THE IMPACT OF MARKETING STRATEGY ON EXPORT PERFORMANCE
(CASE STUDY OF SUDAN GUM ARABIC EXPORT PERFORMANCE)

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Abstract: This study aims to examine the impact of marketing strategy on Sudan Gum Arabic exports performance. It is an attempt to contribute to solve the problem of huge decline and fluctuation of Gum Arabic production and exports in last decay. This decline had led to drop in revenues. Many factors were behind this problem ; part of them are naturally as drought, and mainly are human made as lack of policies and strategies of both government and the Gum Arabic Company (GAC),which was monopolized gum Arabic exports till recent years. The main object of the study was to evaluate the impact of marketing strategies and policies on gum export performance. More precisely the study focused on marketing practices applied by the company. The study has formulated some hypotheses, concluded to that; Sudan marketing strategy is ineffective. Data has conducted through questionnaire, personal meeting, records and observation. Statistical Package of Social Studies (SPSS) has used to test the hypotheses and get results. The results confirmed that, ineffective marketing strategy of Gum Arabic Company (GAC) mainly caused in the drop of the exports revenue and lowered Sudan world market share.
Keywords: Gum Arabic, Marketing, Capability, Marketing Strategy, Gum Arabic Co.

1-Introduction

Gum Arabic is a dried exudate from stems and branches of *Acacia Senegal* or *Acacia seyal.* It is the oldest and best –known of the natural gums mixture of polysaccharides and glycoprotein gives it properties of a glue and binder, which is edible by humans. In the past, it has used as a wine fining agent, (Vivas et al 2001). Currently Gum Arabic is an important ingredient in soft drink syrups, M&M's chocolate candies, and edible glitter, a very popular, modern cake-decorating staple. For artists, it is the traditional binder used in watercolor paint, in photography for gum printing, and it is used as a binder in pyrotechnic compositions. Gum Arabic used as an emulsifier and a thickening agent in icing, fillings, chewing gum and other confectionary treats, (Laura & Glenn 2009).

Pharmaceuticals and cosmetics also use the gum as a binder, emulsifying agent and a suspending or viscosity-increasing agent, and recently it been investigated for use in intestinal dialysis, (Smolinske 1992).

Production of gum Arabic in Sudan is concentrated in the "gum belt" an area of central Sudan roughly between latitudes 10° and 14° north. The Gum belt's gross area estimated to cover 520,000 square kilometers, roughly quarter of current Sudan's total area (after south separation). It spans over eleven states and consists the four main regions; North Kordofan, South Darfur, Blue Nile and South Kordofan.

Small-scale farmers in traditional rain-fed farming areas (central and western Sudan) mostly produce Gum Arabic; they represent up to 20 percent of Sudan's population, or around 6 million people. Main producers usually give priority to food crop production (usually sorghum or millet) and seek other sources of income to increase their financial returns via cultivation of gum Arabic. Sudan annual production varies from one year to anther due to weather conditions (draught), insufficient funding for producers, and tribal conflict (War in Darfur). Historically Sudan was the main supplier of raw gum Arabic, with a market share of about 80%.Exports dropped from 60 thousand metric tons a year in 1960s-70s to about 30 thousand metric tons a year in 1980s-90s, rising again in the 2000s -2010s to about 35 thousand metric. Sudan annual supply with pronounced variation between 25 and 35 thousand metric tons, averaging about 30 thousand metric tons. It represents between 40-50% of world supply.

Internal marketing

Internal gum Arabic marketing in Sudan is free and take place at auctions competition. Merchants licensed to buy at auction must immediately make payment after the auction. The minimum price can be paid at auction is the (Floor Price), i.e., the official price of the government. Gum Arabic Company must buy non-bought gum at auction at official floor price. Most producers usually sell their products directly to the company through its local agents. Gum Arabic company handles cleaning, sorting, packaging and export processing.

Taxes and duties are imposed on gum at locality level and states level, in additional with taxes are collected on the way from production areas to export port, where GAC has its stores. Taxes represent between $200 and $400 per metric ton. Most producers claim that taxes represents a major barrier to the development of the sector (GAC 2010).

External marketing

External gum Arabic marketing in Sudan were monopolized over raw gum by GAC over last forty years in order to regulate exports to increase the revenue and to guarantee production to protect producers through the provision and to maintain gum Arabic trees. In 2002, Sudan government permitted to investors who cultivate certain area with gum trees to export raw gum Arabic. Currently only one company exporting raw gum from its planation. Since 2003, processed gum exports allowed for the companies obtain licenses. Many companies granted licenses, including the four main GAC international agents who established processing facilities in Sudan (crushing facilities to make "cleaned grade")in order to ensure improved supply for their processing lines in Europe and America.

Later on, in 2009, GAC concession withdrawn allowing more firms to trade in raw gum Arabic in order to revive gum Arabic production. This situation caused increasing of completion between GAC, its international agents and other processors pushed up prices paid to producers.

International marketing

Global raw gum Arabic production comes mainly from Africa. As no production figures are available, only export statistics give an idea about scale of production. Annual world production varies according to weather condition and price status. During the period of ten years (2001-2010), exports developed with remarkable variation between 25 thousand tons to 95 thousand tons, averaging 50 thousand tons a year. Sudan, Nigeria, and Chad are the main producers; they produce together about 95% of the world gum Arabic export (Table-1).

Based on export statistic, researchers estimated current world annual demand between 80 - 100 thousand tons. It has kept up by increasing consumption of soft drink and confectionary, beside new applications developed in dietary and health foods. Future perspectives for development of gum Arabic are good, demand projected to reach 150 thousand tons in 2020, (FAO-2010). The major importers are Europe and United States, as they both account for about 80% of global raw gum Arabic trade (Eurostat-2013). Most of imported gum processed in Europe and USA and then re-exported. As per CBI, 2012 majority of re-exported gum Arabic handled by European countries. In fact, the key gum Arabic merchants and manufacturing companies are located in France, the United Kingdom and Germany. These three countries re-exported about 83% of total gum Arabic. France, to date, remains the leading importer and re-exporter worldwide of gum Arabic. France achieves more of crude value-added, makes the greatest profits on its re-exports.

Gum Arabic Company (GAC)

Gum Arabic Company has established in 1969 as public company, with exclusive concession to export raw gum Arabic. The main objective was to regulate exports to increase exports revenue, guarantee production and product producers. This concession continued for more than forty years, until it polished in 2009. The board of the GAC is consist of ten members, three representatives of the government which owns 30 percent of GAC's shares, four representatives of producers through the Farmers Union which owns 20 percent of shares and three representatives of individual shareholders who is approximately about five thousand, own 50 percent of the shares. The company (GAC) is involved in purchasing, preparing and exporting raw gum Arabic. The organizational hierarchy of the company is consist of four main departments; finance &investment, administration affairs, commercial affairs, and technical & research. Marketing is a section of commercial affairs. Approximately about 500 employees are working in the company. The GAC monopoly on raw gum Arabic polished in 2009.The company (GAC) has negatively affected by the last changes in gum Arabic marketing arrangements. GAC sales to its usual clients dropped, as result of clients starting to source kibbled gum from Sudanese processors. GAC international agents now have their own processing facilities in Sudan. So GAC now suffering weak marketing capacity and facing many challenges threat to its survival, so government support is highly required to avoid its collapse.

2-Literrature Review

Marketing has had several definitions, each of them was stems from the idea is consistent with the period in which it was considered the importance of marketing by the men of the administration. At initial stages, marketing were not exceed function of trade, and on this basis American Marketing Association (2013), defined marketing, as "do various commercial activities for the flow of goods and services from sources of production to the markets of consumption and use".

Marketing is the process of communicating the value of a product or service to customers. Marketing might sometimes interpreted as the art of selling products, but sales is only one part of marketing (Baker 2008). As the term, "Marketing" may replace "Advertising" it is the overall strategy and function of promoting a product or service to the customer (Smolinske 1992). From a societal point of view, marketing is the link between a society's material requirements and its economic patterns of response. Marketing satisfies these needs and wants through exchange processes and building long-term relationships. The process of communicating the value of a product or service through positioning to customers. Kotler,

1984 stated that, marketing can looked at as an organizational function and a set of processes for creating, delivering and communicating value to customers, and managing customer relationships in ways that benefit the organization and its shareholders. Marketing is the science of choosing target markets through market analysis and market segmentation, as well as understanding consumer-buying behavior and providing superior customer value.

There are five competing concepts under which organizations can choose to operate their business; the production concept, the product concept, the selling concept, the marketing concept, and the holistic marketing concept. The four components of holistic marketing are relationship marketing, internal marketing, integrated marketing, and socially responsive marketing. The set of engagements necessary for successful marketing management includes, capturing marketing insights, connecting with customers, building strong brands, shaping the market offerings, delivering and communicating value, creating long-term growth, and developing marketing strategies and plans (Vivas et al 2001).

As per Kotler and Armstrong (1996), effective marketing starts with a considered, well-informed marketing strategy. A good marketing strategy helps you define your vision, mission and business goals, and outlines the steps you need to take to achieve these goals.

Your marketing strategy affects the way you run your entire business, so it should planned and developed in consultation with your team. It is a wide reaching and comprehensive strategic planning tool that:

- Describes your business and its products and services.

- Explains the position and role of your products and services in the market.

- Profiles your customers and your competition.

- Identifies the marketing tactics you will use.

- Allows you to build a marketing plan and measure its effectiveness.

Kotler & Conner (1997), stated that marketing strategy sets the overall direction and goals for your marketing, and is therefore different from a marketing plan, which outlines the specific actions you will take to implement your marketing strategy. Your marketing strategy could developed for the next few years, while your marketing plan usually describes tactics to achieve in the current year.

Marketing strategy is a process that can allow an organization to concentrate its resources on the optimal opportunities with the goals of increasing sales and achieving a sustainable competitive advantage, (Smolinske 1992). So marketing strategy includes all basic and long-term activities in the field of marketing that deal with the analysis of the strategic initial

situation of a company and the formulation, evaluation and selection of market-oriented strategies and therefore contribute to the goals of the company and its marketing objectives.

Marketing strategy composed of four elements called marketing mix or 4Ps. Marketing mix (product, price, promotion, and place) are the elements an organization can and must control in offering its product to the market as per McCarthy (1960) who is the first one who proposed this framework, which has dominated and informed the understanding of marketing principles (Gronroos 2006). This framework has not only offered useful guide to major categories or marketing activities (Czinkota & Kotabe 2001), but it has also provided the organizing framework for "almost all marketing textbooks and courses" (Shapiro, etal,1985).

Performance defined in business dictionary, as the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. According to Molly (2013), to assess accurately how well a business is performing, one needs to develop some quantifiable measures by identifying those aspects of the business process that need improvement and that are working well. This can then use to evaluate the company productivity over a set period.

3-Previous Studies

Marketing literature suggests that that firms use capabilities to transform resources into outputs driven by their marketing mix strategies and that such marketing capabilities can affect their business performance (Vorhies & Morgan, 2003 &2005; Morgan, Vorhies &Mason, 2009).

Many previous research studies have conducted to understand the different impact of marketing mix capabilities on export performance.

Taiwo (2010) has indicted that, strategic marketing practices have a significant impact on performance variables and that interact with the different components to facilitate performance. This statement confirms the observations of earlier studies (Day & Montgomery, 1999; Johne & Davies, 2002; Folan et. al, 2007; Franco Santos et.al, 2007).

Studies showed positive relationship between product capability and export performance. Lages, Silva and styles (2009) reported that product strategy is the key driver of export performance and product quality is the top determinant of export performance.

It is essential for exporting firms to have capable international distribution channels. Wilkinson and Brouthers (2006) contend that distribution capability, whether through distributors or direct international channels ,allows export firms access to customers in foreign markets, gain important local-market knowledge, and provide necessary marketing

services. Distribution capability can have differential effects on the export performance of firms due to the different requirements and aspiration of non-exporters, early exporters, and advanced exporters (Leonidou &Katsikeas, 1996; Leonidou 2004). Some pervious research studies have reported that distribution network availability and cooperative partnership between the manufacturer and the export channel have a positive effect on export performance (Style & Ambler, 2000; Leonidou *et al,* 2002*;* Lages & Montgomery, 2004; Lee &Griffith, 2004, Sousa & Bradley, 2009).

Promotional capability allows firms to adapt to foreign markets and target the right customers with effective integrated marketing communications (Blesa & Ripolle, 2008). So export managers need to devise incremental promotional strategies characterized by gradual adjustment to market condition (Lages, Jap & Griffith, 2008). In the later stages of export development, firms with superior marketing communication capability are able to persuade global consumers to purchase their products that are available in the targeted foreign markets (Murray *et al,* 2011). Hultman, Katsikeas and Robson (2011) stated that export promotion strategies are more effective in increasing export sales for firms with greater experience in the specific foreign markets.

4-Statement of the problem

After close to forty years of concession to GAC, to manage export of gum Arabic, the results showed in the followings:

I-Downfall of Sudan world market share to less than 50*%.*

Ii-Decline of production and exports annually, at average rate of 3 percent.

Iii-Lower producers return.

Iv-Emerge of close competitors.

V- Increasing of smuggling via boarders

5-Objective of the study

The main purpose of this study is to assess the impact of marketing strategy and policies on gum Arabic export performance in Sudan, beside the following sub objectives:

1. To identify options to change current marketing practices in order to increase gum exports.

2. To open new markets for export.

3. To maximize the value added to exports.

4. To develop and increase the production.

5. To satisfy producers with fair floor prices and return.

5.1-Research hypothesizes

To attain the objectives of the study, the following research hypothesizes have been set based on the revelation in the review of literature concerning relationship between marketing capabilities and export performance.

Hypothesis 1

There is strong relationship between the product capability and export's performance.

Hypothesis 2

There is strong relationship between the pricing capability and export's performance.

Hypothesis 3

There is strong relationship between the distribution channels capability and export's performance.

Hypothesis 4

There is strong relationship between the promotion capability and export's performance.

6-Research Methodology

6.1 Data collection

Data collection has conducted from primary and secondary resources. The secondary data resources were library researches, published material and worldwide web. While primary data was collected via questionnaire. Questionnaire designed to measure the capabilities of Gum Arabic marketing strategy. Questionnaire formulated based on four independence variables of marketing mix, which were product, price, place (distribution) and promotion. The dependent variable was export performance that considered in terms of; world market share, export volume, export revenue, and producers return.

The study generally displayed gum Arabic export over forty years, focusing on the last ten years.

Total of (200) questionnaire were distributed, (178) was returned with response rate of (87%). Some of retuned questionnaire excluded due to incomplete information. As result (173) questionnaire considered as valid for test.

Overall (40) questions were developed to be answered based on Five Points Likert Scale (one= strongly disagree to five= strongly agree) as it is considered to be an easier approach to collect data (Yu and Egri 2005).

It is important to mention that, the survey instrument translated and back translated.

6.1.1 Sampling

The target population of this study made up of all gum Arabic producers in the four main production regions in Sudan. From GAC producers record list (200) respondents were selected randomly, (50) for each region, using random technique.

6.1.2 Variables

Respondents had asked to indicate their perception about marketing capabilities exercised by the company. The four marketing capabilities measured by two-item five-point rating scales ranging from (1) much lower to (5) much higher. Product capability measures the company exported products quality and degree of diversification. Promotion capability measured by assessing the company promotion budget and effectiveness of promotion activities in international markets. Distribution capability captures the company distribution budget and effectiveness of distribution activities in international market. The operationalization of this study is consistent to Zou et al. (2003).

A four –item five point Likert scale, measures export performance. These four items capture the perceived the international market share growth, export volume growth, export revenue growth, and producers return growth. These items are adapted from Katsikeas *et al* (2000) and Diamantopoulos &Winklhofer (2001).

6.1.3 Test of reliability

Reliability test is conducted based on Cronbach Alpha to measure internal consistency of questionnaire, results was fall between(0.75) and (0.85), which is valid value, because satisfactory should be more than (0.60) for the scale to be reliable (Malhotra 2002). The overall Cronbach alpha of all scales used in this study was (0.80).

7-Data analysis and results discussions

7.1 Respondents demographics

All respondents were male (this due to the hindrance and toughness of this business). As per (table-1) majority of respondents (80%) posses B.sc degree, (6%) posses M.sc, and (14%) possess secondary school certificate. This distribution shows that most of the respondents are highly educated people, who could know the concept of marketing strategy. Most of the respondents (56%) have 5-9 years experiences in this field, that indicate the respondents actually spent enough time to know the impact of marketing strategy on performance of Gum Arabic exports.

7.2 Statistical methods

The statistical methods used in this study were:

7.2.1 The mean, which is most commonly used measure of central tendency, researchers have used to measure the average answers of respondents.

7.2.2 Standard deviation, which is the most used tool to measure the depression and concentration of respondents answers from the arithmetic mean. Deviation value less than (1.00) refers to the concentration of the answers and lack of dispersion, while deviation above (1.00) shows lack of concentration and dispersion.

7.2.3 T-test, it is used to determine significant differences on certain points (center hypothesis of the study) or the differences between two means.

Statistical Package of Social Studies (SPSS) has used to test the hypothesis.

7.3 Hypothesis testing

Due to the testing of the study hypothesis, (table-2), shows the correlation values that accomplish the objectives of this study. According to (Welkowitz, Cohen and Ewen 2006) correlation coefficient is very useful way to summarize the relationship between two variables with a single number that falls between(-1and +1). (-1) indicates a perfect negative correlation, (0-0) indicates no correlation, and (+1) indicates a perfect positive correlation.

First hypothesis

Result showed that, there is a significant positive correlation between the product capability and export's performance as per (table-2). This is due to the value of correlation which is 0.674 at the statistical significant level of (α =0.05) and standard deviation value of 0.745 which is less than (1.00), that indicates high concentration and lack of dispersion. Most of gum exports are in raw form, there is no product diversification.

Second hypothesis

Study result showed, there is a significant positive correlation between the pricing capability and export's performance. This clearly observed from correlation value, which is 0.882, and standard deviation value of 0.624(table-2). Respondents complained of low prices received by farmers pushed them to favor crop cultivation over gum Arabic trees.

Third hypothesis

Figures showed a significant positive correlation between the distribution capability and export's performance. This refers to the correlation value of 0.792 and standard deviation value of 0.675(table-2). Most exports directly sold to main four international agents. This cartel has strong influences on exports prices and formed oligopoly of buyers.

Fourth hypothesis

Table result showed a significant positive correlation between the promotion system and exports' sales. This refers to the correlation value, which is 0.829, and standard deviation value of 0.735(table-2). Sales depend on only one element of promotion mix (personal direct selling).Others elements as advertising, sales promotion, and publicity are not active.

7.4 Discussion & findings

The hypotheses test confirms significant positive correlation between marketing strategy and gum Arabic exports performance. As per T-square test, pricing capability and distribution capability showed highest positive correlation with exports sales performance, which means that they has maximum contribution toward exports sales performance. While product strategy showed the least positive correlation.

In last ten years (2004-2013), Sudan gum Arabic exports performance showed a little bit improvement due to later Government changes in marketing arrangements. The return to producers increased in the last five years (2009-2013) from 100 SDG/Kantar (one Kantar = 100Lbs) in 2009 up to 850 SDG in 2013 (table-6). This increase was due to high competition on domestic market. Despite of producers increased returns, but this increment mostly absorbed by high inflation rates that average between 35-45 percent a year as per reports of Sudan Central Bureau of Statistics (SCBS-2014).

 Last decade export quantity showed some variations and slightly increases (table-3); export dropped from 27,444 MT in 2004 down to 16,316 MT, by rate of about 40% , this may be due to international financial crisis. However, in next year (2008) quantity increased by rate of 132% to reach 37,860 MT(table-3), this increase may be considered as an attempt from importers to compensate last year lower purchase. In the last five years, amount exported rose 50%, that is, from 36,636MT in 2009, to 55,079 MT in 2013.

Despite of increased export quantity, but Sudan world market share is still between 45%-47% (table-5). This is due to increase of international demand and competitors (Nigeria & Chad) well export performance. Nigeria and Chad emerged as important producers in 1990s. In years 2009/2010, Nigeria and Sudan have been competing for first place in worldwide exportation (table-4). Chad, which primarily exports (Talha) gum, became increasingly important from the end of the 1990s with exports of between 10 to 17 thousand metric tons. Depending on the year, averaging 12.5 thousand metric tons a year between   2001 and 2010 (table-4). Nigeria & Chad global market share is growing; even most of their gum exports are of Seyal grade. They are both export about 50% of global supply.

Sudan export rates are instable due to supply variation, (table-3)show the price was about US$ 1500/MT in 2003/2004, shooting up to above 5000 US$/MT in 2005/2006 , dropping back to 3000 US$/MT in 2008/2009, staying in 2500 US$ in 2001/2012. Obviously observed; production volume and supply influence the price.

Monetarily, Sudan's exports between 2004 and 2009 amounted to more than USD 456 million (table-3), with annual average amount of about USD 91million. While it amounted to more than 639 USD in the period from 2009 to 2013, with annual average amount of about USD 127 million (table-3). The amount value of the last year exports was more than USD 134 million as the highest revenue in the last ten years.

The main impact of key strategy and policy changes over the last ten years on gum Arabic exports performance represented in; a- an increase of production and export by the rate of 100%, as it increased from 27,444 to 55,079 MT(Table-3). b- An increase in producers return from 75 to 850 SDG, by rate of about 103% (Table-3).

By X-rayed the marketing capabilities of Gum Arabic in Sudan; the researchers reached to the following findings:

a- Most of those involved in marketing process at GAC are not highly marketing oriented. Marketing manager is an economist; the assistant marketing manager is an engineer, the procurement manger is an accountant etc. This situation had negative implication on implementation of marketing programs.

b- Producers insufficient income due to gum low prices pushed them to cultivate others commodities of high income.

c-The company concerned on one major promotional tool (direct marketing), and ignores others promotional mix elements.

d- The company direct selling to few international agents led them to form monopoly cartel.

e- Sudan product supply strategy mainly depends on raw gum, and neglects others product diversification forms.

f- Fluctuation of gum supply (exports) affected negatively on the Sudan creditability.

g- Government limited budget of scientific research, had bad effects on awareness to develop gum sector.

h- High taxes and duties imposed on gum local trade, which represents 40% of export price, directly increased total product cost.

7.5 Recommendations

Based on the findings, the researchers suggest the following recommendations:-

a-For the company (GAC), it has to do the following:

-It must change its strategy and structure to cope with current development in the gum market.

-It has to introduce training scheme to enhance attainment of sales and marketing objectives to survive under current high completion.

-It has to recruit right efficient professionals in its management and administration positions, precisely in marketing.

b-For the Sudan government, it has to do the following:

-Provide remunerative price (Floor Price) leads to increase production prevents gum production drop.

-Expand its foreign agents via applying other promotional mix elements, to avoid domain of certain cartel.

-Product diversity leads to satisfaction of each customer and increase the volume of exports and then return.

-Cancel all taxes, fees, and duties imposed on the trade of gum Arabic.

-Enable and encourage local processing and manufacturing of gum, in order to maximize add value to exports.

-Set and execute a prompt marketing strategy to develop gum Arabic sector, including research, improved technology transfer and reforestation.

-Support producer's organization and helping them to access new technologies to increase yields and tapping.

-Encourage reaches in global market to get opportunities via understand changing structure on demand, monitoring breakthroughs in substitute's development.

-Maintain buffer stock inventories to protect against production interruptions.

Sudan has to work to put and execute strategic plan aims to increase production in a sustainable manner and advanced to meet the requirements of the growing global demand, with appropriate pricing of gum. Because the stability of prices, encourages sustainability and increasing global demand and creates a strong partnership with customers. Sudan has to avoid speculation and price increases in times of scarcity and low supply, because it pays consumers to work on reducing the quantitative demand, and push them to search other sources, also lead to the development of synthetic substitutes.

Better, for Sudan if it wants to reap the biggest benefit of its gum, it must first stops the export of crude gum, and then enters a valuable partnership that works with international companies in the manufacture of gum.

8- Conclusion

The primary purpose of this study was to examine the impact of marketing strategy on gum Arabic export performance in Sudan. The results of the study showed that, marketing capabilities of both, the Gum Arabic Company (GAC), and the Sudan government were insufficient. Therefore, it caused in drop of production and exports and lead to lowered Sudan world market share. Despite of positive effects of last changes in strategy and policy, but still Sudan global market share is below 50%. The results of the study contribute to understand the impact of marketing capabilities on export performance. The study can explain which marketing capabilities contribute to export performance by assessing the differential role of marketing capabilities. Our findings suggest several ways that an exporter can improve export's performance. Among the four marketing capabilities, pricing and distribution showed greater significance to export performance. Marketing capabilities are not the exclusive determinant force on export performance, such uncontrollable factors of microenvironment as suppliers, competitors, customers do affect export performance. Beside macro environmental factors as economic, technology, demography, and sociocultural. Results showed the significant managerial implication on export performance.

Although this study has contributed to marketing literatures, but we have to consider its limitations. Most significantly, this study focused on one company and country, this may limit the generalizability of the findings to other environmental and country contexts. Future research should validate the findings of this study using data obtained from other countries. Therefore, the findings of this study may be transferable to other African competitor's gum Arabic exporting companies and countries as Chad and Nigeria exhibit similarity in their exporting product and exporting marketing capabilities.

The study approach takes conventional view of marketing capability. So future researches should test the impact of other nontraditional types of marketing capabilities on export performance. Such as organization-level marketing capabilities and competitive advantages. Furthermore, researches can be conduct on aspects related to what factors enable or hinder development of marketing capabilities.

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Illustrations

Table (1) Demographics of the respondents. (N=173)

Characteristics	Frequency	Percentage
Sex		
Male	173	100%
Female	0	0%
Level of education		
Secondary	87	50%
B.sc	66	38%
M.sc	20	12%
Years of experience		
Less than 5 years	41	24%
5-9 years	76	44%
10-14 years	44	25%
15 and above	12	07%

Source: survey data-2014.

Table (2) Correlation between marketing capability and export.

Hypothesis	Correlation	Sig.	Std. Deviation
Product capability	0.674	0.000	0.745
Pricing capability	0.882	0.000	0.624
Distribution capability	0.892	0.000	0.675
Promotion capability	0.729	0.000	0.735

Source: survey data-2014.

Table (3) Sudan Raw Arabic Gum Exports Volumes and Values (2004-2013)

Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Quantity M/T	27444	33078	23149	16316	37860	36636	48598	45633	52357	55079
Value M$	41248	103107	128245	73764	109945	128263	132673	115132	128641	134678
Price $M/T	1503	3117	5540	4521	2904	3501	2730	2523	2457	2445

Source: Central Bank of Sudan (CBOS) – (Statistics &Research Dept.)-2014

Table (4) World Exports of Raw Gum Arabic (2001-2010)

Country	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Sudan	26105	34382	13217	27444	33079	23149	16316	37860	36636	48598
Nigeria	8747	6556	0050	15407	19313	21231	14463	14124	40862	34780
Chad	12891	10664	9672	12044	14188	17816	11860	16219	9417	9509
Others	2137	2724	3097	2393	3930	3474	4329	5964	3959	3133

Source: ITC (Trade Map) based on COMTRADE statistical data-2010.

Table (5) Major Exporting Countries (2001-2010)

Country	Average	Total	Percentage
Sudan	29,678	296,786	47%
Nigeria	17,553	175,533	28%
Chad	12,428	124,280	20%
Others	3,424	34,240	5%
Total	63,083	630,839	100%

Source: Researchers-Computed from table (4)-2014.

Table (6) Producers Sale Prices in SDG/Kantar (2004-2013)

Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Price /Kantar	75	120	70	80	100	150	300	500	700	850

Source: GAC – annual reports -2014.