

ARTICULATING INDUSTRIAL CULTURE FOR PERFECTION OF THE CURRENT INDUSTRIAL DEVELOPMENT IN TANZANIA

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Abstract: Industrial culture is both a product and a mover of industrial development. The owners of industries and the workers have a long term relationship which is derived from the operation of the sector, and that constitutes industrial culture. The study was carried out through a deep literature review whereby various issues pertinent to industrial culture and development, were articulated for the identification of the highlights critical for the advancement of the industrial sector in Tanzania. A change in perception and embracing of the new culture are aspects necessary for the perfection of industrialization and industrial production systems. Industrial culture requires a new vision for industry owners, industry employees, and both the potential and actual consumers of the branded industrial goods. For industry owners, this implies a change from exporting raw materials to the export of standardized industrial products. For the consumers, a change envisaged is from the consumption of branded agro-products to the consumption of branded and standardized industrial goods. At the current onset of industrialization, the Tanzania government requires an

understanding of what an industrialized country should respond to addressing cultural issues for prospective positive operation and growth of the sector. The broad agro-based industrial development scheduled for the country requires an integration of various trans-sectoral strategies extending to issues of employment, industrial planning, and spatial location of industries. As such, the main findings of the paper stresses that there is the paucity of industrial culture in Tanzania, hence the need to accommodate it for sustainable industrial development. Political readiness is essential for the selection of appropriate industrial technologies to cope with the modern production process. Cultural transformation is a necessity for the enhancement of the benefits of agglomeration and the advancement of the sector. The above are the preconditions for a move towards a meaningful and appropriate industrial path for Tanzania.

Keywords: *Industrial culture, industrialization, branding, Sustainable development*

1.0 INTRODUCTION

The global economic structural changes have manifested into necessary transformations in various countries [1], Tanzania inclusive. Industrialization, which is the emphasis and desire of the fifth phase government of Tanzania requires the parallel societal transformation requisite for driving the

industrial sector towards a positive direction. Such transformation is a prerequisite for meaningful and successful industrial development [2]. The need for industrialization, in the context of Tanzania, is articulated in the Chama cha Mapinduzi (CCM) Manifesto, 2015 [3]. The required industries to be established, as earmarked by the current Tanzanian President are those perfectly focused on creating mass employment, produce mass consumption goods meant for export[3].

Embarking into industrial development brings in the need for a broader knowledge-based economy which plays a role in the formulation of the industrial society[1][2], both a precondition and component part of the industrial economy. Tanzania has set a target for increased GDP contribution from 9.9% in 2013 to 15% in 2020[3]. The Integrated Industrial Development Strategy (2015) aimed at providing concrete Strategic Industrial Development Programme (SIDP) 2020 to build a competitive industry[4]. In Europe, the current political attention of industrial culture has mainly focused on fostering industry, technology, and procedural innovation, while on the other forgotten side reveals that industrial culture is a factor for both economic and societal progress[2]. The present demographic trends and issues of future labor supply become increasingly important[1] as they are both movers and beneficiaries of the expected industrial sector. Such factors provide for the availability of the required labour force in terms of both quantity and quality, and the prime market for industrial goods[5].

Cognizant that highly qualified and specialized labour to man industrial jobs is quite a challenge for industrial sector development[1], a change in “what to teach” and “what to train” for the younger generation remains critical. In this way, a progressive interpretation of industrial culture could be visualized as a driver for the development of the already robust potential industrial conurbations of the world[2][5].

Traditional course programmes and “teaching methods” require a drastic change. Such changes may be covertly inhabited within the industrial culture. Whether the Tanzanian community, which envisages industrializing, has started visualizing this important social turn-around in the academic paradigm is an aspect to be investigated.

Ensuring that there is an availability of the right category of the labour force while preventing skills shortage development of talented young men and women becomes unavoidable for promoting innovativeness[1][4][5][6] that may ensure industrial competitiveness in the markets, especially in this era of globalization. The status of Tanzania, in a move towards industrialization, regarding this aspect needs calling for an appraisal articulated to improve the existing development corridor concentrated on infrastructure development. This industrial strategy is the requisite standpoint for the promotion of agricultural-led industrialization. Since created around “industrial village”, the creation of growth of micro and small enterprise becomes necessary[4].

The drastic transformation that goes with proactive utilization of the existing or newly promoted “industrial culture” exerts a strong potential force for effective industrial development in a particular country or in a specific setting. This implies the societal “readiness” to couple the industrialization process. Conducting an analysis of the existing state of affairs, so as to be able to discard the negative

aspects of industries in various regions[1] and in the country at large remains technically indispensable. The types of technologies to be utilized in the industries to be newly established need to be validated for a rapid industrial growth set for sustainable national development. The industrialization process, which is currently underway in Tanzania, is not an exception, regarding the requisite balancing the processes, output, and environmental sustainability.

There is a need to address the status of the issues arising from environmental impact assessment (EIA), for this case, an aspect that demands a critical analysis. Deployment of clean technologies and other generated intelligent systems need to be accommodated within the adopted and operationalized industrial strategies, so as to re-interpret [1] for the sector to constitute meaningful development. The adoption of labour-intensive technologies is an alternative fitted to a particular context such as Tanzania. Such a strategy is generally associated with six economic subsectors, i.e. agro-processing, textiles, leather, fertilizer and chemicals, light machinery, and iron and steel [4].

2.0 STUDY OBJECTIVES

2.1 Main Objective

The purpose of this paper is to appraise the status and role of industrial culture in the Tanzanian context, towards becoming a successful industrial society.

2.2 Specific Objectives

The paper was guided by the following specific objectives:

- i) To identify the specific areas which demand change for accommodating “industrial culture”.
- ii) To determine the effect brought about by accommodating new culture in the identified areas for a positive change.
- iii) To assess the extent of accommodation and dynamism of industrial culture as a precondition for effective national industrialization process.

3.0 METHODOLOGY

The paper was developed using meta-analysis. A total of 18 papers were fully reviewed regarding the topic. Various materials were thoroughly read and put together for analysis and synthesis towards the production of new findings that contribute to the body of knowledge presented in this academic piece of work. Content analysis was deployed throughout the assignment.

4.0 INDUSTRIAL CULTURE AND INDUSTRIAL DEVELOPMENT

4.1 Definitions of Industrial Culture and its Origin

4.1.1 Definition and Necessity for Cultural Transformation

Industrial culture can be defined as a driving force for increasing the resilience of postindustrial regions [2]. It is the product of both politics and companies to cultivate a distinct relationship that forms the gist of industrial culture. Industrial culture is the creation of a unique and open-minded climate that should characterize any particular industrial district [2]. Industrial culture aims at utilizing the revolutionary paradigm shift and combines it with the existing variety of both tangible and intangible heritage (buildings and traditions) from the old industrial regions[1][6]. As Tanzania is set to drift from the agrarian to the industrial economy, a lot of sense is to be made in addressing the inert agrarian culture built through ages; an aspect that requires a cultural transformation! towards a new culture, namely industrial culture.

Industrial culture is a dynamic and locally embedded approach, based on an interaction between industry and society[2]. The typology of industries and their characteristics are responsible inputs of the type of industrial culture nurtured within a specific locality, Tanzania inclusive. At this juncture, the argument is that there is no way that industrialization can prosper devoid of cultural transformation, towards industrial culture.

4.1.2 The Origin of Industrial Culture

Industrial culture nurtures itself within the socio-political and economic environment, where industrialization is set to take place. It is an industrial culture that is responsible for harboring the transition towards industrialization [2]. In Europe, industrial culture is said to base on the industrial past [2]. Therefore industrial culture hinges on the industrial history of the nation. The question at this point is as to whether industrial culture may be continuous in case of political interruptions inherent in the industrial sector over decades like the case has always been for Tanzania.

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The traditional emphasis on high industrial productivity needs to be complemented with the production of high quality or high standard products, which can compete at the currently growing and expanded complex global market. Other industries cores such as service providers, technical infrastructure[1][2][7] should not leave behind the requisite social infrastructure, which includes industrial culture.

With the currently observed emergence of a knowledge-based society, which demands specialization, with much emphasis being put on innovation and competitiveness, it is of great necessity to allow the forces of transition to occupy the scene[2][4]. Globalization of the economy, coupled with digitization, necessitates changes in various life systems and processes; thus demanding the major social and economic change[2]. Under such circumstances, it is certainly made known that structural changes may

have profound social and cultural consequences; like those experienced in Europe, which are observed in different ways[2][8]. How industrialization has brought about such changes, in the Tanzanian context is an aspect with needs to be ascertained for the more effective planning of the nascent industrial sector.

4.2.3 Industrial Culture and Linkages between Old and New industries

The consideration of interconnected jobs is thought to constitute alternative economic priorities that are important for the economic base [1]. Such support services that bring into play the benefits of agglomeration among industries remain to be the cornerstone of industrial development in developing countries such as Tanzania. The availability of skilled and experienced labor and other factors of production, in a particular industrial location, need not be over-emphasized. One would, at this point, be interested to know as to whether Tanzania has deeply considered issues of industrial location other than leaving such decisions to a “person with a capital” who might, in some instances, lack such basic knowledge with lacunae in advisory support services.

The local industrial culture can serve as a strong foundation and the starting point for dedicated development endeavors provided it is re-invented in a more inclusive and dynamic way[2][7]. Linking up today’s innovative technologies with the region’s creative potential can also be a bridge for the gap between the cultural identity of the area and its future industrial development [2][9][10]. The type of industrialization Tanzania is set to build does not well augur with modern-day industrialization [3]. It does not support the state of the art or high technology machinery as it still emphasizes the old notion, i.e. labor-intensive technologies since it aims at improving industrial employment to 40% by the year 2020[3]. Whether this is the right path for modern times, is a debatable aspect and a subject of another study.

The fact is that industry and industrial culture are inevitably interlinked, while at the same time one shapes the other [2]. The cultural setting enables and limits certain economic developments, while the industrial frame is considered to be a basic parameter for future cultural perspectives [2]. The need for articulating industrial culture in the process of industrialization cannot be effective and profitable. Wangwe and Rweyemamu [11] perceive industrialization of Tanzania as non-receptive to technology hence, in essence, it is functionally non-dynamic. Mufuruki and others[9] tend to share the same conclusion. One wonders as to why Tanzania resorts into a labor-intensive industrial strategy[3], particularly during this era of science and technological advancement [11]. The period which necessitates coping with the international market demands pertinent product standards and quality issues.

4.2.4 Industrial Culture and Competitiveness of the Industrial Sector

A critical problem facing industrial sector development towards competitiveness is the future labor supply. The old-age laborers, who used to work in industries, in Tanzania and elsewhere, in the past, might be lacking flexibility[1] towards new industrial technologies, due to less adaptation and innovativeness; qualities which hinge on new knowledge and modern skills[2][11]. How the

contemporary academic institutions and vocational education centers are linked to the industrialization process[1] remains critical for the smooth operation and survival of the sector. Whether there are long term or short term strategies, in the context of Tanzania, towards ensuring such a nexus between training and education providers and industrial development is an issue to be investigated.

It is complex to measure how industrial culture may stand as a means to create a new regional image for the location of the industry[1][2]. This is an important gauge that largely emanates from improved labor productivity, as a consequence of a well-trained specialized labor force[12]. The reality that industrialized areas tend to have the surrounding population as its stakeholder cannot be disputed. The social and economic behaviors have an inert link to what happens in the neighboring industries. This kind of association indicates the apparent significance of industrial culture pertinent industrial location tailored for enhancing competitiveness.

The need to improve local conditions for attracting new industrial locations, as a move to improve productivity in urban areas is still debatable[1][2]. Industrial companies have not yet discovered chances of binding and attracting the workforce for both investment promotion and productivity. This would raise the general attractiveness of the region for such important investments[1]. It includes creating improved living conditions, working conditions[2], and training conditions and ways to improve internal and external perceptions, which include overcoming stigmatization[1][11]. These are pertinent factors that may attract people from other geographical areas to work in local industries in other areas of their choice. Such factors are to be improved for a better functional industrial sector. These are aspects that constitute industrial culture, the basis for sustainable industrial development.

Innovative culture-based approaches can surely help in reinforcing the regional commissions of both employers and employees[1][2]. Being a place-based concept, tied to specific place-bound qualities, with both tangible and intangible remains; and attributes of industrial production, the promotion of innovative factor is necessary. The fact that competitiveness is a product of a culture of advancing and accepting innovations, it is, therefore, typical of basic requirements for the countries that change from agrarian to industrial economy.

A unique feature of industrial regions, often providing the link between different generations of people, linking past, present, and future[1][11]. Such a link is a product of cultural transition that passes through generations within the specific industrial area characterized by its own unique culture. This is among the important factors for industrial growth and expansion of the sector. The newly industrializing countries may have limited benefits of the type.

4.2.5 Industrial Culture and Economic Dynamism of the National Economy

Being a dynamic socio-cultural concept, industrial culture is also capable of evolving along transforming the economic environment[1][2][11]. The same fact is echoed by Uledi Mussa[12] who appreciates industrial transformation basing on requisite skills and knowledge needed by the industrial society. It implies that the status of industrial culture has to be in tally with the level and age of industrialization within a particular socio-cultural and geographical setting. Having skilled personnel with a vision and

capability for industrial employment forms the gist of the transformation process discussed at this point. Moreover, the transformation brought about by industrial culture is to be conceptualized as a continuous process which forms a ground for the promotion of both production and marketing of industrial goods and services. The presence of weak domestic value chains is mainly attributed to weakly developed linkages between publicly funded Research and Development (R&D) institutions and enterprises[13]. Whether this gap, regarding existing weak linkages, has been addressed or not is an area for separate inquiry. We profoundly postulate that in case industrial culture prevailed, the linkages would follow suit as benefits of agglomeration would tend to, based on logic, intrinsically attract it.

As a multidimensional concept, industrial culture tends to affect the cultural, social, and economic status of the community in question, hence it becomes a critical aspect towards achieving sustainable development[2][12]. Wangwe and Rweyemamu [11] categorically pinpoint Tanzania as being among the countries with the lowest wages in the developing world; thus ruling out the possibility for the same country to effectively industrialize. The basic question that arises at this point is “who are expected to be the buyers of industrial products generated by the sector?” The local community’s change of perception and change in terms of the actual engagement, i.e. from agricultural to industrial production systems in the transition which makes the society suitable and ready for participating in the industrial sector. In vast literature such as that by Wangwe and Rweyemamu [11], Mussa [12]; and Wangwe and others [13] the cultural aspect is largely missing when trying to outline factors that limit industrial growth in Tanzania. This is the possible potential stumbling block for the industrialization in Tanzania.

Industrial culture becomes central when the benefits of agglomeration have to be effectively harnessed [2]. The uptake of such benefits is closely related to the levels of requisite skills and knowledge for industrial development. A larger skills gap of 85%, observed in Tanzanian industries [14], demonstrates the poor status of uptake of the existing benefits of agglomeration. An area with a number of industrial companies tends to affect the ways of living of inhabitants of the same area. Such a culture is both meaningful and responsible for articulating the society and industry for better performance of the sector.

Industrial culture is of great utility since it enables the revival of old industries through accentuating the cultural spirit of long-standing and development of positive elements of pre-existent industrial communities [2]. The area with long term past industrial production is likely to have a deep-rooted collective socio-economic atmosphere with some specific cultural patterns [2]. One might want to establish as to whether the impact of such cultural patterns on the current development in Tanzania. Let it be noted that in vast areas of the world the impact of cultural patterns is mentioned being underestimated [2].

i. Industrial communities are characterized by specific traditions, values, habits, and mind-sets such as solidarity or entrepreneurial thinking[2][11]. One would like to know whether such skills exist in the context of Tanzania. If they do so, how are the same aspects appreciated for further advancement of industrial development? Mutayoba[15], when wrote on “Industrialization and Economic Development in Tanzania”, observed that, in Tanzania, domestic savings tend to fall short of the levels needed for

financing an industrial revolution and intermediary systems, thus failing to translate savings into investment. With a population with little income levels, characterized by a small middle class[12], relegate commodity markets into diminishing, hence less effective demand for industrial goods.

ii. Historical and contemporary industrial infrastructure are emotional and cultural symbols demonstrating the region's identity and shape and stand as a mark of the region[2][11]. Such infrastructure remains to be part of industrial culture set to support further industrial development.

iii. A contemporary understanding of industrial culture enables the local population to participate actively in the identity-building process of a region[2] as the functional industrial location. The extent of understanding and embracing industrial culture, for dynamic and meaningful economic development needs to be analyzed and engaged for future expansion industrial activities.

Industrial culture is, as well, considered being a common ground for looking for appropriate approaches and measures in order to secure the labor force and create positive internal and external images for the region [1][2]. This entails the planning and development of curricula for various vocational and technical institutions, such as Tanzania Vocational Education and Training (TVET) and universities of technology, which are appropriate for the supply of requisite labor force to effectively man the industrial sector[11][12]. Graduates of such institutions are thought to have their minds tuned to incline towards supporting the industrial sector.

Industrial culture can be used as a location factor and in return tends to strengthen it at the same time[2][12]. It implies that the newly trained labour force and the existing one should be carefully merged so as to enable smooth operation of the sector. The culture to be adopted shall always tend to differ from one industrial zone to another depending on the nature and character of industries in question.

Industrial culture is expected to play an important role in enhancing corporate social responsibility [2]. The support by industries, to the neighboring communities, is generally considered to be part and parcel of promotion of the culture of a particular industry that promotes further industrial development in the area. The interdependency between industry and respective local communities forms the backbone for the development of the community, both socially and economically. Such a community discerns from others, which are not yet culturally transformed. The transformed communities become both technologically and socially "ready" for engaging in the industrial development envisaged to be located in a particular area.

4.3 The Need for Transforming Industries and Industrial Culture in Tanzania

By means of information, activation, and participation industrial culture facilitates counteracting the current brain-drain and keeping a skilled labour reserve in the industrializing regions[2]. Industrial culture, therefore, posits the labour force within existing areas of origin, therefore, resulting in less outward mobility of the working class. Such spatial stability of labour force is necessary for ensuring the constant supply of required labour force for the dynamic industrial culture.

4.4 Managing Industrial Transformation through Industrial Culture in the Context of Tanzania

4.4.1 Critical Eminent Issues of Industrial Culture in Tanzania

i) Working over Night

The industrial revolution of the 1850s by its nature and character necessitated workers to work day and night, meaning for 24 hours. Such prolonged work timetable enabled industrial machinery in factories to continue production activities for twenty-four hours seven days a week, throughout the year. Only short intermissions were allowed, mainly for service maintenance of the machinery. The culture of working overnight, following the introduction of work shifts required a change in employees' mindsets. To date, the adoption of such change is considered critical for higher productivity, hence for uplifting industrial production levels.

Since the Tanzanian industrial sector somehow weakened for years since 2010[14], revamping the same industrial sector necessitates re-introduction of industrial culture which was observed being almost non-existent, as industries were not active for over two decades. A big cultural change, which has to transform the society towards reinstating the behaviors of working overnight in industries remains indispensable.

ii) Technical Staff Ready for Industrial Work and Procedures

The fact that an industrial sector, demands for, development of a fully technical labour force, is not to be disputed. The technical labour force is important in facilitating the continuity of labour process for revamping the quality and quantity of the products in question.

Having a well-trained team staff is an important attribute of improved work performance. Tanzania has to, therefore, dance to this practical tone through improving skills taught at the TVET and other technical institutions located countrywide. Such training should focus on the requirements of the up-coming types of industries whose establishment requires coordination regarding the type of technologies and quality of goods to be produced. It should, in this case, be known that in case industries established are not in tally with the skills taught at VETA and other institutions, the industrial development advocated for in Tanzania shall be meaningless and costly to the nation.

iii) Linkages between Old and New Industrial Development

The on-going industrialization, starting from the year 2015 onwards ushers in new ways to production in Tanzania. The very industrialization process happens to have a general guideline, which aims at the creation of direct jobs, an important factor for forging strong inter-sectoral linkages and, thus, signifies a holistic approach in sustainable industrialization [3].

As the same guideline[3] does not specify types of technologies that are agitated for investment, the broad technological variation that might be adopted shall act as a fetter to industrial development as it might be less or not related to the types of skills the Tanzanian labour force has. The labor-intensive technologies that are overtly preferred by Tanzania are more likely to limit modern, state of the art high technology automated industries[3].

It is the existence of a well searched and documented plan of action, which outlines the types of industries, technologies employed, and type of labour force responsible for manning such industries which shall ensure the success of the envisaged industrial sector. These aspects should go hand in hand with issues of industrial spatial location that take into account the benefits of agglomeration, meaning the advantages new industries shall have by their being closer to the old ones or any other. The availability of other factors of production such as energy and water need not be overemphasized.

Since issues of industrial location, for the case of Tanzania have been left to the regional authorities, issues of typology and location of industries are likely to duplicate within and outside regions, thus rendering the whole sector being less or totally un-profitable. Since vast industrial capital is expected to originate from private entrepreneurs, there is a greater likelihood that less weight shall be put in following up the government set location and typological priorities.

At this point, we need to emphasize that for the case of Tanzania, a link between old and new industries remains cloudy and mystified; therefore much more care is needed in the planning of the new industrial developments. It is clearly noted that strategies regarding location and typology need to be reviewed for a better dynamic national industrial advancement.

iv) Political Readiness to Support Industrial Companies and Payment for Workers in Public Industries. In order to prosper, industrial companies, require an amicable political environment which is of utmost importance for providing requisite support to the sector[3][13]. Both industrial policies and a conducive legal framework should be tailor-made to support the promotion of investment and enhancing productivity. Life systems, such as people's personal income and social amenities, are supposed to grow to the levels which support ample consumption of industrial products[10][13].

In this vein, we are logically informed that industrial culture requires the general societal change, an aspect which requires political will and the decision to realize people advancing in terms of their standards of life not mere standards of living. It is illogical demanding for the industrial economy when the majority of workers' salaries remain anachronistic. This critical change may enable the development of a consumer society, which justifies capitalist production systems, the likes of large scale commodity production. The case at hand, Tanzania, much is largely demanded to plan and consciously act towards building a consumer society; as for the time being personal income is staggering at lower levels[9], an average monthly cash earning of Tshs. 400,714/- in 2014 and Tshs 403,729/- in 2015[14];an equivalent of USD174.2 and USD 173.5 respectively.

The formulation of national policies that are set to protect industries is of great importance[3]. Such policies constitute a type of guarantee which industry owners would like to experience prior to the advancement of capital investment. Protectionist policies need to be carefully formulated, while at the same time ensuring the competitiveness of products produced and the profitability of industrial companies. Availability of a broad range of products and brands; and fair competition are to be considered for having a flourished producer and consumer society.

v) Corporate Social Responsibility (CSR) for Managing Industrial Transformation

It has been an adopted culture for industries to “give back” to the communities which surround them, or rather to its esteemed actual and potential customers. Such a culture tends to cement the social and economic relations between the two. In Tanzania, awareness and interest on CSR are still growing, with some measures put in place for further industrial advancement[16].

This long existent culture is also experienced in Tanzania, though it cannot easily be quantifiable. The need to uphold a culture of CSR, for rapid industrial growth in Tanzania should not be overemphasized. However, more efforts are expected to be put in place in order to make companies extend the SCR function so as to improve the significant technical relations between industry and its various stakeholders, customers, and employees inclusive.

4.4.2 Engaging for Development of a Strong Industrial Culture for Tanzanian Context

The progressive understanding of industrial culture through education[2] is among the key areas necessary for its adoption. In the current industrialization era, the Tanzanian younger generation has to be fully articulated to the requisite industrial culture. Educational syllabi for both primary and secondary school levels have to address this important social and technological transformation. The Tanzanian society must be re-oriented from previously agrarian target to the incoming industrial target so that people are made “ready” for the actual transformation[4] to the “new” type of the economy.

Industrial culture demands transformation in terms of production techniques (technology) and consumption patterns which denote income increase and consumption of a broader variety of branded goods. Such a transformation is necessary for the Tanzanian masses that are typical of the rural population. The current trends in consumption are dictated by the prevailing meager individual income and perforations of non-branded traditional products. Basing on the two facts, a shift to industrial culture, for the case of Tanzania, remains far from realization.

A life-long learning opportunity[2] is another avenue meant to sensitize the younger generation on the socio-cultural roles of companies and give them opportunities to discover the enterprise of their own. By activating young people; making them more informed about available job opportunities, makes a sizable of their population stay in their regions of origin[2]. In this way, they are made to cope with the new type of economy, i.e. industrial labour. The culture of innovation and hard work tend to comply with the demands of the industry. Brand development and fitting to the industrial production chains are critical for the expansion of both production systems and consumption patterns, critical conditions supporting the expansionist character of capital.

Cooperation between the old and the current industrial production sites[2] is of great significance for effective production systems as facilitated by the synergy existing among different types of industries. Corporate Social Responsibility (CSR) as part of industrial culture practices is fundamental for the promotion of an industrial organization from both within and without[16]. The newly established

industries are more likely to make use of modern technology and hence be prone to up-to-date technological advancement. How the new industries are linked to the old industries is critical for the advancement of industrial culture in the country.

Preservation of historic relicts and traditions is one of the derivatives of industrial culture[2]. Old industries of Tanzania had already contributed a lot to the national economy for the past three, four decades, though employed only 3.1% of the population[11]. Such industries have to be recorded and be considered being national monuments of industries. The old cement factory and other factories, old mines and the like need to be relegated to the museums of industrial history. Let new industries be spatially planned and located for rapid economic growth. However, the culture developed out of old industries, shall in this way, translate into better, if not ultra-modern functioning of the industries currently under establishment.

“Open factory school” festival is the event that provides a link between industry and the local communities in Italy [2]. Arranging for such events, for the case of Tanzania, like somewhere else, would make the members of the younger generation learn various industrial production techniques and culture from the real factory situation. Companies from various types of industries offer on-site visits and opportunities to participate in workshops and events to understand what is behind the product [2]. It is through knowing the industry and procedures involved in product development that the new brands are made known to the customers. It is when customers know well about a particular brand that they get attracted to them, hence enable for the burgeoning sales and enhancing profitability.

Showcasing the innovative side of the industry [2] is an important step in making respective consumers develop trust for the products they buy. This is observed being carried out in various exhibitions whereby products are displayed and explanations on how they are produced. The culture of “branding” is the basis of industrial culture. In Tanzania, various local products sold and bought in the market are not branded; hence consumers are normally attracted to them by mere product features, while just “believing” that the product is safe and produced to the acceptable standards.

Under the maturity of industrial culture, customers are actually attracted by a particular brand, not a mere product. The culture of the industry, which goes with branding and advertising, has to be given an upper hand if the current Tanzanian industrialization has to become a success. Enactment of new laws, which take into account “branding” for both agro and industrial goods, is critical for appropriate management for the advancement of the sector.

4.4.3 Industrial Culture and Future Industrial Development in Tanzania

Tanzania has made considerable efforts in preparing the younger generation for the industrial sector, though with the application of labour-intensive technologies that shall render its industrialization being less productive as it is less productive and non-effective in terms of output per given time. What is being taught in schools and colleges need to prepare the labour force for the swift operation of the sector. The

majority of skilled labour forces; who happen to be the consumers of industrial goods are found to know less about what is behind industrial products they see, use, or consume. The issue of understanding the modus operandi of the industrial sector and its related product types, need to be promoted. It is after the younger generation of today is sensitized and educated for promoting the industrial sector that Tanzania shall have means to realize a smooth industrial development pattern. Such a pattern stands as a precondition to high productivity, profitability, and fostering rapid national economic growth.

According to Justinian Rweyemamu[17], the early phase of industrialization, which focused on industrial promotion through labour-intensive technologies, which based on processing primary goods, driven by import substitution strategy, failed as it generated only 4% of the GDP, despite the 50% increase in the number of industries between 1961 and 1965. The manufacturing ratio of manufacturing value added (MVA) and labour productivity increased, hence indicating intrinsically indicating the presence of inherent industrial culture in the sector by then; though the industrial output remained relatively low in 1966, i.e. below the anticipated 10%.

One may visualize the ineffectiveness of the currently adopted “labour intensive strategy”, which already indicated failure within the same geographical locality, Tanzania, in the past. The debatable issue, at this juncture, is as to whether Tanzania shall economically succeed to industrialize through the same strategy which failed in the past; when production technologies were not as advanced as the case is for today. Moreover, has the adopted labour intensive strategy taken on-board industrial culture transformation for the dynamic industrial process?

The paper reiterates that devoid of cultural transformation, Tanzania might find itself in a situation of “economic confusion” manifested in terms “lack of correspondence between labour force perception, technologies, in place and economic conditions of the consumers” who constitute the market for the manufactured goods. Such “confusion” will culminate into limited industrial development characterized by a lack of linkages between labour force, technology and marketing areas, hence economic stalemate.

5.0 CONCLUSIONS AND RECOMMENDATION

5.1 Conclusions

Cultural transformation, a change from agrarian to industrial inclination, is hereby found to be necessary and an indispensable factor for Tanzania a move towards meaningful productive and profitable industrialization. The process of re-culturization is responsible for the change of mindsets, a precondition for accepting the realities of the industrial economy. It is essentially changing from agrarian to industrial culture.

Cultural transformation is the prerequisite for the development of necessary services such as infrastructure and training industrial labour force. The type of labour force produced in Tanzania should be in-consistence to the technological status adopted by the industries established. The two factors tend to create a supportive environment for the rapid and smooth industrialization process.

Since Tanzania has adopted the labour-intensive industrialization, industrial culture to be agitated for needs to be inculcated among the majority of the population, not only the 40% which is estimated to be employed in the industrial sector. The rest of the population is much more needed to be culturally transformed so that it is made aware of the changes in the national economic paradigm, i.e. from agrarian to industrial. This is the critical population that stands as producers of raw materials and consumers of the industrial sector.

The larger Tanzanian population requires a form of cultural transformation as the industrialization process is expected to boost the national economy, enabling for the shift from low income towards a middle-income country. This demand for the participation of the majority, in various economic sectors, hence such transformation becomes explicitly unavoidable. For people to transform from lower-level income bracket to middle level, hard work and sacrifice are necessary. This cannot go without concerted efforts and people's awareness of the on-going economic transformation.

The type of transformation covered, in this regard, also refers to "readiness of the population" for consuming the produced industrial, call it branded goods. For ages, the majority of Tanzanians have been the consumers of local, unbranded products, mainly agricultural products. Now that, entry into the industrial economy, both industrial and agricultural goods need to be well branded meant for both local and international consumption. The inception of the industrial economy necessitates the transformation of the consumption patterns and more importantly a change in terms of the types of goods to be consumed. This remains to be the major challenge to the Tanzania government, as it is impossible to produce industrial goods only for export. If it will do so, then the rhetoric is on how can the population advance to middle income? Such an industrialization process, which is not reflected in terms of the development of the local population, may be deemed as mere cosmetic industrial development, which is not economically viable and is technically a big loss.

As Tanzanian industrialization is aimed at producing for mass consumption, mainly from locally available raw materials, it is implicit that such products have to be competitive since there is a larger possibility for product duplication; hence widening room for internal competition. The issue of competitiveness at national and international levels needs to be taken into account during product development and branding. The issue of standardization of products, for quality products, need not be over-emphasized.

It has been found that political will is the basis for the development of an industrial economy. For the case of Tanzania, the guidelines for the current industrialization[18] are documented and disseminated for use, though the aspect of spatial location, by type of industries, is found to be largely lacking. This lacuna is likely to cause industrial locational problems, particularly as most of the industries, are likely to be privately owned. The profitability factor might surpass the logical coexistence of industrial sets of certain types of industries found in particular location-specific settings. This is the essence of duplication of industries and the cause of conflicting interest, as some contradictory industries may be located closer

to each other, posing hazardous or economic negativities that adversely affect product safety and quality; and hamper profitability.

The government has an important role to play especially for creating the environment for industrial growth and thereafter protecting the industries established[6]. The environment conducive for industrial growth includes the provision of infrastructure, policy frameworks, and guidelines that facilitate meaningful industrial growth. The need to protect industries is a historical fact, which is critical for the development of small scale and other nascent industries of Tanzania. The government of Tanzania appears to have done much on the former, while a lot needs to be done for the later.

5.2 Recommendations

Awareness-raising has to be carried out through public rallies and meetings so that the Tanzanian population is made aware of the real changes expected to be brought about by the current industrialization phase. Talking about employment and wealth creation alone is a limited scope as all successes depend on the change in people's mindsets, hence ready to come aboard the awaited industrial wagon.

The need for developing more which specialized and skilled labour force characterizes industrialization is hereby proposed. Since industrial culture nurtures within the artisans, technicians and engineers; with applicable are requisite practical skills, who are the actual drivers of the industrialization process, the type of training and education, for the mentioned cadres, need to be tailored to the production techniques and technologies which are applicable in the existing industries. Revisiting the curricula for such important technological specializations and application of pragmatic pedagogical processes remains critical for the production of requisite labour force be-fitting the Tanzanian industrialization is hereby recommended.

The areas designated for industrial development need to be prepared in terms of the basic infrastructure such as roads, electricity, and water supply. Such areas need to be designated for certain particular types of industries; so as to avoid inconsistency in terms of industrial hazards and pollution. This can be exemplified by the possibility of having a chemical industry that produces poisonous products located closer to the one producing food products. Such cases may typically emerge out of up-hazard industrial development. Therefore we reiterate that it is not enough for various administrative regions of Tanzania to designate industrial zones within municipalities and town, but go further down towards segmenting the industrial zones into areas for specific types of industries, basing on the utility of the products generated.

Branding is among the key qualities of industrial production, which plays a role in enabling the transformation of the consumption pattern among consumers, i.e. from non-branded to branded products. Drawing the customers towards consuming specific brands is necessary for the promotion of specific industrial products generated by the sector. The art, science, and culture of branding need to be introduced and encouraged in Tanzanian economic sectors, meaning both agriculture and industry. More efforts are

put in place on training on product development, branding, and marketing for more profitable industrialization. The application of product brands becomes the mainstay of industrial growth and development.

In ensuring high-quality industrial products, the Tanzania Bureau of Standards (TBS) has to be improved for more professional practices towards ensuring international acceptance of exported and locally used industrial products from Tanzania. Furthermore, we urge the responsible authorities to ensure location-specific planning for various types of industries in all administrative regions so that no contradicting interests in terms of location and types of industries may arise. This is the essence of sustainable industrial development.

We further urge that countries of Africa do put in place concrete efforts for creating a plausible environment, conducive for the development of a strong industrial base for the fast growth of the national economy. Availability of capital, tax incentives, and guarantee against nationalization are aspects to be considered for future existence and advancement of the industrial sector.

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