
Dynamic Managerial Capabilities and New Product Development in the Fashion and Apparel Design Industry

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Abstract: This paper aims at investigating the essence of a manager's capacity to innovate through the acquisition of knowledge from his or her network of relationships, in the Ghanaian context, particularly, the fashion and apparel design industry. Dynamic capabilities are 'strategic' and distinct from ordinary capabilities. Most Chief executive officers (CEOs) of Ghanaian fashion companies tend to play the role of managers, even though they may not have the right capabilities that enable them to create the right products and target the right markets to address the consumer needs with a good strategy for a competitive edge. Using qualitative research design, we focused on discovering and understanding the lived experiences, views and perspectives of participants. An inductive approach was employed by using a semi structured face-to-face interview format to solicit responses from 10 managers purposively sampled from the fashion design industry who are involved in social networking. Qualitative data was analysed using the qualitative analysis tool NVivo to bring out themes, patterns and trends in the thematic analysis. Findings showed how essential it is for managers of fashion companies to have dynamic capabilities that will enable them drive their fashion and apparel training hubs forward.

Keywords: Dynamic Managerial Capabilities, Knowledge Acquisition, Product Development, Social Capital, Fashion and Apparel Design

1. Introduction

1.1. Background

The forces of globalization and technology have had a great effects in the fashion industry, creating new trends, challenges and opportunities [1]. This industry is an attractive sector that has a great potential for growth and continues to be a dynamic and vital sector of the economy, providing a wide scope for qualified graduates to make their mark [2, 3]. Just like other industries in the manufacturing sector the fashion industry has evolved from its basics in manufacturing to a high-value design hub, not only in Ghana, but globally. It now concentrates on the high-value parts of the apparel design supply chain in terms of research and development (R&D), innovative design and marketing. The effects of social media and mobile technologies, such as Snapchat and Instagram, and the part played by influencers have brought new additions to the traditional fashion publications, Further, new business models and changing

demographics have led to significant changes in all aspects of the fashion industry which is a sophisticated and thriving industry with the potential to enhance it for many years to come just as it looks very different from how it was twenty years ago and will continue to evolve [1].

The power of social media and live broadcasts have had a huge impact on fashion shows all over the world, such that fashion managers now have to re-evaluate their value proposition.

Research on dynamic capabilities stresses how important it is for organizations to adapt to the changing needs of the environment by renewing and rebuilding their capabilities and resources [4-6]. "Dynamic capabilities are 'strategic' and distinct from ordinary capabilities. Firms can maintain and extend competitive advantage by layering dynamic capabilities on top of ordinary capabilities" [7]. According to Rumelt, (2011), a firm's ordinary capabilities enable it to perform its current activities efficiently but its dynamic capabilities will enable it to position itself for making the right products and targeting the right markets to address the

consumer needs even for the future when combined with a good strategy [8]. In view of the fact that a successful organization requires the necessary managerial capabilities which are dynamic enough to leverage its resources, it has become imperative to develop a firm's managerial capabilities in order to propel successful implementation of growth strategies like innovation and expansion [9, 10]. Leadership plays a pivotal role in the success of a firm's innovation agenda [11, 12]. Managers are in control of setting priorities, strategies, ideas, information and resource allocation, therefore Storey and Salaman (2005) believe that focusing on the manager's attitudes to innovation is very important since they play a key role in the creation of an organizational learning culture for innovation in the firm [13]. Teece (2009) asserts that managerial competences are necessary for effective management of people and knowledge, both within and beyond the boundaries of the firm as part of its dynamic capabilities framework [6].

CEOs of Ghanaian fashion and apparel organizations need to understand the role of effective leadership for them to succeed and reap the full benefits of their operations. Being the owner of a fashion and apparel house does not necessarily mean that one must be the manager of operations. An incompetent CEO must hire a competent manager whose absorptive capacity will help to better innovate, develop, produce and sell new products and technologies. This paper will enlighten owners of fashion houses in Ghana about how essential it is for them to hire a manager who has the capabilities that are dynamic enough to enable him to drive the company forward. This has been reiterated by Adner and Helfat (2003) when they conceptualized 'dynamic managerial capabilities,' to show the importance of managers' strategic decisions to 'build, integrate, and reconfigure organizational resources and competences' [4, 14]. Even though the importance of routines to ordinary capabilities is undisputed, the respective roles of routines and actions by managers for dynamic capabilities, offers a rich and important area for research since the research paradigm of dynamic capabilities is still relatively under-explored. This paper seeks to (1) provide an understanding on how Managerial Social Capital impacts New Product Development in the fashion industry, (2) to provide an in-depth understanding of the impact of Managerial Human Capital on New Product Development, (3) assess how Managerial Cognition impacts on New Product Development, and (4) investigate how Knowledge Acquisition impacts New Product Development in the fashion industry, particularly for training purposes.

1.2. Theoretical Framework

This study is underpinned by the theory of Organizational knowledge creation developed by Nonaka (1994) who views knowledge creation as an ongoing social accomplishment which takes place through continuous dialogues, interactions and socialization [15]. Knowledge is considered among a firm's competencies as an intangible resource that can build and sustain a competitive advantage [15, 16]. The knowledge

based view which is an extension of the Resource based view also states that knowledge is a source of competitive advantage [16-18]. Knowledge acquisition through external sources is currently an innovation trend. Organizations that are more inclined to innovation need to leverage their knowledge acquisition capabilities to always update their knowledge capital while advancing organizational learning in a bid to match new environmental conditions [19].

1.3. Social Capital Theory

This research cannot be complete without mentioning the Social Capital Theory. Social capital is a concept about the value of connections which has indeed propelled the interest in social networks. Networks are significant because they are a means for generating social capital, which is the basis for social benefits [20] or private benefits [21]. Social capital draws a variety of research which relate to one's ties or position in the network to key outcomes like access to resources [22], individual creativity [23], individual performance [24], team performance [25], leadership [26], and entrepreneurship [27]. Managers' social capital and human capital are linked because the novel information that managers obtain through their connections can be highly essential in renewing and revamping their human capital [28]. These two elements are also linked to the managerial cognition as the managers' beliefs systems and mental models are shaped through their associations and interactions in their network relationships [18], ultimately affecting decision making in organizational knowledge acquisition and new product development.

2. Literature Review

Managers scan the environment to identify new trends and fresh opportunities to be integrated with already existing capabilities of the organization in order to succeed in the sequence of products [4, 29]. They also act as change agents as they identify new technologies and new product applications and combinations [30]. Teece (2009) states further that the dynamic capabilities of the firm are founded on the behavioural orientation and attitudes of its managers [6]. In an organization's continuous renewal process, managers play a distinctive role in scanning the environment, sensing opportunities and making decisions about investments and networking for novel information. Adner and Helfat, (2003) pinpoint three key attributes that form the basis of dynamic managerial capabilities as (a) managerial social capital, (b) managerial human capital and (c) managerial cognition [14]. Managerial social capital refers to a manager's ability to have access to essential resources through network links and relationships [31]. These network connections help in obtaining key resources which are essential for decision making. Managerial human capital refers to the storehouse of knowledge and skills of managers, according to their educational, professional and personal experiences [32] which makes them to acquire specialized knowledge and skills [33, 34]. Finally, managerial cognition

refers to the belief systems and mental models used by managers for decision making [35] and is also formed according to the managers' personal and professional experience through his interactions in both internal and external connections [4, 14]. All three attributes are interrelated to boost performance.

A manager's operational experience is essential as it enables an organization to better innovate, develop, produce, and sell new products and technologies [6, 30]. It is therefore very essential for a manager to have capabilities that enable him drive the firm forward. This managerial experience can also attract other stakeholders who support the success and growth of such ventures. A manager's regular interaction with his employees has a direct positive effect on employee work output within an organization [28]. Both managers and their subordinates need to have a very good climate of social interactions in order to make any significant impact on performance and it is highly crucial for managers to encourage lower level employees to be involved in the organization's activities and decision making to boost their performance in product design [36]. Undoubtedly, product design represents a source of competitive advantage for

companies, particularly the fashion houses [37, 38]. In recognition of the fact that product design can help retain customers and thereby increase company performance [39], fashion designers have acknowledged the importance of product design for their success. This is significantly true in today's marketplace because product design has obviously become a key source of making products unique and different.

Dynamic managerial capabilities prove to be a key predictor for organizational knowledge acquisition. This leads to better organizational learning that is a means to an organization development. It helps an organization to create its set of internal and external relationships that will provide the needed strategic resources to guide employees to empower themselves. A dynamic manager must be proactive in creating an enabling environment through a knowledge management process to build human capital and intellectual capital which will invariably drive innovation and value creation. We conceptualize the interplay of relationships between Managerial Capabilities, Knowledge Acquisition and New Product Development in a model (Figure 1) developed on the basis of the literature.

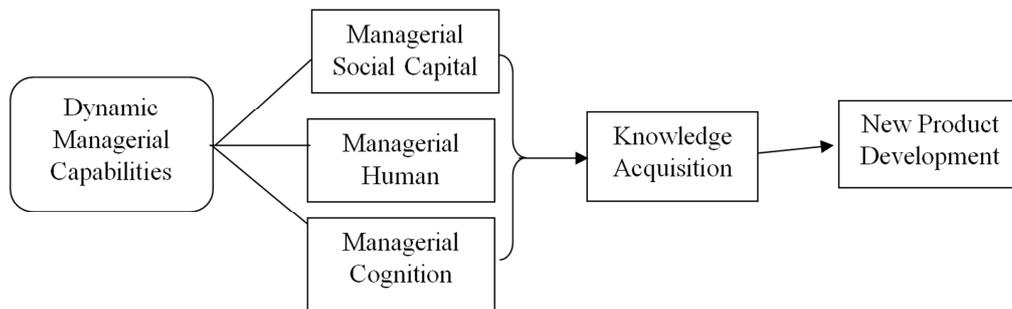


Figure 1. Interplay between Managerial Capabilities, Knowledge Acquisition and New Product Development.

3. Methodology

This section basically describes the actions that we took to investigate how essential it is for managers to have dynamic capabilities which will enable them drive the fashion industry forward. It also explains the rationale for choosing the techniques that were employed to identify, select and process the data gathered for analysis in order to gain an understanding of the problem. Face-to-face interviews were conducted with leading fashion designers of selected small and medium fashion houses about issues regarding their managers' capacity to innovate through acquisition of knowledge from their network of relationships. We adopted the in-depth semi-structured interview format which consisted of several key questions that helped to define the areas to be explored, and also allowed us and the respondents to diverge in order to pursue an idea or response in more detail [40, 41]. This interview format provided participants with some guidance on what to talk about, which was helpful to the participants. The format also gave us direct access to the individual informants [41]. The study population for the

qualitative data collection was the Ghanaian fashion and apparel industry and the unit of analysis was managers or CEOs of some fashion houses in Ghana located within six suburbs in Accra. The purposive sampling technique, also known as judgment sampling, was our deliberate choice in order to gather quality and reliable data [42] from the managers who have certain unique qualities, experiences or knowledge [43, 44]. This method was justified by our interest to include only those SMEs in the fashion industry who have a significant social network base and are implementing a certain degree of innovation in their operations. Semi-structured interviews were therefore conducted with ten (10) selected small and medium fashion houses about issues regarding their managers' capacity to innovate through acquisition of knowledge from their network of relationships. This format provided room for follow up questions that allowed us to diverge in order to pursue an idea or response in more detail. It also provided participants with some guidance on what to talk about, which was very helpful to participants. The flexibility of this interview approach, as compared to structured interviews, allowed for the discovery of emerging themes and further information deemed

mentored well by his manager.

Social means relating to society or how it is organized. This refers to activities in which people relate to or spend time with each other as people are social beings. It is very important for fashion designers to broker relationships between themselves and their external partners for the purposes of sharing and absorbing knowledge and ideas.

[...] As a fashion designer, I always make sure I connect with or deal with other male and female designers in the industry for ideas and styles. (Respondent2). This sentiment was also expressed by respondents 3, 5 and 10.

Creating ideas is a form of innovation. Fashion designers constantly envision different styles and designs for their customers in a bid to create designs with variations for them. Some of them do this by borrowing different portions of styles of different designs to make a whole new design. Meditation as a key ingredient in creating new designs. As a fashion designer it is important to constantly focus on creating new styles. This means thinking deeply to unearth new ideas. This way they are able to develop styles.

[...] Once I am a fashion designer, even when sleeping, I

constantly envision different styles and designs especially for regular customers in order to create varied designs for them when they request me to give them my own design and not their design. (Respondent 2)

[...] I sit quietly and meditate on how to create new designs. Then I sketch my ideas on paper. (Respondent 3).

[...] By meditating on creating new design combinations and colour combinations as I study the fabric, I normally also sketch and consult association leaders for advice. (Respondent 4)

Information is the bane of development as today's economy is largely based on new information. The innovative capabilities of a firm depend on its ability to recognize the value of novel external information and assimilate it in addition to its existing internal knowledge [53, 54].

[...] I usually connect with foreign designers as I travel a lot to trade shows. I tap their ideas and designs and then I make additions to their designs to make my own. (Respondent 9)

Table 1. Summary of Codes and Themes developed from the interview transcript.

Codes/ concepts	Themes
Fashion Programs, Google search, social events, friends, family, connections in the industry, foreign designers, customers, suppliers, other fashion designers, competitors, employees, local and foreign magazines.	Managerial Social Capital
Creativity, educational advantage, visioning designs, enhanced skills, meditation, design combinations, sketching, fabric analysis, mathematical calculations, advanced techniques, design blending, style adaptation, research ability, grooming, growth and development, improved skills, matching designs, understanding, envisaging, confidence, excellence.	Managerial Human Capital
Tactfulness, Interpersonal skills, Communication skills, Patience, Politeness, Sincerity, Knowledge of human anatomy, Proactiveness, Attention to detail, ability to explain issues, understanding, care, sensitivity, sensibilities, empathy, mentoring, teaching, coaching, training	Managerial Cognition
New knowledge, new ideas, brainstorming, tacit knowledge, training, development, investment, practice, observation, knowledge sharing, knowledge transfer, commitment, delegation, empowerment, new insights, understanding, innovation, finesse, excellence, uniqueness.	Knowledge Acquisition

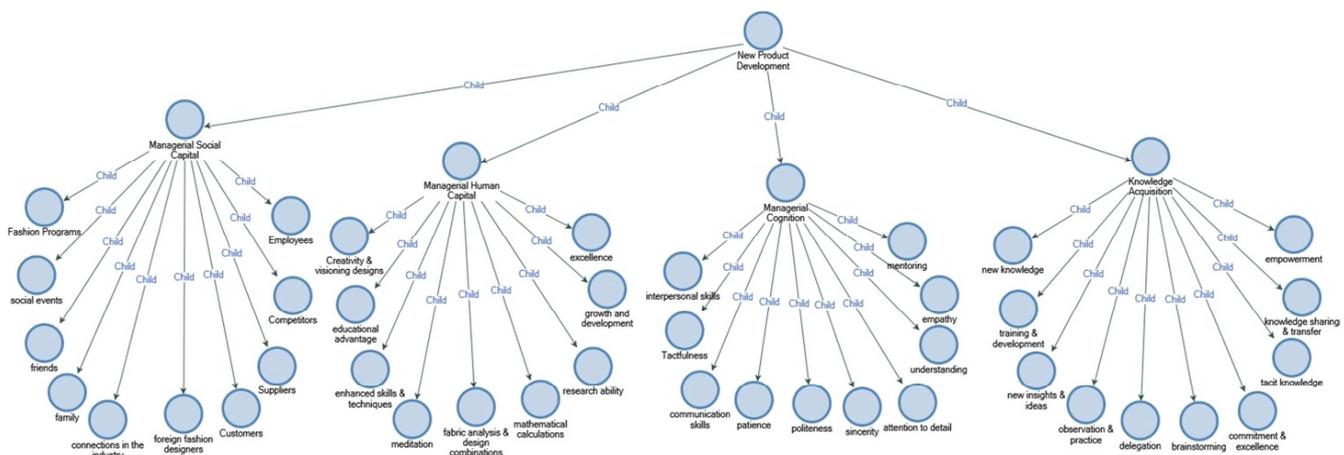


Figure 3. Project Map/ Model of Codes and themes.

4.3. Discussion of Results

The first objective of this paper was to gain understanding on how Managerial Social Capital (MSC) impacts New Product Development in the fashion industry. We found that the following items impacted on Managerial Social Capital in

order to achieve the development of new products in the fashion industry.

Fashion programs and social events - A manager is quickly able to scan for new designs and ideas. In support of Tsai (2001), we believe that engaging in such social activities as mentioned to interact with people forms the bedrock of design adaptation through quick scanning and observation for

creativity and innovation [25].

[...] *By attending social events like engagements, weddings, out-doorings, parties, church conventions and observing designs of participants. It is important to engage in fashion shows, trade fairs, and by quickly observing and adapting designs you come across at functions. Also by watching TV personalities and movie stars and fashion programs on TV.* (Respondent 5)

[...] *As a manager I am always ready and alert to capture new designs. Even at church, as the activities are ongoing I scan for new designs, snap with my phone and try to replicate or even improve.* (Respondent 2)

[...] *by fashion programs, functions like parties and church activities to become open minded.* (Respondent 7)

Family, friends and connections with other designers and competitors - being sociable, friendly and affable are key attributes that a manager in the fashion business must possess in order to enable him garner fresh ideas continuously since innovation is an on-going activity that needs to be sustained. This is because information benefit is valuable for growth and success. As Nonaka (1994) rightly postulates, knowledge creation is an ongoing social accomplishment which takes place through continuous dialogues, interactions and socialization [15].

[...] *As a fashion designer, I always make sure I connect with or deal with other male and female designers in the industry for ideas and styles. I would normally not connect with or befriend a hairdresser since it will not benefit me.* (Respondent 2)

[...] *Friends know I sew so they bring me designs captured from attending programs. I also make sure I wear designs created by myself to attract people who will in turn bring me ideas.* (Respondent 1)

[...] *by observing designs of participants, friends and family members and competitors in the industry.* (Respondent 5)

[...] *By being sociable and connecting with other fashion designers, a manager can always get new ideas about styles.* (Respondent 4)

Customers and suppliers: In line with Peng and Luo, (2000); Park and Luo, (2001), it is important for a manager to interact positively with all stakeholders in the fashion industry as a strategy for information flow [55, 56]. This is a way to develop valuable social capital through such relationships.

[...] *Sometimes customers can come to you wearing a new design which you can quickly adapt without him even knowing.* (Respondent 5)

[...] *Usually Friends and customers* (Respondent 4)

[...] *Sometimes I copy designs from my friends, clients and fabric suppliers. Suppliers, especially love to suggest various designs for their fabrics as part of their sales and marketing strategy.* (Respondent 9)

The paper's second objective was to provide an in-depth understanding of the impact of Managerial Human Capital (MHC) on New Product Development. It was found that the following items impacted on Managerial Human Capital in

order to achieve the development of new products in the fashion industry.

Visioning and meditation - meditation is viewed as a key ingredient in creating new designs. As a fashion designer it is important to constantly focus on creating new styles. This means thinking deeply to unearth new ideas.

[...] *Once I am a fashion designer, even when sleeping, I constantly envision different styles and designs especially for regular customers in order to create varied designs for them when they request me to give them my own design and not their design.* (Respondent 2)

[...] *I sit quietly and meditate on how to create new designs. Then I sketch my ideas on paper.* (Respondent 3)

[...] *By meditating on creating new design combinations and colour combinations as I study the fabric, I normally also sketch and consult association leaders for advice.* (Respondent 4)

Creativity - Creativity is seen as an integral and key aspect of the fashion design process without which there will be no potential for innovation, where creative ideas are exploited and transformed into commercial value for the fashion industry [57]. Creativity is therefore an art and managers in the fashion houses must have the skill and competence for creativity.

[...] *As a fashion designer you should always proactively create styles and sketch down with your pencil and not depend solely on catalogues.* (Respondent 1)

[...] *New designs can be created by the manager in different ways. His skills can help him blend different types of designs to come out with other designs. He can also use patterns to blend and adapt different styles.* (Respondent 5)

Educational Advantage - Education must be an ongoing process in the fashion business since the manager needs to constantly learn new ideas for new designs to be developed. This is in line with the assertion of Alguezaui and Filieri (2010), that firms which are more inclined to innovation need to leverage their knowledge acquisition capabilities to always update their knowledge capital while advancing organizational learning in a bid to match new environmental conditions [58].

[...] *The notion that only school drop outs are in the sewing business is a lie. Knowledge is fast growing and evolving in the business so education is key. Even we managers who are not highly educated are now seeking to further our education to enhance our skills for the business.* (Respondent 2)

[...] *Education is advantageous for the business, without education it is difficult to progress for example taking notes on clients' details, measurements, requests etc.* (Respondent 3)

[...] *Education is very essential in designing because it involves mathematical calculations a lot which requires some techniques in dividing the measurements appropriately.* (Respondent 4)

[...] *Education helps the manager a lot to improve his ability to research on the field about proper blending of colours, grooming people about appropriate clothing to*

wear at a given occasion. (Respondent 5)

Advance and soft skills and techniques: soft skills refer to a manager's interpersonal effectiveness and inner strength. Unlike hard skills which are the technical requirements of a job, [59], soft skills cannot be measured but are very important as the human component of competence needed to excel in business. Also known as "people skills", soft skills refers to good communication and listening skills, leadership and interpersonal skills, which are all personal attributes that will enable the leader to interact effectively and harmoniously with other people. Technical skills were formally the only skills necessary for career employment but in today's workplace technical skills are not enough to keep individuals employed especially when companies cutting positions and are right-sizing [60]. Because soft skills are critical for productive performance in today's workplace, current and future business leaders are emphasizing the development of soft skills [61].

Excellence, growth and development: excellence refers to the quality of being outstanding and extremely good at what one does to surpass ordinary standards. This can be achieved when learning continues until a person's knowledge and skills are enhanced through growth and development. Nonaka (1994) views knowledge creation as an ongoing social accomplishment which takes place through continuous dialogues, interactions and socialization. Knowledge is considered among a firm's competencies as an intangible resource that can build and sustain a competitive advantage [15, 16].

The third objective of this paper was to assess how Managerial Cognition (MC) impacts on New Product Development. The study found that the following items impacted on Managerial Cognition in order to achieve the development of new products in the fashion industry.

Proactiveness and tactfulness - exhibiting a laissez-faire attitude in the fashion business will lead to failure. As a manager, one must be entrepreneurial by being proactive and tactful, sometimes willing to take risks in order to gain a competitive edge in such a fast growing industry.

[...] *As a fashion designer you should always proactively and tactfully create styles and sketch down with your pencil and not depend solely on catalogues.* (Respondent 1)

Once you are in the business you have to be smart all the time. You must always be creating new designs by borrowing different portions of styles of different designs to make a whole new design. (Respondent 2)

Answering a question on how to acquire competitors' protective/secret designs, Respondent 2 said.....

[...] *I will approach the designer of a secret design, complement him/her for the design and request for his/her contact number in order to connect with such. If I visit the designer and realise he/she is not friendly or willing to share the knowledge, I will quickly and smartly scan the design. As "Practice makes man perfect" I will go and practice until I get it right.* (Respondent 2)

Interpersonal and communication skills: These are soft skills also known as "people skills" that reflect a manager's

interpersonal effectiveness and inner strength in dealing with his employees, trainees, customers, competitors and other stakeholders. Respondent 3 had this to say about her relationship with her employees.

[...] *By showing them love and care and sharing everything about the business with them. If you are harsh on your workers they will also undermine you.* (Respondent 3)

A manager's interpersonal effectiveness with his employees is as important as his social or human capital. As a leader, he must be able to stimulate and encourage creativity in his followers [62]. He must be able to challenge assumptions and take risks with his employees. He is also not afraid to solicit ideas from his employees, thereby encouraging them to put on their thinking caps when problems arise. Such leaders are able to develop trust among employees by giving them decision making opportunities and autonomy in performing their respective job roles and thereby promoting their ability to innovate and promote self-efficacy [63]. Employees are encouraged to tackle 'task-oriented problems' in a different and new means if they are intellectually stimulated by leaders and thereby enforcing into employees' organizational values beliefs [64].

Patience, politeness and sincerity - a manager's interpersonal effectiveness with his customers is a key ingredient for customer retention. A company whose ideals do not include being "customer-focused" is bound to fail.

[...] *When a customer requests for style which I deem inappropriate for his/her body shape, I will try to politely suggest other styles which are better without implying that her body shape is not nice or good for her requested design.* (Respondent 2)

[...] *A manager must be able to assess the physique of his customer and know what design will best suit his/her shape. If a customer requests for a particular design which you deem inappropriate you must find a polite way of convincing him/her otherwise (suggesting other designs to enhance body type) so he/she will not be offended.* (Respondent 1)

[...] *A manager must plainly advise customers about what will best suit their physical body shape in a tactful manner.* (Respondent 4)

Attention to detail is a virtue in the business of fashion designing. Thoroughness and accuracy are very important in accomplishing a task in the fashion business and therefore a worthy skill to develop.

[...] *A manager must know the anatomy of the human body to know the different shapes in order to design appropriately for diverse people with diverse body frames and advise customers what to wear suitably for all occasions and the effect of wearing designs that do not fit their body shape by demonstrating with some pictures from catalogues.* (Respondent 8)

[...] *As a manager I am always ready and alert to capture new designs* (Respondent 6)

The paper's fourth objective was to investigate how Knowledge Acquisition (KA) impacts New Product

Development. The following items were found to impact on Knowledge Acquisition for the achievement of new products development in the fashion industry.

New Knowledge - Knowledge Acquisition as an important strategic tool for creating and sustaining competitive advantage. Since new knowledge is essential for innovation, managers must always scan the environment to identify new trends and fresh opportunities to be integrated with already existing capabilities of the fashion house in order to succeed in the sequence of products [29, 65]. Managers must also act as change agents as they identify new technologies and new product applications and combinations [65].

[...] *Knowledge is fast growing and evolving in the business so education is key. Even we managers who are not highly educated are now seeking to further our education to enhance our skills for the business* (Respondent 10)

Brainstorming is a cognitive process of generating ideas, something that fashion designers constantly do as they envision and create new designs. It takes a lot of brainstorming to come up with new designs and therefore a key activity for the manager to embark on all the time in order to gain a competitive edge in the fashion industry.

[...] *As a fashion designer you should always proactively create styles and sketch down with your pencil and not depend solely on catalogue* (Respondent 7)

Training & Development A manager's regular interaction with his employees has a direct positive effect on employee work output. Both managers and their subordinates/trainees need to have a very good climate of social interactions in order to make any significant impact on performance and it is highly crucial for managers to encourage lower level employees to be involved in the organization's activities and decision making to boost their performance in product design. In order to improve job performance of employees, managers need to constantly train themselves and their employees to sharpen their skills and also gain more knowledge.

[...] *Your workers must always be close to you to observe when you are cutting or sewing and over time they will learn to do things the way you do, but if you work in their absence, they can never acquire this knowledge*". (Respondent 9)

Delegation & Empowerment - Managers must entrust their employees to take on important roles to motivate them whilst giving them a sense of responsibility and commitment to the company as well.

[...] *By involving the employees in most of the critical areas of designing and also giving them in-service training and delegating and empowering them to do certain jobs that will not cause harm to fabric eg cutting which is a critical area and needs a lot of calculations* (Respondent 9)

Observation & Practice- in the fashion business, observation and practice are very essential because not everything can be taught through documented notes but through constant practice which is tacit knowledge that is difficult to document [15].

[...] *By getting workers to get close to the manager to*

learn the skills. The manager must also care for his workers to make them committed to the business, by showing them the techniques of cutting and stitching in order to benefit from their services (Respondent 4)

[...] *Your workers must always be close to you to observe when you are cutting or sewing and over time they will learn to do things the way you do, but if you work in their absence, they can never acquire this knowledge* (Respondent 10).

5. Implications of the Study

This study has important implications for both theory and managerial practice. The study responds to the call of the Resource Based View (RBV) and by extension the Knowledge Based View (KBV) that knowledge is an important resource for competitive advantage. Acquiring new knowledge from external sources has become an innovation trend which underscores the need for organizational social networking. The study also adds richness to understanding the value of dynamic managerial capabilities. How managers operate and develop the resources of the company affects its success significantly. CEOs must therefore decide to invest in their company's managerial capabilities which are founded on the behavioural attitudes of managers. How managers invest in their social and human capital affects growth by the renewal and revamping of their human and intellectual resources. This is in line with the study by Subramony et al., (2018), who assess leadership development practices for performance and establish the mediating role of human capital and social capital [28]. Experienced managers must know how to pull their followers up to their level through coaching, mentoring and empowerment in order to optimize performance for expansion and growth. The study also offers important insights into future research, especially the Ghanaian Fashion and apparel domain, on shaping the resource base of the company for a competitive advantage.

6. Conclusion

An organization must have the capacity to extend or modify its resource base in line with the external environmental changes and conditions. This can be achieved when the manager is able to redesign its position to remain competitive by scanning the environment to identify novel trends and ideas and integrating them with the existing capabilities of the firm. Dynamic capabilities of the manager is therefore key to enable him use the relevant strategies to make the right products and target the right markets to address the consumer needs of existing and prospective clients. A manager's unique operational experience will therefore enable a fashion house to better innovate, develop, produce, and sell new products and technologies. His regular interaction with his trainees and employees has a direct positive effect on their work output. Both managers and their subordinates need to have a very good climate of social interactions to acquire new knowledge and skills in order to

make any significant impact on creativity and innovation in the fashion industry. An incompetent CEO must not manage his fashion house by himself, but must hire a competent person who possesses managerial capabilities which are dynamic enough to influence growth and success.

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