, while WB shows the most progress in creating social value, and TN leads the pack in terms of creating environmental value. Thus, the three leading states in the Indian leather industry have been allowing trade-offs to get competitive advantage over others. Research limitations / implications The opaqueness with which the Indian Leather Industry conducts social and environmental practices clearly limits the sources of accurate and reliable data, and the ability of researchers to precisely identify the problems and suggest solutions. Practical implications The opaqueness with which the Indian Leather Industry conducts social and environmental practices clearly impacts the policy makers, practitioners, and researchers to continue such initiatives and improve the lives of people in India for whom continuing this profession is a big challenge and a hurdle to accomplish their livelihood. Originality / value The paper gives a theoretical explanation of the sustainability in the leather industry with respect to its strategies in terms of economic value, social value, and environmental value.</p>
Journal Article	Lopez-Hurtado, Jonnathan; Rojas-Santoyo, Francisca; Carolina Elizalde-Bobadilla, Lucy	Recurrent practices to generate innovation based on non-r & d capabilities in the leather, footwear, and leather goods industry	
Journal Article	Gupta, Sandeep; Gupta, Shivam; Dhamija, Pavitra; Bag, Surajit	Sustainability strategies in the Indian leather industry: an empirical analysis	

Journal Article	Wahga, Aqueel Imtiaz; Blundel, Richard; Schaefer, Anja	Understanding the drivers of sustainable entrepreneurial practices in Pakistan's leather industry: A multi-level approach	<p>Purpose The purpose of this paper is to analyze the drivers of sustainable entrepreneurial practices in SMEs operating in a developing economy. The secondary objectives are to explore the relationship between these drivers and to draw out the implications for policy and practice. Design / methodology / approach The paper is informed by the literature on sustainable entrepreneurship, and on the drivers of pro-environmental practices in SMEs. It reports on the results of an intensive multi-level empirical study, which investigates the environmental practices of SMEs in Pakistan's leatherworking industry using a multiple case study design and grounded analysis, which draws on relevant institutional theory. Findings The study identifies that coercive, normative and mimetic isomorphic pressures simultaneously drive sustainable entrepreneurial activity in the majority of sample SMEs. These pressures are exerted by specific micro-, meso- and macro-level factors, ranging from international customers' requirements to individual-level values of owners and managers. It also reveals the catalytic effect of the educational and awareness-raising activities of intermediary organizations, in tandem with the attraction of competitiveness gains, (international) environmental regulations, industrial dynamism and reputational factors. Practical implications The evidence suggests that, in countries where formal institutional mechanisms have less of an impact, intermediary organizations can perform a proto-institutional role that helps to overcome pre-existing barriers to environmental improvement by sparking sustainable entrepreneurial activity in SME populations. Originality / value The findings imply that the drivers of sustainable entrepreneurial activity do not operate in a piecemeal fashion, but that particular factors mediate the emergence and development of other sustainability drivers. This paper provides new insights into sustainable entrepreneurship and motivations for environmental practices in an under-researched developing economy context.</p> <p>The purpose of this paper is to analyse the drivers of sustainable entrepreneurial practices in SMEs operating in a developing economy. The secondary objectives are to explore the relationship between these drivers and to draw out the implications for policy and practice. The paper is informed by the literature on sustainable entrepreneurship, and on the drivers of pro-environmental practices in SMEs. It reports on the results of an intensive multi-level empirical study, which investigates the environmental practices of SMEs in Pakistan's leatherworking industry using a multiple case study design and grounded analysis, which draws on relevant institutional theory. The study identifies that coercive, normative and mimetic isomorphic pressures simultaneously drive sustainable entrepreneurial activity in the majority of sample SMEs. These pressures are exerted by specific micro-, meso- and macro-level factors, ranging from international customers' requirements to individual-level values of owners and managers. It also reveals the catalytic effect of the educational and awareness-raising activities of intermediary organisations, in tandem with the attraction of competitiveness gains, (international) environmental regulations, industrial dynamism and reputational factors.</p> <p>While consumers' increasing demands for luxury leather goods drives luxury brands to secure supplies of exotic and high-quality animal skins, animal welfare activists have attempted to raise the public's awareness of cruelty in the luxury fashion supply chains. Adopting the attribution theory, this study aims to uncover the pattern of consumers' responses to the issue of animal cruelty in the luxury fashion industry. Data were collected from consumers' responses to animal cruelty as revealed in PETA (People of Ethical Treatment of Animal)'s video on YouTube. Data analysis revealed distinct blame attributions and coping strategies, which depend heavily on viewers' attitude toward the video content. Findings from this study suggest that consumers' blame attributions are dispersed among different stakeholders, with luxury fashion brands and their customers treated as the causes of animal cruelty, slaughterhouse workers, and humans in general treated as perpetrators, and PETA and commenters that support PETA's message treated as accusers. Implications for the luxury fashion business and animal welfare promotion are discussed.</p> <p>Purpose The purpose of this paper is to identify the contextual work factors in Ethiopia and to evaluate the relative influence of each of these factors on job satisfaction (JS) of employees. Design / methodology / approach The study draws on a sample of shop floor workers from the leather products manufacturing industry in Ethiopia. Data were collected using a structured survey questionnaire and focus group discussions. After testing scale reliability and validity, multiple linear regression was used for the analysis. Findings The study results suggest that the JS is mainly explained by extrinsic factors. Pay is found to influence overall job satisfaction (OJS) at least four times of other work factors. Training opportunity and ethnic diversity showed unexpected negative relationship with OJS. Originality / value Given the importance of understanding JS in labor-intensive industries, and paucity of research on the topic in Ethiopia, the study provides practical insights and groundwork that can guide practitioners to understand the drivers of JS in the region. Moreover, the study adds to the empirical literature that may yield important insights on organizational behavior for under-researched emerging economies, particularly for the eastern part of Africa, where nations share similar cross-cultural norms, economic and ethnic settings.</p>
Book / Book Chapter	Wahga, Aqueel I.; Blundel, Richard K.; Schaefer, Anja	Case study: human capital and environmental engagement of smes in Pakistan - a comparative analysis of the leather industry	
Conference Paper	Lim, Heejin	Thematic Analysis of youtube Comments on Disclosure of Animal Cruelty in a Luxury Fashion Supply Chain	
Journal Article	Addis, Sisay; Divedi, Akshay; Beshah, Birhanu	Determinants of job satisfaction in Ethiopia: evidence from the leather industry	

Journal Article	Xu, Jiajun; Hubbard, Paul	A flying goose chase: China's overseas direct investment in manufacturing (2011-2013)	<p>This paper examines whether rising wages have driven Chinese manufacturers to make foreign direct investment abroad to reduce the costs of production. We match the Chinese Ministry of Commerce's register of Overseas Direct Investments with China's Industrial Enterprise Survey data from 2011 to 2013 and annual average wage data for prefecture-level cities. Although high-income developed economies are the preferred destinations for Chinese manufacturing investment abroad, labor-intensive light manufacturing sectors related to the textiles, clothing and leather industries are focused on the low-income countries - consistent with a 'flying goose' effect. But, these are only a small part of the Chinese investment - account for 6% of the number of matched official ODI registrations. Yet, it might be still too early to observe that rising factor prices are systematically driving investments offshore.</p>
Book / Book Chapter	Soleman ,Iazar; Subroto, Athor	Development Model for Creative Industry in Indonesia: A Case from Leather Craft Cluster in Magetan District by Using System Dynamic Approach	<p>This study has a purpose of modeling the industrial leather craft cluster development by dynamics system approach. The construction of the model based on a research study by Afonso, Monteiro, &amp; Thompson (2012) that adopted in Concept of Creative Industry Development Planning in Indonesia with Quad Helix Model Approach for analyzing how the role and actors can influence the development of the industry. The actors of this approach are Government, Business, Academic, and Civil Society. System Dynamics Approach is a way to analyze parts of the system that have interactions and emerges for specific goals. This study also takes insights from the diamond model of cluster development by Porter (1998). Small Medium Enterprises (SMEs) Production influenced by the amount of Desired Production and Capacity Planning. The most business unit in the cluster industry has the form Home Industry or SMEs that have small to medium business scale. The simulation is run in 3 scenarios and compared with base scenario. Thus, we found that labor availability and labor productivity are the primary dynamics source of the situation to develop the cluster.</p>
Journal Article	Park, Yong An; Medda, Francesca Romana	Spatial effects of container ports on production of the leather, bag and shoe industry in Korea	<p>Container port operations are widely regarded as being beneficial to regional economies, particularly in aggregated terms. The present paper examines this common knowledge in the specific case of the leather, bag and shoe industry in Korea. The authors use two panel datasets of the industry, one dataset of 16 regions and the other dataset of enduring establishments from 1991 to 2011. In our analysis with panel data of the regions, the authors find that an increase of container throughput in ports affects production of the industry positively during the examined period. When dividing the examined period into two periods, the authors observe the negative effects during the period before 2003 and primarily in the groups of regions without large ports. The panel data model of enduring establishments presents a negative coefficient of port throughput on production. The contradictory results may be caused by the characteristics of the two different panels.</p>
Journal Article	Correa, Santiago; Parente-Laverde, Ana-Maria	Consumer Ethnocentrism, Country Image and Local Brand Preference: The Case of the Colombian Textile, Apparel and Leather Industry	<p>The present article shows the relation that Colombian consumer ethnocentrism has with country image and local brand preference in the textile, apparel and leather industry and it infers the possible implications this relation has when planning marketing strategies for the Colombian market in such industry. This study follows an interpretative approach which included a survey of Colombian consumers in Antioquia. Results show that (i) gender and age are not determinants of ethnocentric consumer tendencies, (ii) the less income a Colombian person has, the more ethnocentric he / she is, (iii) consumer ethnocentrism does not have a universal pattern but varies from country to country, (iv) the more educated a Colombian person is, the less ethnocentric he / she is, (v) the developed or developing condition of the countries where the consumer is from, is not a determining factor to conclude whether or not a consumer has a tendency towards ethnocentric behavior patterns and (vi) if a person has a positive image of his / her own country, he / she is likely to develop ethnocentric behavior patterns. This article contributes to filling the gap in the literature since it shows that ethnocentrism is positively related to preferences for local brands in Colombia.</p>
Journal Article	Belvedere, Valeria; Goodwin, Paul	The influence of product involvement and emotion on short-term product demand forecasting	<p>Sales forecasters in industries like fast-fashion face challenges posed by short and highly volatile sales time series. Computers can produce statistical forecasts, but these are often adjusted judgmentally to take into account factors such as market intelligence. We explore the effects of two potential influences on these adjustments: the forecaster's involvement with the product category and their emotional reactions to particular products. Two forecasting experiments were conducted using data from a major Italian leather fashion goods producer. The participants' judgmental adjustments tended to lower the forecast accuracy, but especially when the participants had strong preferences for particular products. This appeared to result from a false consensus effect. The most accurate forecasts were made when the participants had no knowledge of the product and only received time series information, though a high level of involvement with the product category also led to a greater accuracy. (C) 2017 International Institute of Forecasters. Published by Elsevier BV All rights reserved.</p>

Journal Article	Chakraborty, Pavel; Chatterjee, Chirantan	Does environmental regulation indirectly induce upstream innovation? New evidence from India	Exploiting a quasi-natural experiment, which involves the imposition of a ban by Germany in 1994 on an input ('Azo-dyes') used by the Indian leather and textile industries, we estimate the indirect impact of the environmental regulation on innovation activities of upstream (dye-producing) firms in India and examine how it varies by different firm characteristics: size and ownership. We find robust evidence of a significant increase (11-61%) in innovation expenditure for the dye-makers in response to the 'Azo-dyes' ban. Additionally, we find: (i) increase in technology transfer to the tune of 1.2-2.5 times more than that of internal R & D; (ii) increase in innovation expenditure with firm size; (iii) domestic firms investing more in technology transfer as compared to R&D, whereas foreign firms only undertaking the latter and (iv) decrease in investments towards innovation by downstream firms, thereby pointing towards a possible substitution effect in aggregate innovation by upstream firms. Our results are consistent with a variety of estimation methods and robustness checks. (C) 2017 Elsevier BV All rights reserved.
Journal Article	Jorge, Ricardo Reolon; Faco, Julio FB; Acacio, Alexandre Andrade	Credit Risk Transmission in Supply Chains	This paper aims to analyze the potential credit risk transmission among commercial firms and industry of the Brazilian leather footwear supply chain. The data correspond to the monthly average of the delinquency index. The analyzed period embraces January 2008 to July 2013. Time series analysis, the Augmented Dickey Fuller (ADF) and the Kwiatkowski, Phillips, Schmidt e Shin (KPSS) unit root tests, the Johansen co-integration test, the Vector Error Correction Model (VECM) , the Granger causality tests, the variance decomposition of the variance, and the estimation of impulse-response function were used. The results indicate the existence of a unidirectional transmission of credit risk at the supply chain studied, as well as its long-run equilibrium, confirming the importance of analyzing the credit risk of companies in an enlarged context that includes other firms in the supply chain.
Journal Article	Kusum, PP Ajith; Song Yinghua	Competitiveness of leather products and footwear industryof sri lanka	This research paper explores the relationship among skills of entrepreneurs of leather products and footwear industry in Sri Lanka and entrepreneurs' involvement of innovations in product, process, raw material and market in the industry. Further, the survey investigates firms' competitiveness and innovation in the industry. Database of firms in the industry available in Sri Lanka Industrial Development Board was used to administer an expert reviewed and piloted questionnaire among the population of firms. Personal interviews and a mail survey were undertaken which jointly brought above-average response rate of completed questionnaires used for analysis. The research has found that there is a strong link between skills of entrepreneurs and their involvement in innovations. Research has found that entrepreneur focus on product innovations rather than process, raw material and market innovations due to their low level of general education and the main mode of acquiring skills remains on-the-job-training. Usage of technology has been found to be lower level which has a negative effect on innovations. However, the entrepreneurs have a positive attitude towards innovations the relevant agencies can capitalize-on for expansion of the industry and increase competitiveness. The research unearths an intelligent view that in an efficiency-driven economy, what matters is productivity where skilling of entrepreneurs will yield enormous results for harnessing the potential of this ever growing industry.
Journal	Gebrewahid, Gebreyohannes Gebreslassie; Wald, Andreas	Export Barriers and Competitiveness of Developing Economies: The Case of the Ethiopian Leather Footwear Industry	Export competitiveness is an important success factor for developing economies. However, several barriers can prevent firms from exporting. This study empirically investigates export barriers in the Ethiopian leather footwear industry. We identify 10 conceptually linked barriers that are prevalent in the industry. Whereas some of the export barriers are in line with previous research, we find several new barriers such as logistics and export marketing. On the firm level, we identify different clusters of firms that are facing specific sub-sets of barriers. Depending on cluster membership, management must focus on certain export barriers for increasing competitiveness.

Conference Paper	Muhyi, Herwan Abdul; Suryanto	The Development of the Leather Industry Center of Sukaregang District Garut Regency West Java	<p>The leather industry center of Sukaregang is located in Sukaregang, Garut Regency. It is the center of small and medium industries that become the mainstay of Sukaregang District residents. It is important to develop this industrial center to increase local economy. This research was conducted to analyze the development process and the effort of stakeholders. This research used qualitative research method to describe and analyze the real facts in the research field. The informants were leaders of entity or institutions who involved in developing the industrial center. Triangulation technique was used to ensure the data validity. This research found that there are five parties who have roles in developing the leather industry center of Sukaregang. They are the local government, academician, business, society and media. This study found three main problems in the development of the leather industry center of Sukaregang. The three problems are the ineffective coordination between the five parties, the limited facilities and development budget, and the low business management capability of the entrepreneurs. The authors recommend other researcher to explore the effectiveness of coordination between five institutions that have roles in developing the leather industry center of Sukaregang, Garut Regency. This is interesting because there is still overlap of industrial development activities.</p>
Conference	Yuan, Hua; Zhang, Yun; Zhao, Hongzhong	Research on total factor productivity of manufacturing enterprises in the Yangtze River economic belt	<p>Manufacturing, the important industries in the Yangtze River Economic Belt, is a hot issue for many scholars to study. In this paper, Data Envelopment Analysis (DEA) method is used for calculating the total factor productivity (TFP) of enterprises in the Yangtze River Economic Belt. The results show that TFP of manufacturing enterprises in these areas has gone through four stages of development: steady decline - decline - fast rise - maintenance from 2005 to 2014. As for industrial sectors, seven sectors including tobacco, textiles, leathers, furs, feathers, shoemaking and medicine manufacturing showed rise in TFP, and TFP of high-tech manufacturing enterprises increased while low or medium-tech declined.</p>
Journal Article	Zakharchenko, OV	Assessment of waste formation and prospects of implementing environmentally friendly wasteless technologies in livestock industry	<p>Urgency of the research. The main objective of functioning livestock enterprises is to provide population with food (meat, milk, eggs, and other) and to provide food industry with raw materials (meat, milk, eggs, leather, wool, feathers, and other). During the vital activities of animals and poultry get, there is a big quantity of waste (manure), which is the main pollutant for the environment together with sewage. Most of disposing facilities that are in operation of agricultural enterprises are technologically obsolete, physically overused, and do not comply with sanitary standards. Target setting. Emissions from livestock farms pollute the air, ponds, reservoirs, groundwater, rivers with biologically active bacteria, which affects not only the ecological situation around the enterprise, but also adversely affects the health of the population of the adjacent areas. Thus, the specified problems must be solved comprehensively taking into account all the aspects directly or indirectly involved in this process. Analysis of actual scientific researches and issues. The problems of livestock industry waste attract the attention of many researchers. The research of environmental problems of livestock industry is carried out by MS Malovanyi, VM Bogoliubov, TP Shanina, VF Funtiov, IL Sarykh, ON Sarykh, AM Suzdaliyeva, RG Gladyr, and other scientists. Uninvestigated parts of the general matter. In the current economic conditions, entrepreneurs focus their attention mainly on getting high economic outcomes (revenue growth, gross and net profit growth). The problems of using the waste, generated as a result of animal keeping, are not always solved properly, leading to pollution of the environment. The research objective is to assess the formation of waste and prospects of implementing environmentally friendly wasteless technologies in livestock industry. The statement of basic material. The problems of formation, storage and use of animal waste are investigated. The quantitative composition and dynamics of the number of animals and poultry are analyzed. The amounts of the formed manure and the used process water in livestock and poultry industry are calculated. Conclusions. The main directions of manure use in order to reduce the burden on the environment are determined.</p>

Journal Article	Abbas, Shujaat; Waheed, Abdul	Trade competitiveness of Pakistan: evidence from the revealed comparative advantage approach	<p>Purpose - Pakistan's natural endowment of labor and land is suitable for labor-intensive agriculture and manufacturing sector. This study aims to investigate international trade competitiveness of Pakistan in 14 major industries of agriculture and manufacturing sector, accounting more than 85 per cent of total export receipts. Design / methodology / approach - The competitiveness of Pakistan in selected industries of agriculture and manufacturing sectors from 2003 to 2014 is investigated using the revealed comparative advantage (RCA) index, introduced by Balassa (1965) on HS data collected from the United Nations Commodity Trade database. The obtained indices in this study are then subjected to panel regression analysis to investigate the effect of domestic productivity growth and real exchange rate on international trade competitiveness of major industries. Findings - The results show that the agriculture sector of Pakistan has higher comparative advantage in raw cotton, cereals, raw leather and fruits. The raw cotton shows the highest competitiveness of 54.46 which is followed by cereals (17.13), leather (9.83) and fruits (1.97). The RCA of the manufacturing sector shows that textile (54.85), carpets (10.72), sports goods (2.18) and beverages (1.47) have higher competitiveness. The RCA, in relatively capital-intensive industries, shows a high disadvantage. The trend analysis shows distorted competitiveness in labor-intensive, textile, carpet and footwear industries. The results of panel regression analysis show that the domestic productivity growth and real exchange rate depreciation have a significant positive impact on the international competitiveness of selected industries. The study urges Pakistan to make its macroeconomic environment investment-friendly and encourage investment in deteriorating labor-intensive industries. Practical implications - Globalization has significantly increased international competition, and Pakistan is losing its competitiveness in labor-intensive industries owing to lack of domestic value addition and development efforts. The major problem with the productivity of these industries is the lack of proper infrastructure, acute energy crisis, lack of domestic and foreign investment and overvaluation of real exchange rate. The domestic investors are shifting their capital either to other domestic sectors and / or other investment-friendly countries. Policymakers in Pakistan should address the problems of these important labor-intensive industries. The government needs to understand macroeconomic uncertainties and make investment-friendly policies to encourage domestic and foreign investment. The future studies should perform in-depth research to identify both microeconomic and macroeconomic variables responsible for deterioration in competitiveness of major labor-intensive industries in the agriculture and manufacturing sectors of Pakistan. Originality / value - This study is a comprehensive examination into the nature and pattern of international competitiveness of Pakistan in 14 important industries of the agriculture and manufacturing sector which has seldom been investigated empirically. The obtained indices in this study are also subjected to panel regression analysis to explore the effect of domestic productivity growth and real exchange rate depreciation on the international competitiveness of Pakistan.</p> <p>Using a simultaneous equations model, this paper investigates how / whether the presence of foreign direct investment (FDI) affects the performance of local firms in China's (1) leather shoe manufacturing and (2) textile and garment manufacturing industries. We use the value of sales (total revenue) as a measure of firm performance in domestic and export markets. The distinguishing feature of this paper is the use of an FDI presence measure that takes the regional dimension into account. The empirical analysis presented in this paper reveals that the presence of FDI leads to a significant positive impact on the domestic sales and export intensity of local firms in both industries. This result is found to be robust to alternative measures of FDI. Based on the result, it is recommended that, in order to maximize the benefits from inward FDI, Chinese policy-makers must encourage domestic and foreign-invested firms to locate in close geographical proximity.</p> <p>Introduction. Effectiveness of territorial and industrial clusters is defined with regard to the ability of companies to generate synergies from cooperative relationships. The article is aimed to resolve the problem of the creation of an optimal cluster system of companies to get synergies. Purpose. To create a method for evaluating the relative synergy effect and construct schemes to establish optimal relationships between the companies of the cluster in order to ensure maximum synergies. Methods. The calculations are the sequence of the following steps: identification of factors of synergy which can be quantified; calculation of the matrix of relative synergy indicators of the companies on the basis of the defined factors; calculation of the overall synergy effect from the cooperation of the companies taking into account all the factors and their coefficient rankings; establishment of ranking of various options for cooperation; construction of the scheme for optimal synergy relationships between the companies within the cluster. Results. The authors have developed a method of calculation of various synergy factors for leather companies, among which are: cooperation in the field of repair service equipment; joint procurement of raw materials; joint promotional activities, advertisement, exhibitions, etc. ; cooperation in research development; sharing of infrastructure. Conclusions. The optimal scheme of cooperation areas was built on the basis of the calculation in order to generate the greatest synergies.</p>
Journal Article	Anwar, Sajid; Sun, Sizhong	Foreign direct investment, domestic sales and exports of local firms: a regional perspective from China	
Journal Article	Palyvoda, Olena; Plavan, Victoria	Assessment of synergies in forming of cluster organizational structures	

Journal Article	Schardong, Gerson; Diehl, Carlos Alberto	Strategic control in a company of the leather-footwear industry	<p>Management control is the set of processes and tools for the exercise of authority over an organizational phenomenon, which is used in order to achieve organizational goals. We used Simons' Levers of Control model (1995) to evaluate the use of these devices in an organization of the leather-footwear industry. Evaluation was based on four subsystems: beliefs, limits, diagnostic control and interactive control, which are presented and discussed in this paper. This model allows to balance the use of inspiring elements and restrictive elements, thereby seeking to balance the tension between creativity and discipline. Subsequently, a strategic diagnosis is presented by means of a case study of the abovementioned company, which identifies the characteristics of elements from levers of control. Strategic management issues are then found, and alternatives for improvement are proposed. The main results include evidence that the belief system and the interactive control system are balanced, whilst the limit system and the diagnostic control system are deficient, thus exposing management to unnecessary risk due to lack of control. From a practical viewpoint, this study provides alternatives for improvement at the organization studied; from a theoretical stance, this study also contributes to understanding organizational reality in terms of strategic control.</p>
Conference Paper	Vaia, Giovanni; Oshri, Ilan	Outsourcing and Innovation: A Comparative Study of Italy and the UK	<p>Italy is known for bringing to the world some of the greatest inventions and arts. Indeed, creativity and innovation are not strange phrases in many Italian sectors such as fashion, automotive and leather. But challenges to achieve innovation in the Italian service outsourcing sector still lay ahead. Recent reports have highlighted the complexity involved in fostering collaborative innovation between a client firm and a supplier, often resolving in unsatisfactory results. Hence, in this report, we seek to unveil whether the long innovative tradition plays a role in its local service outsourcing industry. A study of 150 British and Italian Service Outsourcing executives was carried out to examine their comparative innovation performance and the mechanisms that support innovation in each country. The results show that Italian client firms reported more satisfaction with the quality, frequency and impact of innovation delivered by suppliers than their British counterparts. The main differences between the Italian and British cases that may explain our results were (i) Italian client firms' strategic intent has been revolving around the objective to increase the pace of innovation within the firm while their British counterparts have been focusing on cost reduction, (ii) Italian client firms have mainly been using outcome base pricing model while British client firms have mainly been using fixed-price model and (iii) Italian client firms have been using advisory firms to a far more extent than their British counterparts. We conclude by offering a practical framework to achieve innovation through outsourcing.</p>
Book / Book Chapter	Kusum, PP Ajith; Song Yinghua	Skilling Entrepreneurs on Innovations: A Key for Improving Competitiveness of Leather Products and Footwear Industry of Sri Lanka	<p>This research paper explores the relationship among skills of entrepreneurs of leather products and footwear industry in Sri Lanka and entrepreneurs' involvement of innovations in product, process, raw material and market in the industry. Further, the survey investigates firms' competitiveness and innovation in the industry. Database of firms in the industry available in Sri Lanka Industrial Development Board was used to administer an expert reviewed and piloted questionnaire among the population of firms. Personal interviews and a mail survey were undertaken which jointly brought above-average response rate of completed questionnaires used for analysis. The research has found that there is a strong link between skills of entrepreneurs and their involvement in innovations. Research has found that entrepreneur focus on product innovations rather than process, raw material and market innovations due to their low level of general education and the main mode of acquiring skills remains on-the-job-training. Usage of technology has been found to be lower level which has a negative effect on innovations. However, the entrepreneurs have a positive attitude towards innovations the relevant agencies can capitalize-on for expansion of the industry and increase competitiveness. The research unearths an intelligent view that in an efficiency-driven economy, what matters is productivity where skilling of entrepreneurs will yield enormous results for harnessing the potential of this ever growing industry.</p>
Book / Book	Rua, Orlando Lima; Alexandra, Franaca	How does entrepreneurial orientation influences exploitation of knowledge?	<p>The processes for exploitation of knowledge became an essential element for firms to adapt to changes in the competitive environment. The exploitation of this knowledge should be undertaken with proactivity, innovation and risk-taking. Building on well-established theories, our research explores the influence of entrepreneurial orientation in exploitation of knowledge of Portuguese small and medium enterprises (SMEs) of footwear associated to the Portuguese Footwear, Components and Leather Association (APICCAPS). Based on survey data from 42 firms, our empirical results indicate that globally entrepreneurial orientation have a positive and significant influence on exploitation of knowledge, and that the entrepreneurial orientation's dimensions that most contribute to this end are innovation and risk-taking.</p>

Journal Article	Kumar, Anita	A quick scan audit of the 'socio-technical' system in a leather accessories manufacturing SME	Leather fashion and footwear industry contributes significantly to the Indian economy through employment generation and earning foreign exchange. Both public and private sectors have increasingly emphasized on the planned development of this industry and encourage more SME involvement and participation. However, recent studies indicate that Indian leather manufacturing SMEs are, often, unable to compete effectively and efficiently on a global platform due to certain inherent and external constraints. This paper adopts a case research methodology with 'quick-scan' audit tool to review the socio-technical system of a leather export SME. It draws attention to the inefficiencies in the production system and highlights the human resource 'gaps' faced by the company. The two-fold findings of the case investigation point to a need to develop 'social' competencies not only in an individual organization but also at the sectorial level. The selected case has been used as a fundamental prism through which current labor regulations and standards prevailing in the country need to be examined and possibly reformed. Purpose - Pakistan adopted one-size-fits-all policy for human capital (HC) development with the assumption that the level of HC is equal across industry and firm size. The purpose of this paper is to test this major assumption on which this policy is based, by comparing the differences in the levels of HC, overall and by dimensions of HC, by industry and firm size. Design / methodology / approach - The study is based on new data set of a sample of 750 manufacturing SME firms in Pakistan, compiled through a survey. Applying the independent sample t-test, one-way analysis of variance and multivariate analysis of variance, the hypotheses of differences in levels of overall and dimensions of HC were tested. Findings - The results indicate significant differences in the levels of HC by industry and firm size. The levels of HC were found to be higher in textiles, food, metal and leather industries, and for medium-sized firms. Practical implications - The findings provide supporting evidence on the inadequacy of the current human capital development (HCD) policy in Pakistan. The study therefore recommends customized HCD policies, accounting for differences across industry and firm size. Originality / value - By taking the data on nine major dimensions of HC from 750 manufacturing sector SMEs, the study tests the level of overall HC and its nine dimensions by industry and size. The study also challenges the one-size-fits-all policy of the government of Pakistan for developing HC in SMEs.
Journal Article	Mubarik, Muhammad Shujaat; Govindaraju, Chandran; Devadason, Evelyn S.	Human capital development for smes in Pakistan: is the one-size-fits-all policy adequate?	
Journal Article	Kauric, Alica Grilec; Grubisic, Dragana; Renko, Sanda	The impact of supply chain agility onto business results and customer satisfaction in textile, clothing and leather industry	This paper presents results of the study testing impact of supply chain agility onto business results and customer satisfaction. Research was carried out on the sample of 34 textiles, clothing and leather manufacturers. Research results showed that there is a positive and significant impact of supply chain agility both onto business results and customer satisfaction. The paper concludes with theoretical and managerial implications as well as with limitations of the conducted research.
Journal Article	Black, Esen; Erdur, Duygu Acar	Determinants of Capital Structure: A Research on Sectors That Contribute to Exports in Turkey	This study aimed to determine the factors that affect the capital structure of companies in automotive, food & drink and textile & leather industries, whose shares were traded at the Borsa Istanbul (BIST) covering the period of 2006 and 2014, and at identifying the industry -specific differences with respect to their capital structures. In an attempt to achieve this goal, the data obtained from the financial statements of the related companies were subjected to panel data analysis. At the end of the study, we concluded that while, on one hand, the financial hierarchy theory was valid for the automotive industry for the studied period, on the other hand, both the financial hierarchy and trade-off theories were valid for food & drink and textile & leather industries. Another specific finding of the study was that the factors affecting the capital structure decisions were different across the industries. The purpose of this article is to assess the relationship between trade liberalization in Tunisia and the employment intensity of sectoral output growth, in order to examine the claim that free trade creates jobs by stimulating growth. Using panel data for 15 Tunisian sectors over the period 1983-2010, we compare estimated sectoral output-employment elasticities prior to and following the Free Trade Agreement process with the European Union. The results provide evidence that trade liberalization in Tunisia has led to an increase in the intensity of employment in exporting manufacturing sectors like textiles, clothing and leather industries, and mechanical and electrical industries. However, their ability to generate jobs in response to value-added growth remains weak. Conversely, since the Free Trade Agreement process, the most labor-intensive service sectors, notably tourism and miscellaneous services, have shown a significant decrease in the employment intensity of their output growth. Our findings suggest that the Free Trade Agreement with the European Union has not really fostered the shift of the Tunisian Economy towards a more inclusive model and support the argument for a reorientation of investment policy in favor of sectors generating more job opportunities.
Journal Article	Goaied, Mohamed; Sassi, Seifallah	Trade liberalization and employment intensity of sectoral output growth: Lessons from Tunisia	

Book / Book	Ogwo, Ogwo E. ; Okpara, Gazie S.	Pro-foreign consumption phenomenon in Africa Insights from Nigeria	One of the recurring challenges of entrepreneurship in Africa is the unrelenting preference for foreign-labeled products over the home-made ones. Christened <i>Aba-made</i> in Nigeria (after a major commercial and entrepreneurial hub in southeastern part of the country), the phenomenon is more pronounced in clothing, footwear, and other leather works. This chapter explores the underpinnings of this sustained choice irrationality, drawing insights from a study on the footwear industry in <i>Aba</i> , Nigeria. The resultant Consumption Complex Syndrome (CCS) - a state of consumer mind that consistently predisposes him to foreign-labeled products, even when the local versions are preferred in a blind brand experiment - is examined. A model, hinged on the Hierarchy of Effects, is proffered for better entrepreneurial and policy management of this phenomenon.
Journal Article	Ghoshal, Moloy	Descriptive analysis of present quality management practices of Indian micro, small and medium enterprises	This paper is based on an empirical study of quality management practices in micro, small and medium enterprises (MSMEs) of India. The main focus of the study was to identify current quality readiness of Indian MSMEs and how much they are prepared to handle the challenge in world market. This study was taken place on leather, plastics and chemical industries, in and around of Kanpur (India), where the main focus was to collect the primary data mainly from export oriented MSME based on the well-known quality management criterions drawn from Malcolm Baldrige National Quality Award (MBNQA), European Federation for Quality Management (EFQM). It also examines possible connections between MSME's growth, and the implementation of quality-related practices. Descriptive statistical analysis will try to reveal whether any significant difference exists in the implementation and use of quality-related practices, across the low, moderate and high growth MSME development pathways. The outcomes of this research may help the owner of these MSME to take initiative as well as implement quality management in their organization so as to improve the quality of their product / services.
Journal Article	Brown, William; Guo, Lin	Obama's Bag: High Quality with No QC at Barrington	This case describes an American leather firm in China that has obtained a reputation for high productivity, excellent quality without QC inspectors, and very low turnover, in spite of offering only industry average compensation. Though many scholars and practitioners contend that soft management practices are ineffective in a high power distance country such as China, Barrington has successfully adapted programs such as character first and open door policy to create a high-involvement culture with a mix of control and commitment human resource management practices. Barrington now faces the need for rapid growth in a highly competitive, low entry barrier niche market, and management is concerned about how to maintain the intimate company culture. The teaching notes provide background for reviewing Barrington's challenges in evolving a healthy corporate culture and management-labor relationships within the context of China's unique historic, cultural and political contexts dynamics. Yet another perspective upon these challenges is given by briefly addressing the similar experiences of China's Asian neighbors, as well as the implications of some scholars' arguments that, even in the West, commitment HRM may be more prevalent in theory than in practice. After discussing Barrington's HRM practices of control, commitment, or hybrid, and their potential influence upon employee motivation and job satisfaction, students argue the pros and cons of the rapid expansion strategies that Barrington is considering to cope with intensifying competition and their potential influence upon the firm's
Journal Article	Goedhuys, Micheline; Janz, Norbert; Mohnen, Pierre	Knowledge-based productivity in low-tech industries: evidence from firms in developing countries	Using firm-level data from five developing Countries-Brazil, Ecuador, South Africa, Tanzania, and Bangladesh-and three industries-food processing, textiles, and the garments and leather products-this article examines the importance of various sources of knowledge for explaining productivity and formally tests whether sector- or country-specific characteristics dominate these relationships. Knowledge sources driving productivity appear mainly sector specific. Also differences in the level of development affect the effectiveness of knowledge sources. In the food processing sector, firms with higher educated managers are more productive, and in least-developed countries, additionally those with technology licenses and imported machinery and equipment. In the capital-intensive textiles sector, productivity is higher in firms that conduct R&D. In the garments and leather products sector, higher education of the managers, licensing, and R&D raise productivity.
Book / Book	Li, Huiyan	Research on Global Tasks Division Status of Chinese Manufacturing	To avoid policy misleading problem, evaluating division status objectively and comprehensively is very important. By the Entropy method, composite index to evaluate tasks division status is created. Results show that Chinese manufacturing can be divided into three classes. Industries have higher status, including Electrical and Optical Equipment, Textiles and Textile Products, Leather, Leather and Footwear, Transport Equipment. For Wood and Products of Wood and Cork industry and Other Non-Metallic Mineral industry, we should enhance technology introduce, boost technology absorption, promote technology spillover, and ability of improving independent innovation.

Conference Paper	Renko, Sanda; Kauric; Alica Grilec; Lesina, Mario	Dealing with crisis: using subcontracting for the development of the Croatian leather manufacturing and processing industry	As literature suggests, subcontracting presents an important source of support of various kinds to small and medium-sized companies from large ones as well as an important source of efficiency and competitiveness. It is considered as an instrument of industrial and economic development and employment creation in developed and developing countries, and particularly in labor intensive industries. A reduction of demand, a change in consumption patterns, a global shift from production and economic crisis have increased the interest of many researchers analyzing subcontracting relationships mostly in textile and clothing industry. This paper is investigating the role of subcontracting in the case of the Croatian leather manufacturing and processing industry with an aim of getting better insight into its contribution to the development of this sector. Therefore, for the purpose of this paper, a two-phase research study, including a qualitative approach, was used: 1) the first phase on the sample of companies operating in the Croatian leather manufacturing and processing industry which intended to find out overall perception of benefits and limitations of subcontracting for the Croatian footwear and leather manufacturing companies; 2) the second phase on the group of the Croatian footwear and leather manufacturing companies, focusing on the success of subcontracting in dealing with global crisis. The findings of the study confirm that positive relationships between subcontracting and business performance was found as well as some areas for improvement.
Journal	Iazzolino, Gianpaolo; Bruni, Maria Elena; Beraldi, Patrizia	Using DEA and financial ratings for credit risk evaluation: an empirical analysis	The article deals with the methodologies for credit risk evaluation. It describes an empirical analysis carried out on a sample of Italian firms belonging to the leather manufacturing and wholesale industry. The study uses the efficiency, calculated through data envelopment analysis (DEA), and the credit rating at the same time. As long as efficiency is calculated by using inputs and outputs strictly linked to the credit reliability of the firm, the study confirms that there is a relationship between efficiency and credit rating, and then that efficiency can be considered as an early warning index for evaluating credit risk.
Journal Article	Hu, Albert GZ; Png, IPL	Patent rights and economic growth: evidence from cross-country panels of manufacturing industries	The objective of patent rights is to foster innovation and economic growth. However, to date, there is little robust evidence that patents achieve this objective. Here, we study the impact of changes in effective patent rights within panels of up to 54 manufacturing industries in up to 72 countries between 1981-2000. Stronger patent rights were associated with faster growth in more patent-intensive industries, and the effect was larger in higher-income countries. Between 1991-1995, an increase in the level of effective patent rights from Turkey to Singapore was associated with the average growth of the other chemicals and leather industries being respectively 1/6 and 1/17 higher. Patent rights were associated with faster growth through both factor accumulation and raising productivity. Our findings were robust to alternative measures of patent rights and patent intensity.
Conference	Can, Chen	Enlightenment of the Traditional Industry of the Transformation and Upgrade form Mbaobao's Phenomenon	The problem how to realize the transformation and upgrade of traditional industries, must be carefully think about in the Jiaxing's economic development process during the twelfth five-year plan. Mbaobao network technology Co., LTD., Which known as OEM leather manufacturing enterprise formerly has successfully realized the transformation and upgrade of modern electronic business enterprise. Firstly, the paper analyzes Mbaobao's management ideas from three aspects and discusses the cause of the rapid growth. The enlightenment of the traditional industry of the transformation and upgrade form Mbaobao's phenomenon is drawn.
Conference Paper	Beshah, Birhanu; Kitaw, Daniel; Gelan, Mi Fame	Workstation Design in an Ethiopian Small Scale Leather Garment Industry	There are many survey based researches in the recent literature to investigate the critical factors that affect the development of Small and Medium Enterprises (SMEs). No study, however, dealt about workstation design which integrates the most important resources of SMEs, ie, labor and machineries. The aim of this research is to fill this gap by a different and practical approach. One of the labor intensive industries, leather garment sector was selected for the study. Moreover, Genuine Leather Crafts (GLC), a small scale industry, is taken as the case. The analyses revealed that GLC's labor and machine productivity have been very low associated with poor workstations design. A new method is proposed to improve the resource utilization of GLC in particular and SMEs in general. Business development agencies should also give especial attention to the internal factors where the strength of SMEs made up of. (C) 2013 Published by Elsevier Ltd. Selection and peer-review under responsibility of The Second International Conference on Leadership, Technology and Innovation Management

Book / Book Chapter	Sultan, Suhail Sami	Applying porter's competitiveness model on smes: the case of occupied Palestinian territory (opt)	<p>Palestinian industries are trying to move from totally depending on the Israeli economy to the gradual de-annexing stage, and hence building the independence stage and achieving a competitive advantage to the Palestinian industries that lead the economic process and sustain prosper and luxury to the people. The main objective of the research paper is to discuss the competitiveness of small and medium sized enterprises (SMEs) working in the leather and shoe industry in the Occupied Palestinian Territory (OPT). The paper discusses the challenges facing the SMEs such as instability of economic and political environment, acquiring capital, bureaucratic rules and regulations, infrastructure availability, infrastructure cost, availability of technical qualifications and clustering in addition to the highly competition with the cheap Chinese products. The main recommendations are: simplifying rules and regulations related to the SMEs' growth, providing and developing the infrastructure facilities and utilities at reasonable prices and adequate quantities and qualities, building up the human capacities through training, maintenance and laboratory testing, developing lending institutions and making easy access to finance, encouraging the diffusion of ICT into the different business functions of the industry, and encouraging the strategic cooperation and clustering in the industry.</p>
Journal Article	Khorana, Sangeeta; Soo, Kwok Tong	Exporter's perceptions to obstacles faced in the EU: evidence from Indian textiles and leather goods firms	<p>Firms encounter barriers to exporting activity in foreign and domestic business environments. In this paper, based on primary research, we analyze barriers faced by Indian textiles as well as clothing and leather and footwear firms, in exporting to the European Union (EU). First, we document the manifold types of barriers that impact on Indian firms exporting to the EU. Second, using interview data we explore the relationship between perceptions of barriers to exports and firm characteristics. We find those firms closer to ports to report lower transport costs and less corruption than firms further away from ports. Firm size, exporting experience, and whether the firm is from the textiles or leather goods industry have no significant impact on firms' perception of export barriers. Finally, we assess the policy implications of econometric results to shed light on issues that need addressing within ongoing negotiations for a free trade agreement between the EU and India.</p>
Conference Paper	Womb, Mia Mahmudur	Legal Regulation of CSR in Weak Economies: The Case of Bangladesh	<p>The aim of this chapter is to assess the extent to which laws relating to CSR in Bangladesh might contribute to including CSR as a central theme in self-regulated corporate responsibility. It explains why the major Bangladeshi laws relating to corporate regulation and responsibility do not possess the required features necessary to compel corporate self-regulators to contribute to developing a socially responsible corporate culture in this country. It argues that development of a socially responsible corporate culture in Bangladesh should not rely on either corporate self-regulation or authoritative modes of regulation. Rather, this should be based on a combination of force majeure and economic incentive-based legal strategies, as long as civil society, the media, NGOs, and the consumers of Bangladesh are able to systematically monitor corporate self-regulation. This chapter is divided into three parts. The first describes the general characteristics of corporate attitudes in Bangladesh. To explain these attitudes, it provides three case studies related to three of the major industries of this country: the ready-made garment (RMG) industry, the ship-breaking industry and the leather goods and processing industry. (1) The second part assesses three laws related to corporate regulation and responsibility, with the aim of clarifying their roles in the development of CSR. (2) First, it assesses the Companies Act 1994 (Bangladesh); second, the Bangladesh Labor Law 2006 (Bangladesh) and finally the Environmental Conservation Act 1995 (Bangladesh). The last part assesses the scope of incorporating a meta-regulating approach in the major corporate laws and regulations that relate to the development of CSR in Bangladesh. It is divided into four sections. In the first section, it provides a brief synopsis on the precepts of the meta-regulation approach developed in the previous chapter. Second, it assesses the scope for incorporating this approach into three Bangladeshi laws that relate to the development of the nexus between CSR principles and corporate regulation. Third, it assesses the scope for incorporating a meta-regulatory approach within the factors that impinge on CSR and corporate regulation. At this stage, it also assesses some other pieces of legislations and sociologic policies associated with these three laws. This chapter concludes that as a weak economy, the existing regulation strategies in Bangladesh is not suitable to raise social responsibility of companies and the incorporation of objects of meta-regulation into the major laws of Bangladesh would make it possible to insist that companies incorporate the core principles of CSR within their self-regulated responsibilities. It highlights the options for this incorporation into the driving factors associated with these laws, and concludes by presenting criteria to test the effectiveness of the incorporation of CSR principles in company regulatory strategies.</p>

Journal Article	Labuschagne, Adri; van Zyl, Sonna; van der Merwe, Daleen; Kruger, Annamarie	Consumers' expectations of furniture labels during their pre-purchase information search: an explication of proposed furniture labeling specifications
Journal Article	Schemes, Claudia; de Araujo, Denise Castilhos	Nh journal and the fenac: midia role on identities construction
Journal Article	Li, Huizhong; Qi, Fei; Zhang, Shaoxuan	Home Market Effects of Foreign Trade in China's Manufacturing Sector: Analysis Using International Standard Industry Classification Panel Data
Book / Book Chapter	Bandinelli, Romeo; Tailor, Sergio	An Exploratory Study on Product Lifecycle Management in the Fashion Chain: Evidences from the Italian Leather Luxury Industry
Journal	Meinshausen, Steffen; Schiereck, Dirk	Dressed to merge - small fits fine: M&A success in the fashion and accessories industry

This study aimed to investigate consumers' expectations of furniture labels during the pre-purchase information search, in order to propose furniture labels that would serve as a more relevant source of external information during the consumer decision-making process. A mixed-method approach using a two-phase exploratory design was followed. The qualitative phase consisted of semi-structured interviews with experienced sales assistants, while the quantitative phase entailed a questionnaire filled out by consumers during furniture shopping. These results were used to design potential furniture labels during a final phase. Qualitative findings indicated participants' opinions regarding the appearance of and information on specific types of furniture. General information requested to be on furniture labels included price, care instructions, guarantees, warranties, style and dimensions. Quantitative results showed that the majority of respondents deemed the price, materials used, cleaning instructions, guarantees and warranties as important information that should appear on furniture labels. This coincided with their pre-purchase search criteria. There was no practically significant difference between consumers' expectations of the information and appearance of different types of furniture labels. Consumers therefore expect all labels to be similar in appearance and to contain general information, apart from product-specific information that would be necessary on different types of furniture, for example leather furniture. Appearance characteristics of furniture labels, such as color, size and layout, were summarized and potential furniture labels were recommended accordingly. These labels can be used by product developers, marketers and the furniture industry to assist consumers during their pre-purchase information search.

This paper aims to analyze how the questions related to the shoe and leather industries in Novo Hamburgo city were conducted by Jornal NH (regional journal), in the beginning of the 60's. The speeches journalistic maintain liaison with the social reality in which they are produced, helping in the drafting / fixing of certain stocks in the social system. There then contracts between partners in the situational plan and the communication plan and discursive. We will analyze FENAC (National Shoe Fair) that was considered as a mark to this industrial sector and has stimulated the exportation of shoes in the region. This analysis becomes possible to perceive how the journal has constructed, through its discursive productions, the concepts related to the structuration process of the memory and identity of the industrial sector by the press media.

In this paper, we use 20022008 International Standard Industry Classification two-digit bilateral trade panel data for manufacturing industries in China and the OECD countries to test for the existence of home market effects. We find that significant home market effects exist in 8 out of 12 industries. These industries include the food, beverage and tobacco industry, wood products, the paper products and printing industry, chemical products, other non-metallic mineral products, machinery and equipment, transport equipment, and miscellaneous products and waste resources recycling industry. Textile, clothing and leather manufacturing, oil refining and nuclear fuel manufacturing, rubber and plastics, and basic metals and fabricated metal products industries do not exhibit home market effects. Indeed, strong reverse home market effects occur for oil refining and nuclear fuel manufacturing and for the rubber and plastics industry. The empirical results reveal that certain industries benefit from new export opportunities due to the expansion of domestic demand in China.

New Product Development (NPD) in most manufacturing sectors is stressed by an increasing global competition and pressure to improve product quality and innovation, reduce product cost and time-to-market (TTM), and rapidly respond to changing customer needs and shortened product lifecycles. These requirements are increasingly fulfilled by applying the PLM (Product Lifecycle Management) approach, a widely accepted concept that generally defines the adoption of a large number of ICT (Information and Communication Technology) solutions for managing product data along the product lifecycle. This contribution shows the results of research concerning the application of PLM within the luxury fashion supply chain, conducted in 2009 in Italy, with the analysis of 20 companies of the leather market. The research shows some of the differences that exist between the luxury industry and other more PLM-oriented sectors (eg automotive) in terms of adopted ICT tools, criticalities, problems, and benefits expected and realized.

In this paper we examine the value implications of 192 M&A transactions in the fashion and leather accessories industry during the period from 1994 to 2009. Contrary to general cross-country evidence we find highly significant, positive abnormal returns to acquiring shareholders. Cross-sectional analysis further reveals that the key value drivers are diversifying fashion M&A transactions for smaller, profitable companies that reduce idiosyncratic risk whereas deals executed by large companies that act as frequent acquirers do not, on average, significantly enhance shareholder wealth. (C) 2011 Elsevier Inc. All rights reserved.

Journal Article	Geng, Nan	The dynamics of market structure and firm-level adjustment to India's pro-market economic liberalizing reforms, 1988-2006: A Time Varying Panel Smooth Transition Regression (TV-PSTR) approach	This paper for the first time employs the Time Varying Panel Smooth Transition Regression (TV-PSTR) approach to model the dynamic adjustments of firms and the evolution of industrial structure in the bigger setting of decades against the backdrop of India's dramatic liberalizing reform starting from 1991. Using Indian manufacturing firm data, it finds that the transition of market structure and productivity after liberalization did follow a smooth transition process. Instead of the previously assumed instantaneous 'big-bang' shift just after reforms, it actually took years for the Indian manufacturing industries start to react to the reforms, and the transitional impact of reforms took approximately four to eight years to complete. There is strong evidence of increased competition after the transition, with shranked returns to scale (RTS) in most industries except for leather and chemical industries. The results on total factor productivity (TFP) are mixed: most import-competing industries, which suffer most from the shrinking of market size experienced no change or decreasing TFP growth; whereas the export-oriented industry, as the industry which benefits most from economy of scale, enjoyed a huge TFP growth following the reforms. (C) 2010 Elsevier Inc. All rights reserved.
Journal Article	Gautam, Raj Kumar; Singh, Raghbir	Competitive Perception of Small Indian Manufacturers: A study of Punjab Units	The paper aims at identifying the main competitors and competitive advantages of small scale manufacturers. The manufacturers were selected from four manufacturing industries producing textiles, bicycle and bicycle parts, food products and beverages and leather and leather products in the state of Punjab, India. The data were collected from 200 units out of which 173 units were considered for data analysis purposes. In this study, a number of statements indicating the relevant quality certification, competition and cluster association were developed and the respondents were asked to respond to the statement on a five-point Likert scale. The Kruskal-Wallis test was applied to know the significant differences among the respondents with regards to different industries, age, and turnover groups with respect to the impact of cluster association. The test was applied at an assumed p-value = 0.05. The statements with less than 0.05 p-value are considered significant and those with p-value more than the assumed p-value are considered to be insignificant. The weighted rankings were also calculated for the purpose of data analysis in respect to competitive advantages by assigning the weights 4, 3, 2 and 1 to ranks 1, 2, 3 and 4 respectively.
Journal Article	Yamamoto, Gonca Telli; Sekeroglu, Ozgur	Crisis management in the Turkish leather industry	The economic developments and modifications in the world cause to imbalances from time to time and these imbalances lead to crises. Businesses are seriously influenced from the birth of sometimes territorial and sometimes regional crises, and need crisis management. Sometimes, crises may also arise from managerial structures in the company. Regardless of the reason, those who can correctly manage the crisis, can also turn the risks of crisis into advantages and even grow after the crisis. Moreover, sometimes certain companies open to foreign countries by means of the crisis and take steps towards globalization. Leather industry is highly important for the economy of Turkey as it includes vast exports of finished goods with high value added. Turkish leather industry is considered as one of the locomotive industries of the Turkish economy in terms of its export potential. It has been the subject of our research as it is among the industries which have been most affected from the recent crises, due to its importance for the Turkish economy and its current conditions. In this context, the tendencies of the Turkish leather industry regarding crisis management have been examined with a questionnaire study in order to identify their thoughts about the crisis.
Journal Article	Witkowska, Janina	Globalization and Foreign Direct Investment in the Textile, Garment, and Leather Industry	The subject of this paper is analysis and assessment of foreign direct investment (FDI) as made by transnational corporations in the textile, garment, and leather industry on a world economic scale under conditions of globalization. Significant changes are occurring in the sector and industry structure of global FDI. In terms of the three sectors of the economy, a longterm shift of FDI to the service sector at a cost to investments in manufacturing may be seen. Foreign investments are being made in the textile, garment, and leather industry. They are growing in the long term. However, the dynamics of the FDI streams flowing to this industry is one of the lowest in manufacturing. Over the long term (1990-2007), the share of the textile, garment, and leather industry in global FDI stock decreased from 1.5% to 0.6% in 2007. In spite of the labor-intensive character of this industry, in their bulk , the FDI are destined to the highly developed countries.

Journal Article	Rosa, Felipe; de Freitas, Ermani Cesar	Family businesses: the complexity of continuity	<p>Family businesses occupy a prominent position in the Brazilian business, for their contribution to the economy. Many large Brazilian companies are (or have been) familiar in essence, that number could be even higher were it not for the complexities faced by these companies during their generations. Because of this, justified the study to address the organizational and managerial practices of these companies, with the overall objective of research to investigate and analyze the processes of professionalization and management of family businesses are small, industry segment, in the Vale of Bells (RS), in order to understand and relate the impact of such processes in fact these companies. For this, the theoretical basis, it is well known among the principal authors searched for the following: Bernhoeft and Gallo (2003); Bornholdt (2005); Casillas, Vazquez and Diaz (2007), Freitas and Frezza (2005), Oliveira (1999, 2006). To develop this study, we applied the methodology for exploratory research, performing literature-based case study, and the Transformation of Soft Leather Ltda. The object of this, a family company dedicated to the leather and shoe industry, located in the city of Novo Hamburgo / RS. Analysis of data was through qualitative and descriptive approaches. Focused on the processes of management, professional and organizational culture of family firms, we stress the need for improvements in management practices for the growth and perpetuation of the family business.</p> <p>The present study proposes an updated and extended quantitative assessment of the EU-South Korea FTA, through a new version of MIRAGE CGE model. Several distinctive contributions are offered. Firstly, the quantitative assessment takes into account non-tariff barriers (NTBs) as well as tariffs. Second, it considers trade liberalization of goods, services as well as FDI (establishment). A third contribution is that simulations of policy changes are closely aligned with the actual agreement for each industry and service category. Finally, this article relies on recent techniques for calculating the tariff equivalents of NTBs following Kee et al. (2009). The main findings show that the EU may increase trade performance in several industries (chemicals, machinery, other manufactured and food products) as well as in specific services to a lesser extent (business, insurance and transport services). On the other hand, Korea takes advantage of the agreement for specific manufactured products (textiles, leather / clothing, cars and other transport equipment).</p>
Journal Article	Decreux, Yvan; Milner, Chris; Peridy, Nicolas	Some New Insights into the Effects of the EU-South Korea Free Trade Area: The Role of Non-Tariff Barriers	<p>Leather industry is one of the leading sectors of the Turkish economy in terms of industrial production and employment. The gradual transformation of leather companies towards automation in their production processes, and towards transferring a portion of the company and product promotions to the Internet via computers can be considered as the early steps of e-commerce entrepreneurship in this regard. This paper attempts to analyze the Turkish Leather Industry in the light of e-commerce and e-marketing practice issues.</p>
Journal Article	Yamamoto, Gonca Telli; Yilmaz, Bekir; Bayramoglu, Eser Eke; Sekeroglu, Ozgur	An analysis and a solution for the existence of Turkish leather industry	<p>The article presents the key methodological grounds for the forecast of the results of stable development of the light industry enterprises. Basing on the results of the conducted research key stages in forecasting are determined and their contents are presented, taking into account the peculiarities of the problematic area of the forecast for leather-manufacturing enterprises.</p>
Journal Article	Tarasenko, IO	Methodological grounds for forecast of stable development of light industry enterprises	<p>In this paper we have examined the use of the Sharpe diagonal model as a way to assess the risk of the textile, wearing apparel, and leather industries in Turkey within the framework of the CAPM over the period between January 2002 and June 2008 when there is no financial crises and big shocks in the market. The purposes of this paper are threefold: first is to examine the explanatory power of market portfolio return on stock returns in Istanbul Stock Exchange (ISE), second is to investigate how the CAPM performs on the sample of stocks in those industries, and third is to explore if the CAPM is a valid model to estimate the expected returns. The results show that the CAPM is not rejected in the second pass regression whereas tests of alphas and betas partially validate some of its assumptions.</p>
Journal Article	Aktan, Bora; Wang, Jia; Zikovic, Sasa	Market portfolio impact on textile, wearing apparel and leather industries in turkey: sharpe diagonal model approach	

Book / Book Chapter	Zhao Junli	Vertical Disintegration in Global Value Chain and Industry Upgrading: Evidence from China's textile and apparel industry	The vertical disintegration and integration in Global Value Chain are two important characters in the global economy today, which call for more theoretical and empirical research to better explain the effects of global value chain on different national industry and economy. The paper presents insights into the role of vertical disintegration of global value chain on the performance of textile and apparel industry on the side of developing country. As one of earliest open industries, China's textile and apparel industry has inserted the global value chain since the open-door policy in 1978. Through analysis, China's textile and apparel industry still locates in the low value-added activities now. However, with the years gone by, the degree of vertical disintegration in China's textile and apparel industry in global value chain is gradually deeper. It will promote the efficiency in both overall China's textile and apparel industry and the different sub-sectors to insert the global value chain. While, vertical disintegration in the global value chain has different effects on different sub-sectors. Textile industry and fiber industry benefit from vertical disintegration more than apparel industry and leather industry. Finally, the paper puts up with some suggestions such as basing on comparative advantages, strengthening technological innovation, channel control and relying on the local market.
Journal	da Costa Machado, Maria Berenice; dos Santos, Marcelle Silveira	The advertising market in the city of novo hamburgo: a retrospective of the last four decades	Advertising became a professional activity in the city of Novo Hamburgo, Brazil, in the 60's, following an important economic growth of the local leather industry, the creation of the National Shoe Fair (FENAC), the foundation of the local daily Jornal NH and the appearance of the first advertising agencies in the city. The research project History and Memory of Advertising in Novo Hamburgo has been tracking down for the past two years all the events that have contributed to create the local advertising market. The leading role played by the pioneer agencies has been outlined in the research whose methodology includes a literature review, source materials and Oral History.
Journal Article	Honey, Gurpreet; Judge, Paramjit S.	Innovations, Entrepreneurship and Development: A Study of the Scheduled Castes in Punjab	This article explicates entrepreneurship as a means to empower the underprivileged sections, particularly the scheduled castes, in our society. The cases of the scheduled castes from Jalandhar and Amritsar (cities of Punjab) reveal that they have experienced social, economic and political mobility through entrepreneurship. The entrepreneurial activities are, however, unevenly distributed among the rural and urban scheduled castes. It is mainly the two scheduled caste groups, namely, the Ad-dharmi and the Megh, in both the cities, who have ventured into entrepreneurship, largely by diversifying their traditional caste occupations. The Ad-dharmis have modified their skills in handling and processing the rawhides and have started leather-based industries, factories and workshops. The Meghs, who have been engaged as workers in the manufacturing of surgical instruments before migrating to these cities from Sialkot after the partition of India (1947), have excelled in sports goods and surgical instruments industries. The overall empowerment of scheduled castes is possible through entrepreneurship. The policy makers may encourage entrepreneurship as a means to achieve equality for them.
Journal	Vasquez Paniagua, Jose Alfredo; Gonzales Isaza, Diana Patricia	Methodology to implement an example of social responsibility business (SRB) in the leather industry in Colombia	Tannery industry is a big water resources pollutant in Colombia. By this, a bigger environmental responsibility has on waters resources pollution in the country. This paper presents a methodological proposal to implement a Corporate Social Responsibility methodology for Colombian Tannery Industry. In this case, Donna Wood's theory, environmental impact, economic valuation of environmental quality, and citizen participation are used.
Journal Article	Sznajder, Andrzej; Witek-Hajduk, Marzanna Katarzyna	The marketing strategies of polish light industry enterprises on the european union market: standardization and adaptation	The paper examines the marketing strategies of Polish light industry enterprises in European Union countries. It also analyzes the determinants of a process whereby companies are adapting their marketing strategies to EU standards. The authors used the computer assisted telephone interviewing (CATI) method to collect data for their research. The survey was made on a random sample of 61 medium-sized and large enterprises in light industry, including textile, clothing and leather producers. The research shows that many Polish light industry enterprises have modified their marketing strategies and pricing policies after Poland's EU entry in 2004. This especially applies to their business in the new member countries of the bloc. The results obtained by Sznajder and Witek-Hajduk are in line with the findings of other studies quoted in the article.

Journal Article	Sagheer, Silpa; Yadav, SS; Deshmukh, SG	Developing a conceptual framework for assessing competitiveness of India's agrifood chain	<p>Purpose - The purpose of this paper is to present a conceptual framework and set of propositions to analyze competitiveness of India's agrifood chain. Nine components constitute the framework. These are identified on the basis of theoretical studies and expert consultations. Each component leads to at least one proposition. Design / methodology / approach - The framework is dependent on two major streams of management - value chain analysis (VCA) and strategic competitiveness. Porter's diamond at the industry level and Momaya's asset-process-performance (APP) model at the firm level provide the base for competitiveness discussions. Findings - The framework comprises of human and non-human components. They are more like members of a network where action of each has an impact on the other. By examining the roles of human components like national government, producers, processors, etc. and non-human components like food quality, regulatory scenario, etc. side-by-side, this study breaks new grounds in exploring the synergy of VCA and competitiveness management. Research limitations / implications - Journal Article s based on Indian food industry's competitiveness or supply chain are very limited. There is also a dearth of literature on India's agrifood sector. This has reduced the scope for published references from India. Practical implications - The paper can serve as a reference point for researchers / students and other stakeholders interested in Indian food and retail industry. The framework has implications for developing countries like India that are exploring opportunities in global retail diffusions. It is also of use to researchers from developing economies where the role of national government can be significant in the development of an industry. The framework is built as a flexible and adaptable tool, which can suit other industry sectors with minor modifications. Originality / value - The paper has attempted to create a common ground where the two theories of VCA and competitiveness are able to meet. An empirical validation of the framework can encourage more future research on this topic. This paper can also be used by researchers as a reference point for studies on Indian agrifood sector. The proposed framework can be used as an analytical tool by researchers to study similar industries from developing economies like textiles, leather, etc. that are unorganized.</p>
Journal Article	Shafaei, Rasoul; Shahriari, Hamid; Moradi, Morteza	Investigation of leather industry competitiveness in Iran	<p>Purpose - The purpose of this paper is to investigate the competitiveness of the Iranian leather value chain (LVC) and compare that with those of nine other countries including China, Pakistan, Turkey, Republic of Korea, Indonesia, Spain, Italy, Brazil and the USA. The results presented in the paper seek to assist in assessing the competitive performance of the LVC in Iran. In addition, based on Porter's diamond of competitive advantages, the aim is to provide recommendations to improve the competitive performance of the industry. Design / methodology / approach - An economic method, ie revealed comparative advantage (RCA), as a well-known approach, is used to investigate the competitive performance of LVC in Iran. The LVC products analyzed in this research include hide, skin, leather manufacture, trunks and cases, and footwear. In addition, in order to investigate the factors which, affect the low competitive performance, a questionnaire based on Porter's diamond of competitive advantages was designed and completed by researchers and practitioners working in the field of leather industry. Finally, the reasons for low competitive performance of the industry are discussed. Findings - The results reveal that the competitiveness of the Iranian LVC is low, compared with those of some other countries. China and Italy have superior comparative advantages in the period studied. The results also indicate that except one product, Iran has no comparative advantage in LVC industry. In addition, Iran has mainly focused on the upstream sector of LVC whereas China and Italy compete more in the downstream sector which offers more value added products. The results also reveal that among the elements studied, specialized factors, availability of capital, quality of demand and stability of macroeconomics highly influence the competitive performance of LVC in Iran. This is followed by subsequent recommendations on how best to improve the competitive performance of the industry. Originality / value - The results of the investigation presented in this paper give an insight into the competitiveness of the LVC in Iran compared with nine other countries which play an important role in this industry in the world. The results also confirm that RCA can be used as an effective approach to assess the competitive performance of industries. Furthermore, recommendations provided in this paper assist in improving the competitive performance of the industry. In general, the findings should prove useful for both researchers and practitioners.</p>
Book / Book	Xu, Xu	Breakthrough of Wenzhou Synthetic Leather Industry under Financial Crisis	<p>Influenced by international financial crisis, after November 2008, the export volume of Wenzhou synthetic leather industry had a year-on-year decrease in an increasing range, and the working rate of the enterprises is far from enough. Besides, Wenzhou synthetic leather industry also faced the troubles such as increasing environmental protection pressure and massive resettlement of the enterprises. Relying on the modes such as integrative recombination, development and innovation, expanding emerging market, increasing environmental management and accelerating the construction of public innovative system, this paper proposes the breakthrough of Wenzhou synthetic leather industry under financial crisis.</p>

Book / Book	Welsh, Tomaso	Never underestimate the importance of details	By some estimates, tire luxury goods industry generates roughly 175 billion Euros turnover each year, with products ranging from yachts, to cars, jewelery, watches, leather goods and apparel. Companies that want to flourish in this business need to offer more than cutting edge products and exceptional quality to justify the price tag that is often associated with luxury items. This is one of the reasons, why brand reputation is so well-guarded. In the interview, Tomaso Galli, who has 25 years' experience working in communications, 10 years of which in the luxury industry, offers insights into how iconic brand status may be achieved and retained through communications.
Journal Article	Festic. Mejra; Repina, Sebastijan	Economic activity and natural gas as a potential destabilizer of the Slovenian economy	This article empirically. investigates whether natural gas has the potential of destabilizing the Slovenian economy. The results confirmed the indirect relation that the increase in gas prices decelerates the dynamics of aggregate domestic consumption, which further decelerates activities in individual industries. An empirical analysis has proven that the natural gas does have the potential of forecasting the production trends in individual industries within the Slovenian economy. By using the dynamics of natural gas price movements (and other explanatory variables), we can forecast the dynamics of movements in the production of textiles, leather, fur and clothes, rubber and plastic-based products, metals, furniture, as well as in the processing industry, recycling, electricity, natural gas, steam and hot water supplies in Slovenia. The obtained results suggest that natural gas price shocks can influence economic activity beyond those explained by direct input cost effects and via the indirect effect of possibly delaying the purchase of goods.
Book / Book	He yongda	Zhejiang Synthesized Leather Industry Pollution Problem Analysis Bases on Gaming Theory	Synthesized leather industry is a heavy environmental pollution industry, which has the great effect on the local environment. This article employed the gaming theory to analyze the interrelationship among Environmental Protection Department, synthesized leather industry and public. Results shows: when the higher the inspection cost of Environmental Protection Department, the weaker the penalty to enterprise polluting, the higher the cost of enterprise treating contaminated waste, the lower the public's environmental protection participation consciousness, then the expectation payoff of enterprise for non- treating contaminated waste would be higher, then the bigger possibility of enterprise polluting. On the other side, enterprise will choose pollution control.
Journal Article	Goncharuk, Anatolij G.	Impact of political changes on industrial efficiency: a case of Ukraine	Purpose - The paper aims to devote itself to the researching of the changes in firm efficiency in consumer goods industry under the political changes and tightening of competition. This study has for an objective the estimation of the consequences of changes in policy on firm efficiency and the development the ways of improving of the efficiency of both separate firms and the whole industries. Design / methodology / approach - The industrial efficiency is measured by data envelopment analysis (DEA). The change of efficiency by reason of political events during 2004/2005 is evaluated by the Malmquist total factor productivity index. Some firm attributes are examined for their impact on efficiency. They are firm size, regional location and property category. The results are based on a sample of 336 Ukrainian firms of consumer goods industry. Findings - Sharp socio-oriented reforms that promoted the rise of public welfare, led to many negative economic trends. But the impact of political changes on industrial efficiency was multivalued. The political changes had positive influence on efficiency of beverages and food industry and negative on light industry efficiency. The manufacture of food, textiles, wearing apparel and leather products is among the lowest efficient industrial activities in Ukraine and need to be improved. The empirical results reveal the influence of firm size, regional location and property category on firm efficiency. Research limitations / implications - The research is limited by three main consumer goods industries and by relatively short data set. The former explains that they are the most socio-oriented industries and kindle researcher interest under the changes of socio-economic policy. To the latter belong high requirements to the data and necessity to avoid the data errors in DEA. Therefore, the input-output data, reliability of those are proved by the audit reports, are considered here. Practical implications - The paper examines the impact of sharp political changes on industrial efficiency. Through the results of the analysis the recommendations for the decision making for the purpose of efficiency- improving in the consumer goods industry of Ukraine were formulated. Originality / value - This is the first paper that adopts DEA for measuring of efficiency in consumer goods industries of Ukraine under political changes.

Journal Article	Speight, Alan EH; Thompson, Piers	Is investment time irreversible? Some empirical evidence for disaggregated UK manufacturing data	It has long been suggested that investment may be time irreversible, and consideration of the option value of waiting to invest has aroused renewed interest in this issue. This study tests for time irreversibility in UK investment according to disaggregation by type of investment expenditure and across manufacturing sector groupings. The test results reported indicate that the irreversibility of investment patterns varies not only from industry to industry but also according to the type of capital being purchased, with significant time irreversibility detected in gross fixed capital formation and aggregate vehicles expenditure, and industrial sector groupings comprising fuels and oil refining, engineering and vehicles, and textiles and leather. However, only in the first and last of these series is time irreversibility attributable to non-linearities in the underlying data generating process, and consistent with threshold effects which may be associated with (S, s) type models of investment dynamics.
Journal Article	Dubey, Jayashree; Dubey, Rajesh	Investment opportunities in madhya pradesh relative to other indian states in the wto regime: a comparative analysis with special emphasis on the pharmaceutical sector	The World Trade Organization (WTO) has set rules for international trade, with the objective to provide maximum benefits to the consumers. One of its aims is to remove trade barriers to international competition. The Organization is based on the principles of free trade; predictability through binding and transparency; national treatment (treating foreigners and locals equally); granting most favored nation status; dismantling trade barriers, for example, removal of quota restrictions and tariff bindings; and promoting fair competition. At the same time developed nations have used their power while negotiating the rules of trade, and this has posed a great challenge to developing countries. It can be claimed that the rules have been framed in a way which gives opportunities to serve customers of the WTO countries. Only companies with a competitive advantage can survive in the global arena, and this also applies to Indian industries. Since the WTO prevents the use of subsidies and other protective measures, the economic environment will change. This requires bringing major changes in the business system in India. Under this system, the textile, food processing and leather industries will benefit. Although there is confusion among the Indian pharmaceutical companies at present, in this area also India can take the opportunity to grow. Madhya Pradesh needs to create a welcoming atmosphere for these companies. This article presents the economic conditions in Madhya Pradesh and discusses the reasons for the backwardness. It makes a comparison of the industrial potential specific to the pharmaceutical industry of Madhya Pradesh with other developed states in India.
Journal Article	Arnould, EJ; Mohr, JJ	Dynamic transformations for base-of-the-pyramid market clusters	Extending scholarship on industry clusters, this article reconsiders the relationship between development and marketing opportunities in base-of-the-pyramid market (BOPM) nations. Recent literature on industry clusters suggests a set of theoretical themes regarding cluster efficiencies, governance, adaptability, and performance. These themes are scrutinized using an extended case employing longitudinal, ethnographic data collected from an indigenous leather-working cluster in West Africa. The authors' findings provide guidance in identifying local clusters with global market potential in BOPMs. They lead us to a dynamic market-driven transformational model of BOPM clusters. Consequently, the authors recommend several keys for leveraging investments in boundary-spanning firms in BOPM clusters. Finally, the article demonstrates the value of micro level, longitudinal analyses in assessing cluster performance in BOPMs.
Journal Article	Bowonder, B .; Sadhulla, S .; Jain, Akshay	Evolving an ICT platform for a traditional industry: transforming artisans into entrepreneurs	The leather industry is a traditional industry. The Kolhapuri is a traditional 'chappal' manufactured through a manual process. This is a case study of the manner in which the design process, manufacturing process and marketing was reengineered using information and communications technology (ICT) interventions. Use of ICT helped this industry to reposition itself. The main reason for the early adoption and rapid diffusion of the new technology has been the systematic training carried out by Central Leather Research Institute for imparting skills in the local craftsman using two people from the same community. The income of craftsman increased considerably after the adoption of ICT for designing and market access. The change process was navigated and implemented in an evolutionary manner. This helped the change process to occur rapidly.
Journal Article	Ghani, Jawaid Abdul	Bata: strategic choices	The case describes the history of Bata (Pakistan) together with relevant information on major competitors in Pakistan's footwear industry. Bata started as a vertically integrated manufacturer and soon dominated the industry. The development of the leather export industry and growth in consumer buying power in the eighties, selective imposition of sales tax in the mid-eighties, and lowering of trade barriers in the twenty-first century, resulted in the emergence of firms specializing in different stages along the value chain. When this occurred, Bata's wide scope and vertical integration no longer remained a source of competitive advantage, and resulted in threats from inexpensive imports and leaner and more specialized firms. The case allows students the opportunity to analyze outsourcing decisions, issues related to franchised versus company-owned stores, and introduction of global brands, in the context of a highly competitive and rapidly changing industry.

Journal Article	Perry, M; Sohal, AS	Effective quick response practices in a supply chain partnership - An Australian case study	Presents a case study on quick response practices in a supply chain within the Australian textiles, clothing and footwear (TCF) industry, conducted as Part of a government-led Project aimed at improving the performance of the Australian TCF industry towards becoming more internationally competitive. Details of the Australian TCF Industry Quick Response Program are provided which comprised six major activities: assessing company commitment and readiness; formulation of supply chain clusters, roundtable meetings; workshops and seminars; implementation of quick response techniques and technologies; and audits to assess improvements. The supply chain consists of Myer / Grace Brothels (retailer), Diana Ferrari (shoe manufacturer), Burrowes (shoe components supplier), and Packer Tannery (leather supplier). The activities undertaken within this supply chain are discussed and some of the Ley lessons learned from this case study are investigated.
Journal Article	Muchie, M	Leather processing in Ethiopia and Kenya: lessons from India	This article discusses the successful value-added chain within India's leather industry, and then draws contrasts with the evolution of the leather products industries of Kenya and Ethiopia. Much of India's success derives from the ability of its stakeholders-from government to industry-to set their own policies and priorities regarding the development of the leather industry. The fact that India selectively liberalized the entry of a variety of industries into the global economy added to the improved performance of its leather products sub-sector. By contrast, both Ethiopia and Kenya followed different policies regarding liberalization, with differing results. Although the leather industry is important for both countries, moving up the value-added chain remains tenuous at best for Kenya and only slightly better for Ethiopia. This article recommends that both countries need to formulate and implement policies that will move the leather industry from raw and semi-processed production outward to the leather products and leather goods sub-sectors. (C) 2000 Elsevier Science Ltd. All rights reserved.

## 6. Conclusions and Evaluation

The leather industry must adapt to the changes around it in order to survive and compete against rivals. Globalization and developments in technology accordingly, especially with all the communication technology developments in the last fifty years Leather Industry, has already changed the CPM and gun hand in the future will be forced to make more changes seem. Especially under the increasing pressure of environmental adaptation, textile, leather, medicine etc. Monitoring the development of resource and pollution intensive industries such as. Because the only issue these industries have to deal with and reflect on their costs is not related to environmental protection. The decline of animal husbandry in the world, the danger of extinction of fertile pastures for animals, and the drastic change in attitude towards the leather sector from person to person, from group to group are other factors that put the sector in a difficult situation. Considering our developing technology and changing global dynamics, different strategies may come to the fore in order to overcome all these difficulties. For this purpose, strategies such as professional management approach, correct marketing strategies, creating sufficient fund resources at affordable costs and making maximum use of production technologies with effective and efficient investment of the fund obtained gain importance. However, it is extremely wrong to expect these strategies only from leather engineering. It is necessary to get support from experts and institutions regarding business administration and its sub-disciplines. However, when looking at the publications related to the sector, it is obvious that the number of scientific studies dealing with business science and leather sector is insufficient in academics.

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