Factors Influencing the Export Marketing Performance: The Case of Ethiopian Exporters

COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MARKETING MANAGEMENT

A THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES OF Addis Ababa UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER IN MARKETING MANAGEMENT

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ADDIS ABABA, ETHIOPIA

DECLARATION

I hereby declare that this thesis is my original work and has not been submitted for examination before for the award of other degree or qualification in any other University and all sources of materials used fully acknowledged.

Negussu Solomon

Addis Ababa University College of Business and Economics School of Commerce Marketing Management Graduate Program Unit this is to certify that the thesis is prepared by Negussu Solomon, entitled; Factors influencing the export marketing performance: The case of Ethiopian exporters in partial fulfillment of the requirements for the award of the Degree of Master of Arts in Marketing Management with the regulation of the University and the accepted standards with respect to originality.

Approved by the board of examiners

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Thesis Advisor	Signature	Date
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Internal Examiner	Signature	Date
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External Examiner	Signature	Date

Statement of Certification

This is to certify that **Negussu Solomon** has carried out his research work on the topic entitled **Factors Influencing the export marketing performance: The case of Ethiopian Exporters** is his original work and is suitable for submission for the award of Master's Degree in Marketing Management.

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Advisor: Belaynesh Tefera (PhD)

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Abstract

The general objective of this research is to examine factors that influence the export marketing performance of export Companies in Ethiopia, 2020. This study was conducted at the export companies operating in the Ethiopian, 2020. The cross-sectional design with a quantitative approach was used and the data were collected using the field survey method at one point in time for two months. In this study, 172 managers/owners were included during data analysis, and frequency distribution of the respondents' and firms' profile, Export market performance variable result was explored and presented using tables and a figure. Logistic regression was used at 95% CI to identify the degree of the positive influences and the associations existed between the outcome and covariates & those variables with P-value < 0.05 were reported and considered as statistically significant. A total of 172 respondents were interviewed and of those 134(77.90%) were males. The response rate was recorded to be 77.83%. The overall Export Marketing Performance (EMP) accounted for 105 (61%) [54.1% - 68.6%]. Six independent variables were used for logistic regression analysis. These variables were "CEP, EMSC, PUEMS, FMC, MO, and EO". However, the result revealed that all of these independent variables were found to have no positive influence and have no significant association with the Export Marketing Performance and all the P-values were found to be >0.05. The level of the overall export marketing performance of export Companies in Ethiopia reveals a considerable higher finding. However, there was no positive influence and no significant associations were found between export marketing performance and independent variables. Therefore, further studies should be conducted by including more and other additional factor variables that haven't been addressed in this study.

Key words: Ethiopian Export, Export marketing performance, Determinant of export marketing performance

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List of Acronyms

CEP- Characteristics of export product

EMP- Export marketing performance

EMSC-Export market built specific characteristics

EO-Entrepreneurial Orientation

FEP-Financial export performance

FMC-Firm/Managerial characteristics

GDP- Gross domestic product

LDCs- Less developed countries

MNCs-Multi-National corporations

MO- Market Orientation

MS-Management Satisfaction

PLC-Product Life Cycle

PUCMS-Presence and use of export marketing strategy

SEP-Strategic export performance

SPSS-Statistical package for the Social Sciences

US- United States of America

Chapter One Introduction

1.1. Introduction

In this chapter, the overview of the study will be addressed. And it also provides a description of the statement of the problem, research questions, objectives of the study, significance of the study, limitations and delimitations of the study.

1.2. Background of the study

During the last four decades, international markets have undergone tremendous changes with far reaching implications. Global political, social and economic trends during this time have created major business opportunities and challenges for international marketers. (Ricky, 2011)

The international marketplace has become increasingly turbulent at the same time that globalization is progressing. The entrepreneurial innovations and technological advances have resulted in the development of new products, services, and ways of doing business. These changes, coupled with the increased speed with which they cross borders, have reduced barriers to trade and increased competition and economic turbulence. (Gerald, et al, 2016)

All of these major changes in international business have contributed to increasing opportunities and competition in the international marketplace. New products, services and business models are being created; improvements in logistics facilitate faster and less expensive means of moving goods; and reduced barriers to trade and investment enable more companies to expand internationally and increase exports. The increasing opportunities are, of course, accompanied by increasing competition across borders. This has also meant that most companies must continually develop new and improved products, services, and/or ways of doing business in order to meet the intensified competition. (Gerald et al, 2016)

Exporting is the most common market entry mode for small and medium-size companies, and is widely used by all large enterprises. Export of goods and services represents the value of all goods and other market services provided to the rest of the world. They include the value of merchandise, freight, insurance, transport, travel, royalties, license fees and other services. Such as communication, construction, financial, information, business, personal and government services. They exclude compensation of employees and investment income (formally called factor services) and transfer payments. (World Bank, 2014)

Ethiopia exporting of goods and services (% of GDP) has declined over the past years. Export of goods declined by 2.92 percent in 2012 from the previous years and further declined through the years with its lowest in the year 2017 with 7.63(% of GDP). It had a small increase in 2018 with 8.367(% of GDP), but it is almost half of the export of goods and services (% of GDP) of the year 2011 with 16.687(% of GDP). (World Bank, 2014)

Marketing effectively to and in foreign environments requires that the international marketing manager acquire a clear understanding of each target market, the differences that exist, and what must be done to accommodate the differences. As part of the solution to address the declining export performance, and to meet the challenges and opportunities of the rapidly globalizing markets, Ethiopia can improve its international competitiveness by increasing the quality of management skills and knowledge in international marketing; and bolstering research, development and innovation.

According to many researchers the factors that influence export marketing performance are firm characteristics (Bategek,2010, Niaz;2019, Deribe;2019), export marketing strategy(Hamza;2014,Abdul; 2012), Product characteristics(Cavusgil, Zou and Naidu;1993, Eyalachew; 2018), market orientation(Sefnedi et al; 2014, Ku-Ho et al;2014), market characteristics (Julian and O'cass;2004) and Entrepreneurial orientation(Christopher and Charles;2008, John; 2009). Therefore, the researcher will try to investigate the influence of these factors under the Ethiopian exporting firms export marketing performance.

1.2 Statement of the problem

Porter (1990b) has asserted that it is a firm's possession of competitive advantage that derives performance. Even though Ethiopia exports 74 product with revealed competitive advantage Ethiopia lags behind peers in global competitiveness rankings and its performance on a declining trend. According to (Klaus, 2019), Ethiopia ranks 126th out of 141 countries in the world. This is behind most of it peers in sub-Saharan African such as

Rwanda (100th), Zambia(120th), Kenya (95th) Tanzania(117th) and Uganda(115th). Ethiopia ranking dropped by 4 places over the past year.

According to World Bank (2014) Ethiopia exporters are poorly diversified both in terms of product and destination. They exhibit significantly lower number of HS 6- digit products exported per firm than comparable countries and In cross country comparison with over 100 countries Ethiopia has lower-than expected entrepreneurs, lagging behind countries like Uganda, Kenya, Rwanda and Zambia. This poor diversification performance is also explained by the absence of few highly diversified multi-product multi destination export superstars dominating exports, a phenomenon commonly observed in other countries.

Moreover, more than "what" is being exported it is the "how" that is hindering the export potential of Ethiopia. There is scope for improving the quality of existing commodity exports, through basic value addition, such as coffee wet processing or machine flaying of animal skins. Even in products with a revealed product comparative advantage, little upgrading or branding has occurred to earn higher value per unit over time. By starting to compete on the quality of existing commodity exports (and not just on price), Ethiopia reduce sensitivity to volatile international prices there by supporting the gradual shift of products and exports into agro-processing and light manufacturing.(World Bank,2014)

The Ethiopian business environment favors incumbent firms and deters new entrants into export business and even so, no "export superstar" is emerging. The export sector lacks dynamism in terms of firm entry and exit. Rather than increasing scale, growing from small to large, new entrants to the export market are already often relatively well established in other business such as trading. This may be due to the fact that smaller firms have limited access to credit, which would have allowed them to increase the scale and scope of their activities. This is a challenge because rising and dynamic firms often generate more new jobs than established firms. Other factors such as low entrepreneurship and low regulatory quality in terms of promoting the private sector may also explain this. However, despite a favorable environment for incumbents, they are yet to emerge as multi-product and multi-destination superstars. (World Bank, 2014)

Understanding these problems this study will try to investigate the factors that influence the export marketing performance of the export firms in Ethiopia and try to have a solution for this problem using subjective measurement.

1.3 Research question

To achieve the purpose of the study, the researcher formulated the seven research question depending on the background and problem statement of the study. The six research questions of this study are:-

- What are the factors that influence the export marketing performance of exporters in Ethiopia?
- Does the firm characteristics of exporters in Ethiopia influence their export marketing performance?
- Does the product characteristics of exporters in Ethiopia influence their export marketing performance?
- Does the market characteristics of exporters in Ethiopia influence their export marketing performance?
- Does the market orientation of exporters in Ethiopia influence their export marketing performance?
- Does the export marketing strategy of exporters in Ethiopia influence their export marketing performance?
- Does the entrepreneurial orientation of exporters in Ethiopia influence their export marketing performance?

1.4 Research objectives

1.4.1 Main objective

The general objective of the study will be to examine factors that influence the export marketing performance of export Companies in Ethiopia.

1.4.2 specific objectives

- To examine firm characterizes of exporters in Ethiopia and the influence in their export marketing performance.
- To examine product characterizes of exporters in Ethiopia and the influence in their export marketing performance.
- To examine market characterizes of exporters in Ethiopia and the influence in their export marketing performance.
- To examine market orientation of exporters in Ethiopia and the influence in their export marketing performance.
- To examine export marketing strategy of exporters in Ethiopia and the influence in their export marketing performance.
- To examine entrepreneurial orientation of exporters in Ethiopia and the influence in their export marketing performance.

1.5 Scope of the study

Only six internal and external factors are considered in this study i.e. Export marketing strategy, firm characteristics, product characteristics, market characteristics, market orientation and entrepreneurial orientation that are under investigation of the factors influencing the export marketing performance of the exporters in Ethiopia while other factors are not considered for this study.

Methodologically out of the total of export companies operating in the Ethiopian, only active exporter that have the capital of 50,000,000.00 or above are selected for this research purpose and the result might not be representative to show the overall effect of internal and external marketing factors on export marketing performance.

Geographically all the exporters selected for this study are enlisted as active exporters by the Ministry of Trade and located in Ethiopia.

1.6 Significance of the study

This study may have contribution to the area of marketing research related to export of Ethiopia in representing various approach inquires to manage future research. In the meantime it might add knowledge to the literature and it might be venturing stone for academicians to carry further investigation on the issue by pointing out the effects of internal and external factors in export marketing performance.

The study may amplify the contribution of standardizing the right export marketing to Ethiopian exporters as specially related to the international marketing concept by trying to show ways that may improve the successful export marketing to exporters in Ethiopia. The finding of this study may help Ethiopian exporters to improve their marketing strategies and market approach to meet the needs of their customers in domestic and international market.

The study may help institutional supporters to have a deeper understanding and recognition on the problems the exporters face during the export process and challenges that they may face in their export venture. The recommendation of this study may be helpful as input for policy makers so that they can assess policies and regulations in order to make suitable policies and regulations which can enhance the export performance of the firms or the overall country export performance.

1.7 Limitation of the study

Ethiopia is small, open economy and relatively minor player internationally with 0.14 percent share of the world GDP in 2018(world trade organization 2019). As this research will be carried out in Ethiopia only, the finding of this research may not be considered as an international phenomenon. To determine the validity, these tests need to be replicated with similar firms in another countries.

Another limitation is that this research will try to identify the factors that affects export marketing performance and the measure scale of those factors. It doesn't take into consideration the individual weighting that may be assigned by each firm to those factors and measurement scales.

Also, the research will include only exporters listed with capital of 50,000,000 or above and doesn't include the listed company below the stated registered capital.

Finally, the scope of this research is also limited by the research questions this study will address. All the above limitations are beyond the scope of the research questions.

Chapter two Literature review

2.1 Introduction

In this chapter, a review of the literature from several key international marketing disciplines will build the theoretical foundation of this study and international trade theories have been used to explain why trade and investment take place. The focus of this review is to draw and consolidate knowledge from different yet related literature in an effort to identify a suitable model of the factors affecting export marketing performance. Research hypothesis will be drawn from these different related areas which are argued to contribute to our knowledge of the factors affecting export marketing. The chapter is prepared in three parts i.e. the theoretical review, the empirical review and the conceptual frame work.

2.2 Theoretical Review

2.2.1 International Trade Theories

Comparative Advantage Theory

The comparative advantage theory was developed by nineteenth-century British economist David Ricardo. It states that a country should produce and export those goods and services for which it is relatively more productive than are other countries, and import those goods and services for which other countries are relatively more productive than it is (Ricardo 1963)

He argued that trade could be beneficial on the basis of comparative advantage and not just absolute advantage. Even when a nation has absolute advantage in everything it produces, it will also have a greater advantage in some goods than others. By choosing to produce goods in which it has a greater advantage, the more efficient nation can allocate scarce resources more effectively. The output forgone or opportunity cost is less when resources are taken away from less advantaged goods and put to use in the production of more advantaged goods. When each country chooses to produce by specializing on the basis of lower opportunity cost, the resulting resource allocation would be in accordance with the principle of comparative advantage. Since economic efficiency among trading nations improves as a result of trade based on comparative advantage, countries would be better off in terms of total wealth after trade (Ricardo 1963).

Developed by two Swedish economists, Eli Hecksher and Bertil Ohlin and known as the Theory of relative factor endowments or Hecksher-Ohlin Theory, it states that a country will have a comparative advantage in producing products that intensively use resources (factors of production) it has in abundance (Heckscher & Ohlin 1991). According to the Hecksher-Ohlin Theory, factor endowments of resources and labour differ among nations. Thus, countries export goods that use their most abundant resources intensively and import the goods that require intensive use of their most scarce factors. The Hecksher-Ohlin Theory suggests a strong relationship between potential international business transactions and a nation's endowments of the factors of production. Later on, Hirsch (1967) adds market size as a potential indicator. He emphasizes the relationship between international trade, comparative costs, and a nation's market size; stating that countries that are likely targets for initial exports and sources of early manufacturing competition have similar domestic markets.

Based on the above theories, advanced economies having similar climate and factor proportions should not trade with one another since there are no comparative advantages. However, much trade does occur among developed nations and thus there must be other variables in addition to factor endowments, which play a significant role in determining trade volume and practices. Porter (1990b) analyzed over one hundred case studies of industries in ten leading developed nations, and developed the Theory of National Competitive Advantage which identified four major determinants of international competitiveness: (1) factor conditions – the nation's position in factors of production, such as skilled labor or infrastructure, necessary to compete in a given industry; (2) demand conditions – the nature of home demand for the industry's product or service; (3) related and supporting industries – the presence or absence in the nation of supplier industries and related industries that are internationally competitive; and (4) firm strategy, structure, and rivalry – the conditions in the nation governing how businesses are created, organized and managed, and the nature of domestic rivalry. Also identified were chance events and government influences, which are deemed minor determinants (Porter 1990b).

Product Life Cycle Theory

In the 1960s, researchers Richard Vernon and Louis Wells, Jr. at the Harvard Business School offered a new explanation of international trade and investment patterns. The new approach uses the concept of product life cycle (PLC) in marketing and traces the roles of innovation, market expansion, comparative advantage, and strategic responses of global rivals in international production, trade and investment decisions (Vernon 1966).

According to Richard Vernon's theory, the international product life cycle consists of three stages:

1. New product,
2. Maturing product, and
3. standardized product.

In the first stage, the firm develops and introduces an innovative product in response to a perceived need in the domestic market, with production initially commencing in the country where its R&D occurred, typically a developed country. In next stage, demand for the product expands dramatically as consumers recognize its value and the innovating firm increases its production to satisfy domestic and foreign demand for the product. In the last stage, the market for the product stabilizes. The product becomes more of a commodity, and firms are pressured to lower their manufacturing costs by shifting production to facilities in countries with lower labor costs. As a result, the product begins to be imported into the innovating firm's home market.

Such theories analyzed how product innovation in one country leads to cumulative technological advantages and to trade advantages. The extent and duration of the trade advantages will depend on the extent of the cumulative advantages for the innovative firm, on the speed with which demand for the new product spreads, and on the speed with which other domestic and foreign firms start imitating the new product.

The product life cycle (PLC) model, which is based on this concept, states that products go through the following four stages (Wells 1968):

Phase 1: Innovating country export strength builds

Phase 2: Foreign production starts

Phase 3: Foreign production becomes competitive in export markets

Phase 4: Import competition begins in domestic (innovating country) markets.

The product life cycle theory of world trade holds that advanced countries like the United States (US) play the innovative role in product development. Later on, other relatively advanced countries take over the market position held by the innovative country (Darlin 1988). The second stage countries would go through the same cycle as did the innovative country and, in turn, would lose their markets to the next group of countries, such as third world countries. Thus, a product initially produced in advanced countries would eventually be produced only in less developed countries, with the result that the innovating countries would meet the needs for that product through import from less developed countries (LDCs).

The PLC theory offered an explanation of the timing, the level, and the direction of exports and investments. The PLC theory also suggests various environmental factors that might be useful in the development of international marketing strategies. Vernon (1966) and Wells (1968) suggested that market size and level of economic development were important in explaining trade and investment patterns in the early and middle stages of the PLC, while factors of production costs are significant in explaining the role of developing countries in later stages.

Production Sharing Theory

In the late 1970s, Drucker (1977) introduced a new concept of international business and trade called Production Sharing. The theory of production sharing suggests that developed countries will turn to developing countries where the availability of labor is a major asset. Production sharing offers both the developed and developing countries a chance to share their resources and strengths for mutual benefit. It also provides an explanation of why firms develop their international marketing strategy for certain countries even if these international markets are deemed unattractive through more traditional measures of size and growth.

Internalization Theory

The internalization theory provides an economic rationale for the existence of multi-national corporations (MNCs) and relies heavily on the concept of transaction costs when internationalizing businesses. Multinational corporations often serve a market across national boundaries either by exporting from a production facility located in the country of the parent firm, or from a third country subsidiary or it can set up production facilities in the market itself. The sourcing decision rests mainly on the costs and benefits to the firm, taking into consideration industry specific factors (e.g. nature of the product), region specific factors (e.g. geographic location), nation specific factors (e.g. political climate), and firm specific factors (e.g. managerial ability to internalize) (Rugman 1997).

The internalization theory primarily focuses on the motives and decision processes within the multinational firm, but the theory is not fully successful in explaining international production, partly because its efficiency approach restricts flexibility and applicability. Decisions on international production, whether related to the location or to the type of involvement, are strategic decisions and although efficiency elements may play a role, the strategic aspects are more likely to be prominent (Letto-Gillies 1994).

Nevertheless, this theory supports the fact that international marketing strategy factors are industry and firm dependent, since it explains that international firm's marketing strategy, not only to service but also to source products to service other country markets.

2.3Emperical Review

2.3.1 Export performance

Even though there had been increased number of studies that were done concerning export performance, there has been no uniformly accepted conceptualization and operationalization of the construct. (Cavusigil and Zou, 1994)

Carlos (2004) reviewed 43 empirical studies concerning export performance measurement between the years 1998 and 2004 and had discovered as many as 50 different indicators, but in spite of the large number of different export performance measures, only a few were frequently utilized, such as export intensity (export-to-total sales ratio), export sales growth, export profitability, export market share, satisfaction with overall export performance, and perceived export success. Other measures, such as return on investment, quality of distributor relationship, customer satisfaction, and satisfaction with product/service quality compared to competitors were examined in only one or two studies.

According to (Julian, CC & Holtedahl, R 2004) export marketing performance has been measured, principally in three different ways. First by measuring export performance by using the economic indicator of performance i.e. profit, sales, market share etc. and cited (Zou, Taylor and osland, 1998) for theoretical justification for using economic indicators by implying that exporting is part of a firm's marketing program and performance should be measured in the same way that marketing operations are measured, in economic and financial terms. Secondly, measurement of export marketing was through strategic out comes i.e. expand strategically into foreign markets, gain foothold in the export market or simply to increase the awareness of our product/company and cited (Cavusgil and Zou. 1994) for theoretical justification for using strategic outcomes by suggesting that firms have a set of strategic goals as well as economic goals in exporting and the attainment of strategic goals such as improved competitiveness, increased market share, or strengthening strategic position should be considered an internal part of export marketing performance. The third measurement of export performance was under taken through perceptual or attitudinal measures and his justification for using this approach was that being positively disposed towards exporting and/or satisfied with exporting operations is a strong indication of success in exporting.

Katsikeas (2000) identified 50 indicators of performance measurement and included these indicators in three categories: economic or objective indicators (percentage of export sales, market share in export, the profit in export, etc.), strategic (number of countries-export market, new exported products etc.) and subjective (perception of the leaders of its performance and success in export, etc.).

2.3.2 Determinates of export performance

Based on the literature review there are six broad groups that influence the export marketing performance that include firm characteristics (Bategek,2010, Niaz;2019, Deribe;2019),export marketing strategy(Hamza;2014,Abdul; 2012), Product characteristics(Cavusgil et al;1993, Eyalachew; 2018), market orientation(Sefnedi et al; 2014, Ku-Ho et al;2014), market characteristics (Julian and O'cass;2004) and Entrepreneurial orientation(Christopher and Charles;2008, John; 2009).

Firm Characteristics

According to Bategeke (2010) firm characteristics are one of the elements of export capability relating to export performance and the demographic characteristics of the firm has the potential to shape the context in which export activities are conducted.

In their study of Portugal exporters engaged in wine (Niaz et al; 2019) concentrated on the firm size, age (firm export experience), product efficiency as explanatory variables that represent the firm characteristics to determine the relationship between firm characteristics and export performance. Their finding was that firm size was an influential factor in the export performance of the export performance, but age and product efficiency didn't have significant effect on the export performance.

In their study of Modelling the effects of firm-specific and environmental characteristics on export marketing performance: The case of Thai exporters (O'Cass, A & Julian, CC 2003) found the important influences of specific firm characteristics and the environment on overall export marketing performance and indicated that it is important for Thai firm's contemplating exporting to another country to be aware of the firm-specific characteristics that can influence their marketing performance

Julian, CC & Holtedahl, R (2004) also pointed out that Firm characteristics like management's international experience, competency and commitment to the venture make a positive contribution to export marketing performance.

(Deribe, 2019) has found that firm specific characteristics and Marketing Mix Strategy, had significantly & positively influences the export performance of Ethiopian Textile and Garment firms

H1: Firm characteristics influence the export marketing performance of Ethiopian exporters.

Export marketing strategy

According to many studies (Shamsuddoha and Ali (2006), Cavusgil and Zou (1994), Zou and Stan (1998) as cited by (Muhammad and Hassen, 2009) firms marketing strategy influences the export performance.

According to Hamza and Rogia (2014) marketing strategy influences export performance and it is the ineffective export marketing strategy of Gum Arabic Company (GAC) was the mainly cause that drop of the exports revenue and lowered Sudan world market share.

Abdul and Nadir 2012 In he's study found that among in the Pakistan Textile sector top exporters are serving highest number of markets due to usage of promotional tools and organizational commitment towards export performance. These top exporters are also adapting marketing mix elements more than in comparison to medium and small sized firms in order to enhance their export performance and gain competitive advantage in international markets

H2: export marketing strategy influences the export marketing performance of Ethiopian exporters.

Product characteristics

According to (Cavusgil et al, 1993) as cited by (Julian and O'Cass, 2004) marketing performance of a specific venture in international market is significantly influenced by the specific product characteristics.

Eyelachew (2018) has pointed out that product quality of exporters of Ethiopian textile and Garment sector significantly affects their export performance.

According to TAMIRU*(*2016*)* product characteristics were one of the four factors contributing significantly to the export marketing performance of OCFCU(Oromia Coffee Farmers' Cooperative Union) and suggested that managers of the union should make efforts to adapt their products/services to meet the needs customers to achieve success in the export marketing.

H3: product characteristics influence the export marketing performance of Ethiopian exporters.

Market orientation

According to (Sefnedi et al 2014) market orientation is a three- dimensional construct consisting of customer orientation, competitor orientation and inter-functional coordination and found that each of the three dimensions of market orientation influences export marketing performance significantly and positively.

Also (Ku-HO et al, 2014) pointed out that export market- orientated behaviors have significantly positive effects on financial, strategic and competitive export performance and suggested that market- oriented behavior does not only increase export sales and improve competitiveness of products, but also help firms to build strategic layout in overseas markets.

H4: Market orientation influences the export marketing performance of Ethiopian exporters.

Market characteristics

According to (Julian and O'Cass,2004) export market characteristics was one of the factors along with firm characteristics and export marketing strategy that significantly influenced the export marketing performance of Queensland export venture and pointed out that some of the characteristics of the market like the level of sophistication in the markets, marketing infrastructure, accessibility to suitable distribution channels, extent of government intervention, demand potential of the product in the export market, the degree of exposure and familiarity of customers to the export market venture's product are very important for successful export marketing performance.

According to TAMIRU*(2016)* export market characteristics were one of the four factors contributing significantly to the export marketing performance of OCFCU(Oromia Coffee Farmers' Cooperative Union).

H5: Market characteristics influences the export marketing performance of Ethiopian exporters.

Entrepreneurial orientation

According to many studies (Cicic, SAJEMS NS 11 2008: No 1 99 ;Patterson & Shoham, 2002: 1104–1107; Thirkell & Dau, 1998: 813-821; Cavusgil & Zou, 1994: 1–5) cited by (Christopher & Charles2008) entrepreneurial factors along with firm characteristics are the internal forces that influence a firm's decision to internationalize and are also important determinants of the firm's international marketing strategy that would ultimately affect its performance in international markets.

According to (Naman & Slevin, 1993) as cited by (John,2009) Entrepreneurial orientation has been conceptualized as comprising three dimensions: innovativeness, risk taking and proactivness.

John (2009) found in study that high entrepreneurial owners and managers of SMEs in Nigeria are innovative, proactive and risk seeking: as a result, they are more likely to exploit export opportunities and enhance their performance.

(Godwin et al, 2013) suggested that if a firm is innovative i.e. being able to introduce new products, introduce new production process, enter new market or segments then there will be a corresponding increase in its export performance.

(Godwin and Ernest, 2013) findings revealed that SMEs in Uganda have significantly high levels of export entrepreneurial orientation and that export entrepreneurial orientation dimensions (innovativeness, proactiveness and risk orientation) are significant predicator of export performance.

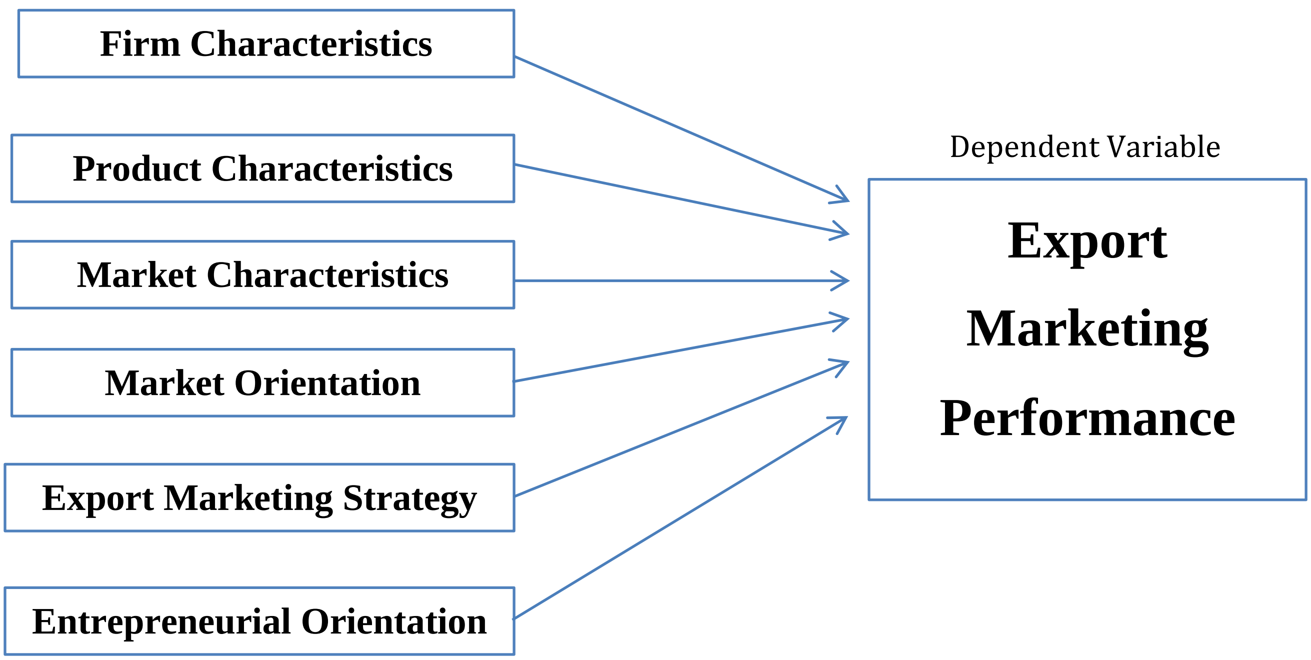
(Orland et al, 2017) also suggested that the entrepreneurial orientation has a positive and significant influence on export performance.

> H6: Entrepreneurial orientation influences the export marketing performance of Ethiopian exporters

2.4. Conceptual frame work

Based on the overall review of related literatures and the theoretical framework, the following conceptual model is adopted from (Julian and O'cass, 2004) and updated in which this specific study will be governed. The model used in the current study offer factors which can affect export marketing performance. This model will be tested in Export firms in Ethiopia

Independent variables



Conceptual Framework of the Study (Adapted from Julian and O'cass, 2004)

Table 2.1 Conceptual framework (Variables used for analysis)

Independent variables (possible variables or data questions)	Dependent variable (Export marketing performance)
Export market specific characteristics - Competition in foreign market (foreign suppliers same/substitute products - Foreign market structure factors - Marketplace-related factors - Consumer perception and brand-image related factors - Promotion and communication related factors - Foreign networking factor - Understanding of foreign buyers' technical requirements - Language and culture factor **Characteristics of the export product** - Product quality - Product development - Product imaging and branding - Uniqueness of the product **Presence and use of export marketing strategy** - Availability of written export marketing strategy - In the absence of written strategy, clearly communicated and practiced export marketing strategy - Distributors and customers issue, - Target market specification used, - Level of export sales goals set, - The degree of product adaptation required, **Firm/ Managerial characteristics** - Exporter's marketing competency - Owners' marketing concept knowledge - Length of experience in the foreign market - Owners' personal motivation for market expansion - Owner's market orientation	• Export marketing performance(strategic achievement) • Export marketing performance (profitability) • Export marketing performance(overall success)

Entrepreneurial orientation - Innovativeness - Risk orientation - Proactivness **Market orientation** - Customer orientation - Competitor orientation - Interfunctional orientation	

Source: Addis,2019

Chapter 3: Research design and Methodology

3.1 Introduction

This chapter explains how the research is designed and provides discussion of the methodology adopted to achieve the desired outcomes and is organized as follows: the research approach, research design, sample design, source of data, data collection instrument, method of data analysis, validity and reliability and ethical consideration.

3.2 Research Approach

To achieve the aforementioned objectives, the study adopts a quantitative research approach; where it used a questionnaire to provide predominantly explanatory and qualified data. The use of quantitative research methods has helped the researcher to gain personal opinion of the possible managers/owners of the targeted population and quantify the behaviors and reveal the patterns to make a generalization form the large population.

3.3 Research Design

The research design for this study is an explanatory research using the Cross-sectional field survey method because data that was collected at one point of time during a period of two months to assess the relationship between Independent variables and export marketing performance of Ethiopian exporters. The researcher used explanatory research since the purpose of this study is to increase the understanding of the export marketing performance of Ethiopian exporters and at the same time explains the occurrence of the result.

3.4 Sampling Design

3.4.1 Target Population

According to World Bank on average in a given year, 36 percent of Ethiopian firms that export did not do so in the previous year where as 32 percent of Ethiopian firms that were exporting in the previous year stopped exporting. Due to the high fixed costs of driven by a mix of factors ranging from infrastructure and trade logistics to low regulator quality to constraint on credit market has led to established and rather large companies engaged in exports from Ethiopia to exhibit high one year and two year exporter survival rates.

Therefore, the target population for the study consisted of 494 managers/owners of the Ethiopia exporting firms that are listed in the Ministry of Trade with the capital of 50,000,000 and above.

3.4.2 Sampling method

Due to the current pandemic and convenience the sampling method for this study is non-probability sampling. A non-probability sampling method is a process in which the selection of sampling units is based on personal judgment. Sample units are selected on the basis of availability/convenience or desire of the researcher (Zikmund 2003)

3.4.3 Sampling Size

The sample size for the study calculated according to the formula recommended by Yamane's (1967)with 95% confidence and 5% acceptable sampling error.

$$n = \frac{N}{1+N^*(e)^2} == \frac{494}{1+494(0.05)2} = 221$$

Where: **n** = Sample size **N** = Population size **e** = (5% at 95% confidence level)

3.5 Source of Data

The main source of this study is primary data source collected from managers/owners of the export firms selected for the study. As the research is intended to assess the factors affecting export marketing performance, the primary data was collect from managers/owners via questionnaires distribution and collection. The data that are collected from sample survey through questionnaire that describes numerical figures is the quantitative data types that is used in this study, the main sources of primary data are respondents who are managers/owners of export firms in Ethiopia listed in the selected population. The secondary data that is relevant to the study will collect from the company document, institutes and internet access etc.

3.6 Data collection instrument

To get the information, researcher has designed and distributed a set of questionnaire. A questionnaire consisting the independent variables and dependent variables was conducted by extracting sources from few established questionnaire. As the researcher was interest to collect original data from a population, the population is very big to observed or interviewed. Thus, a survey by a questionnaire was consider the most appropriate method for measuring the perceptions of the managers/owners, while minimizing the possibility of researcher bias and providing a greater degree of subjectivity because of the direct response and feedback from the respondents that can be collected in short period of time and in an easier manner.

3.7 Method of Data Analysis

An array of descriptive and inferential analyses was conduct to address the seven research questions presented in the first chapter. Once data was collect, it was necessary to employ statistical techniques to analyze the information, as this study as quantitative in nature. Data was analyzed using SPSS software. The statistical tools were aligned with the objectives of the research. The independent samples T-test will choose as the non-parametric statistical measure for demographic variables (Andy, 2006)

From inferential statistics, Binary logistic regression and Multivariable regression analysis was employed to develop functional relationship among the independent variables and dependent variable..

3.8 Validity and Reliability

Participants were solicited via email and in person by the researcher, which could hinder the validity and reliability of the results. Participants could have felt pressured to participate and not be completely open and honest. The researcher did not have a connection with the research company, which provided an unbiased perspective for the participants.

3.9 Ethical Consideration

Ethical clearance and permission obtained from the institutional review board Faculty of Business and Economics of Addis Ababa University, Ethiopia. Participation in the study is on the voluntary basis and participants were asked for their willingness before they are provided the questionnaire. The subjects are also assured that their responses used only for the purpose of the study. An attempt was made first to explain the objectives and significance of the study to the respondents. Name and other identifying information are not used in the study. The researcher safeguarded all information related to the participants. Their privacy, identity and confidentiality are maintained by assigning them code numbers instead of names (anonymity).

Chapter Four Result and Discussion

4.1 Introduction

This chapter presents the findings of the study conducted to examine factors that influence the export marketing performance of export Companies in Ethiopia. The data were collected from managers/owners of the export firms selected for this study by distributing the questionnaires.

The collected data were initially entered into SPSS version 22. After a thorough cleaning and checking of the raw data for its completeness, coding, recoding, and generating new variables for future analysis use have been done, and all the necessary statistical analyses approaches and procedures have been applied. The detailed data analysis has included descriptive statistics, binary logistic regression, and Multivariable logistic regression analysis, and tests of the hypothesis. This chapter is organized and has included respondents' profile, Firms' profile, export marketing performance of export Companies and its factors, Issues regarding the export marketing, regression, and discussion.

4.2 Results

4.2.1 Respondent and Firm's Profile

Of the total 221 samples, 172 study subjects have responded to the interview questions, and the response rate was recorded to be 77.83%. As depicted in Table 4.1 below, more than four-sixth (69.2%) of the respondents were export marketing managers in their job position and the majority of them (77.9%) were recorded to be males, and more than half (55.8%) of them were degree holders.

On the other hand, the first highest proportion of companies that have worked for 2 to 5 years in the exporting business was recorded to be 88(51.2%) and followed by 48(27.9%) companies that have worked for 6 to 10 years. Similarly, the majorities (62.8%) of the companies have 51-100 employees and those companies with 151- 200 employees were found to be 2.9%. Furthermore, 143(83.1%) Companies have had 1-3 countries as their export destinations but the only 2 (1.2%) Companies had 7 to 10 export destination countries.

Table 4.1. Respondents' and Firms' profile

Characteristics of the Respondents		**Frequency**	**Percent**
I. Respondent Profile			
Job Position (N=172)	General Manager	13	7.6
	Export Marketing Manager	119	69.2
	Expert in Export department	40	23.3
Gender (N=172)	Male	134	77.9
	Female	38	22.1
Educational level (N=172)	Degree	96	55.8
	Masters	75	43.6
	Above	1	.6
Business travel (N=172)	1	4	2.3
	2-3	159	92.4
	>=7	9	5.2
II. Firm's profile			
The business area of the company (N= 172)	Manufacturing	8	4.7
For years the company worked in the exporting business	Under 2 years	22	12.8
	Between 2 to 5	88	51.2
	Between 6 to 10 years	48	27.9
	over 10 years	14	8.1
Number of employees (N=172)	Below 50	34	19.8
	From 51-100	108	62.8
	From 101-150	25	14.5
	From 151- 200	5	2.9
Number of export country destinations (N=172)	Between 1-3	143	83.1
	Between 4-6	27	15.7
	Between 7-10	2	1.2

4.2.2 Export Marketing Performance

Per under table 4.2 below, the three components, namely - strategic Export Performance (SEP), Financial Export performance (FEP), and Management Satisfaction (MS), have been examined. Of four (SEP) questions, about three-fifth (59.3%) of the respondents agreed and 59 (34.3%) of them partially agreed that exporting has improved the firm's international competitiveness. Similarly, about 59(34.3%) have participants partially agreed and 45(26.2%) agreed that exporting experience has strengthened the firm's position. On the other hand, the highest proportion (34.9%) of respondents disagree but 50 (29.1%) of them have strongly agreed on the export which has significantly increased the firm's international market share. Furthermore, 67(39%) participants agreed but 60 (34.9%) of them have disagreed with their export marketing performance which has resulted in their business or firm's growth.

On the other hand, as depicted in table 4.2, about 94(54.7%) respondents have partially agreed but 56(32.6%) disagreed that the firm reports achievement on rapid sales growth on the Financial Export Performance (FEP). Whereas 112 (65.1%) participants have agreed but 30(17.4%) disagreed on the overall exporting that has increased the profitability of their firm on the Financial Export Performance (FEP).

On the Management Satisfaction (MS) part, the majority (65.1%) of the participants have disagreed but 33 (19.2%) of them have partially agreed that the export venture has fully met their expectations. On the other hand, 71(41.3%) of the study subjects disagreed but 60(34.9%) of them have partially agreed that the overall firm's export venture has been successful on the Management Satisfaction (MS).

Table 4.2: Export marketing performance on the (FEP), (MS), (SEP) views

I. Strategic Export Performance (SEP)		**Frequency**	**Percent**
improved the firm's international competitiveness (N=172)	Strongly Disagree	0	0
	Disagree	10	5.8
	Partially agree	59	34.3
	Agree	102	59.3
	Strongly Agree	1	.6
Our exporting has strengthened the firm's position (N=172)	strongly disagree	7	4.1
	Disagree	23	13.4
	Partially agree	59	34.3
	Agree	45	26.2
	Strongly Agree	38	22.1
Our exporting has significantly increased the firm's international market share (N=172)	strongly disagree	20	11.6
	Disagree	60	34.9
	Partially agree	8	4.7
	Agree	34	19.8
	Strongly Agree	50	29.1

Overall, our export marketing performance has resulted in our business or firm growth (N=172)	strongly disagree	20	11.6
	Disagree	60	34.9
	Partially agree	15	8.7
	Agree	67	39.0
II. Financial Export performance (FEP)		**Frequency**	**Percent**
The firm's reports have achieved rapid sales growth (N=172)	Disagree	56	32.6
	Partially agree	94	54.7
	Agree	22	12.8
	Strongly Agree	0	0
Overall, our exporting has increased the profitability of our firm (N=172)	Disagree	30	17.4
	Partially agree	112	65.1
	Agree	20	11.6
	Strongly Agree	10	5.8
III. Management Satisfaction (MS)		**Frequency**	**Percent**
Our export venture has fully met our expectation(N=172)	Disagree	112	65.1
	Partially agree	33	19.2
	Agree	27	15.7
Overall the firm's export venture has been successful (N=172)	strongly disagree	20	11.6
	Disagree	71	41.3
	Partially agree	60	34.9
	Agree	21	12.2

Overall Export Marketing Performance (EMP)

Export Marketing Performance (EMP) is the main outcome (the dependent variable) of this study. This outcome variable is a binary outcome and the responses are (0) for Disagree (which is the composite of both strongly disagree and disagree) and disagree responses for those who did not support the export market performance and (1) for Agree (and it consists of partially-agree, agree and strongly agree) responses for those who have supported export market performance. This categorization is made because of the binary logistic regression model that we planned to use and determine the factors that affect the explanatory variable of this study. As figure 1 below revealed, 105 (61%) respondents have agreed on and positively supported the overall export market performance.

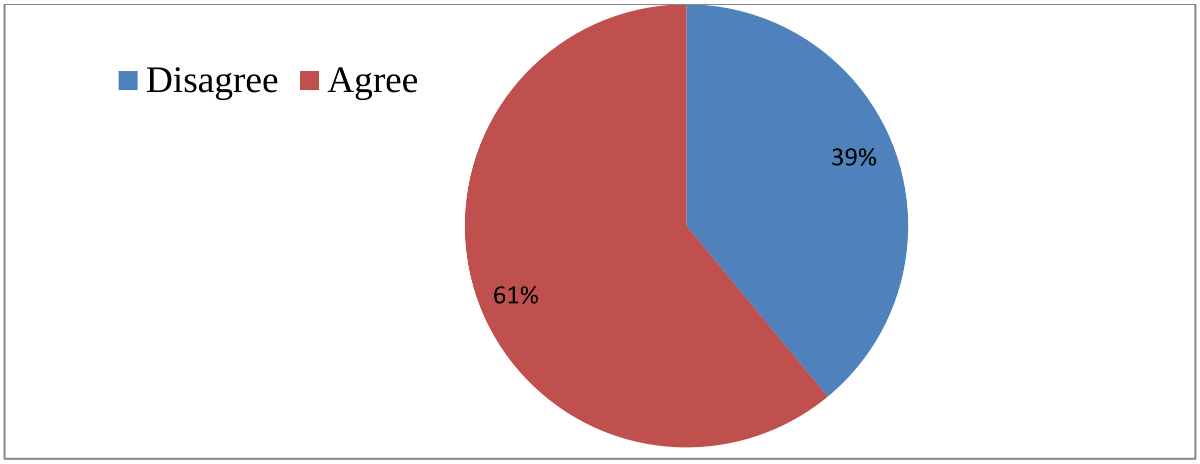


Figure 4.1: The General Managers and Export Marketing Managers Response on the Overall Export Marketing Performance (the Case of Ethiopian Exporters), 2020

4.2.3 Issues regarding the export marketing

The factor variables are summarized to Disagree (which included both strongly disagree and disagree responses) and Agree (partially agree, agree, and strongly agree) responses. As table 4.3 revealed, the minimum and maximum supportive (agreement) responses were recorded to be 59.3% and 93.6%, respectively, which have influences on the export market performance. In other meaning, of overall responses, 64% Export Market Built specific characteristics (EMSC), 92.4% CEP, 78.5% PUEMS, 59.3% FMC, 93.6% EO and 76.2% MO respondents have agreed that these factor variables positively influence Export Marketing Performance in Ethiopia.

Table 4.3: Issues regarding export marketing in Ethiopia, 2020

Factor		Frequency	percent
Exports Market Built specific characteristics (EMSC) in Ethiopia influences export marketing performance (N=172)	Disagree	62	36
	Agree	110	64
Characteristics of the export product (CEP) in Ethiopia influences export marketing performance (N=172)	Disagree	13	7.6
	Agree	159	92.4
Presence and use of export marketing Strategy (PUEMS) in Ethiopia influences export marketing performance (N=172)	Disagree	37	21.5
	Agree	135	78.5
Firm/ Managerial Characteristics (FMC) export in Ethiopia influences the export marketing performance (N=172)	Disagree	70	40.7
	Agree	120	59.3
Entrepreneurial Orientation (EO) export in Ethiopia influences the export marketing performance (N=172)	Disagree	11	6.4
	Agree	161	93.6
Market orientation (MO) export in Ethiopia influences in the export marketing performance (N=172)	Disagree	41	23.8
	Agree	131	76.2

4.2.4 Factors Influencing the Export Marketing Performance (Logistic Regression)

The multivariate logistic regression analysis was used to determine the odds ratios and the results were used to examine the relationship between the outcome and the explanatory variables. All the variables, which were not statistically significant in the bin-variate analysis were included and adjusted for multi variables analysis to determine the positive influence between different factors and the Export Marketing Performance. The multivariate logistic regression analysis was reported at a 5% level of significance.

To examine the influence and the associations existed between dependent and independent variables, the following six-factor variables /covariates/ have been used. These are Characteristics of the export product (CEP), Exports Market Built specific characteristics (EMSC), Presence and use of export marketing Strategy (PUEMS), Firm/ Managerial Characteristics (FMC), Market orientation (MO), and Entrepreneurial Orientation (EO).

As the finding revealed in table 4.4 below, all the P-values are >0.05. In other meaning, this finding shows that the independent variables have no positive influence on the Export Marketing Performance and there was no association found between these variables. The possible reasons and explanations for this non-significant association could be due to the small sample size and the low number of independent variables used for logistic regression analysis. On the other hand, even though it is less likely to happen and find such results, the finding by itself could be an indicator of a non-significant relationship that has been existed between the outcome and the independent variables.

Table 4.4: Multivariable logistic regression analysis to examine the influence factors on the Export Marketing Performance in Ethiopia, 2020

Factor		EMP		COR[95%CI]	AOR[95%CI]	P-value
		Disagree	**Agree**			
EMS	Disagree	25(40.3%)	37(59.7%)	1	1	
C	Agree	42(38.2%)	68(61.8%)	1.094[0.579-2.068]	1.066[0.546-2.082]	0.852
CEP	Disagree	5(38.5%)	8(61.5%)	1	1	
	Agree	62(39%)	97(61%)	0.978[0.306-3.125]	0.940[0.281-3.235]	0.940
PUE	Disagree	14(37.8%)	23(62.1%)	1	1	
MS	Agree	53(39.3%)	82(60.7%)	0.942[0.445-1.991]	0.942[0.439-2.020]	0.878
FMC	Disagree	26(37.1%)	44(62.9%)	1	1	
	Agree	41(40.2%)	61(59.8%)	0.879[0.470-1.644]	0.850[0.446-1.620]	0.622
EO	Disagree	5(45.5%)	6(54.5%)	1	1	
	Agree	62(38.5%)	99(61.5%)	1.331[0.390-4.546]	1.409[0.403-4.920]	0.591
MO	Disagree	14(34.1%)	27(65.9%)	1	1	
	Agree	53(40.5%)	78(59.5%)	0.763[0.366-1.589]	0.746[0.353-1.574]	0.441

4.3 Hypothesis testing

To achieve the purpose of this study, six hypotheses (H_0) were formulated. They were stated that export marketing issues will have no positive influences on Export Marketing Performance. To test the hypotheses, Chi-Square tests of independence between the independent and the outcome variables have been used. As a result in Table 5 below showed, that all the export marketing issues (independent variables) have the P-value of >0.05 and they are not supported at P<0.05 levels, and all the null hypotheses found to be true. In other words, all of the null Hypothesis statements are accepted at P-value > 0.05. Based on this, the following conclusions have been made.

$H_0 1$= Exports Market Built specific characteristics (EMSC) have no significant positive influence on the export marketing performance of Ethiopian exporters. The independence test between (EMSC) and export marketing performance shows Pr. = 0.782, is greater than 0.05 (5%). This means that we accept the null hypothesis, and the two variables are not dependent on each other.

$H_0$2= Characteristics of the export product (CEP) has no significant positive influence on the export marketing performance of Ethiopian exporters. We followed the same approach for the (CEP) and EMP. The value of (Pr.) in the Pearson Chi-Square test was recorded to be 0.687>0.05, and this means that the statement of their independency for Ho ‘does exist between CEP and EMP is not rejected. Therefore, CEP has no significant positive influence as a CEP on EMP in Ethiopian exporters.

$H_0$3= Presence and use of export marketing Strategy (PUEMS) have no significant positive influence on the export marketing performance of Ethiopian exporters. Per under the table 5 below, the value of Pearson Chi2 (Pr.) = 0.875 > 0.05, and this confirms the interdependency of these two variables doesn’t exist, hence we accept the Ho, because (Pr.) = Pr = 0.875 > 0.05.

$H_0$4= Firm/ Managerial Characteristics (FMC) export in Ethiopia has no significant positive influence on the export marketing performance of Ethiopian exporters. Here, the two variables do not depend on each other, Pr. = 0.648 > 0.05, and H_0 falls under the acceptance region. This means that FMC has no significant positive influence on EMP in Ethiopian exporters.

$H_0$5= Entrepreneurial Orientation (EO) export in Ethiopia has no significant positive influence on the export marketing performance of Ethiopian exporters. According to table 5, the Pearson Chi2 is not significant at P-value (Pr. = 0.470) > 0.05. This means the two variables, (EO and EMP) are not dependent on each other, and EO has no significant positive influence on the EMP, hence we accept H_0.

$H_0$6= Market orientation (MO) export in Ethiopia has no significant positive influence on the export marketing performance of Ethiopian exporters. A similar finding is obtained that Pearson Chi2 is not significant at P-value (Pr. = 0.970) > 0.05. This means the two variables, (MO and EMP) are not dependent on each other, and MO has no significant positive influence on the EMP, hence we accept H_0.

Table 4.5: Hypothesis tests of the variables (EMP and Independent variables)

Export Marketing Performance	EMSC		Total
	1	2	
0	25	42	67
1	37	68	105
Total	62	110	172
Pearson chi2(1) = 0.0764 Pr = 0.782			
Export Marketing Performance	**CEP**		Total
	1	2	
0	26	41	67
1	44	61	105
Total	70	102	172
Pearson chi2(1) = 0.1627 Pr = 0.687			
Export Marketing Performance	**PUEMS**		Total
	1	2	
0	14	53	67
1	23	82	105
Total	37	135	172
Pearson chi2(1) = 0.0247 Pr = 0.875			
Export Marketing Performance	**FMC**		Total
	1	2	
0	5	62	67
1	6	99	105
Total	11	161	172
Pearson chi2(1) = 0.2089 Pr = 0.648			
Export Marketing Performance	**EO**		Total
	1	2	
0	14	53	67
1	27	78	105
Total	41	131	172
Pearson chi2(1) = 0.5231 Pr = 0.470			
Export Marketing Performance	**MO**		Total
	1	2	
0	5	62	67
1	8	97	105
Total	13	159	172
Pearson chi2(1) = 0.0014 Pr = 0.970			

4.4 DISCUSSION

This research was carried out to examine factors that influence the export marketing performance of export Companies in Ethiopia in 2020.

Export Marketing Performance (EMP) was computed from (the composite of) three major components – namely strategic Export Performance (SEP), Financial Export performance (FEP), and Management Satisfaction (MS). In this study, about 105 (61%) [54.1% - 68.6%] respondents have agreed on and positively supported the overall export market performance (EMP).

Even though there are a large number of different export performance measures, about eight indicators have been used and included to measure EMP. Of these, four of them were from SEP, two from FEP, and two from MS, and mentioned as follows; improved the firm's international competitiveness, exporting has strengthened the firm's position, exporting has significantly increased the firm's international market share, export marketing performance has resulted in the business or firm growth, the firm's reports have achieved rapid sales growth, overall export has increased the profitability of the firm, the export venture has fully met the expectation, and overall, the firm's export venture has been successful. These measurements are supported by the Carlos (2004) review, and he has included in his review that export sales growth, export profitability, export market share, satisfaction with overall export performance, and perceived export success were the frequently utilized measurement in the previous studies, and these are similar measurements that have been used in this study.

In this study, six broad groups that influence the export marketing performance have been used. These are Characteristics of the export product (CEP), Exports Market Built specific characteristics (EMSC), Presence and use of export marketing Strategy (PUEMS), Firm/ Managerial Characteristics (FMC), Market orientation (MO), and Entrepreneurial Orientation (EO).

As explained in the result part of this study, the multi variables logistic regression analysis finding revealed that all the factor variables were found to be statistically insignificant and have no association with the Export Marketing Performance (EMP), and the P-values of each independent variables were recorded to be >0.05. In other meaning, this finding shows that the independent variables have no positive influence on the Export Marketing Performance and there was no association found between these variables.

However, Julian, CC &Holtedahl, R (2004) and (Deribe, 2019) have found that the firm-specific characteristics and Marketing Mix Strategy, had significantly & positively influenced the export performance. Similarly, many other studied cited as (Shamsuddoha and Ali (2006), Cavusgil and Zou(1994), Zou andStan (1998) by (Muhammad and Hassen, 2009), and according to Hamza and Rogia(2014) findings, the firms marketing strategy influences the export performance.

Moreover, according to Julian and O'Cass's (2004) findings and statements, the marketing performance of a specific venture in the international market is significantly influenced by the specific product characteristics. Moreover, Ku-HO et al, 2014 have added pointed out that the export market-orientated behaviors have significantly positive effects on financial, strategic, and competitive export performance. On the other hand, Tamiru (2016), in his study had added that export market characteristics were one of the four factors contributing significantly to the export marketing performance.

When we come to the Entrepreneurial orientation, Orlandet al, (2017) 993) and other authors have found and suggested that the entrepreneurial orientation has a positive and significant influence on export performance. Furthermore, the previous studies have also stated that Market Orientation (MO) and Entrepreneurial orientation (EO) were found to have positive influences on export market performance.

However, in this study, those group firm characteristics were found to be statistically insignificant and had neither positive nor negative influences on the export marketing performance. The possible reasons and explanations for this discrepancy and non-significant association observed between the outcome and independent variables could be due to the small sample size and the low number of independent variables that have been used in the logistic regression (model) analysis.

Chapter Five Conclusion and Recommendation

5.1 Conclusion

In conclusion, in this study, the detailed data analysis including descriptive statistics, and graph are used to summarize and present the data, bivariate and multivariable binary logistic regression models are applied to calculate the Odds Ratios (OR) and the corresponding 95% CI to assess the association between the key outcome variable and a number of independent variable. Similarly, to achieve the purpose of this study, hypothesis test statistics is applied and Chi-Square tests of independence between the independent and the outcome variables have been used.

In the study, the finding of the level of the overall export marketing performance of export Companies in Ethiopia reveals a considerable higher finding. However the response rate is less than what is mostly expected.

On the other hand, to examine the influence and the associations existed between dependent and independent variables, the following six-factor variables (Characteristics of the export product (CEP), Exports Market Built specific characteristics (EMSC), Presence and use of export marketing Strategy (PUEMS), Firm/ Managerial Characteristics (FMC), Market orientation (MO), and Entrepreneurial Orientation (EO)) have been used. However, none of them were found to influence and none of them were found to be statistically significant with export marketing performance. Similarly, the finding shows that all the independent variables have no dependence on the dependent variable of the study.

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5.2 Recommendation

As observed in this study, export marketing performance is higher even though there is no statistically significant association between the outcome and independent variables. Based on these findings, the following recommendations are forwarded.

- Managers /Companies/ should give due attention to the Export market performance dimensions /components/ which are crucial for the success of their organization.
- Even though independent variables in this study have no significant influence on the Export Market Performance, further studies should be conducted by including more and other additional factor variables that haven't been addressed in this study.

- Additional studies using other study design /or mixed design/ and large sample size should be conducted to investigate more factor variables.
- Managers and policymakers should give great attention to the issues that would have a great influence on export marketing performance and sustain the performance as well. .
- Since the study scope included all sectors with small sample and to big considering the investigated variables and further related studies should be with a single sector and a lager sample size in order to have sustainable results.
- Since the general scope of the study is Macro level, but lacks the representative variables in the study investigation further study should include micro level variables as well as the micro level variables.

5.3 Limitation and strength of the study

Limitations of the study

Like many other types of research, this study couldn't be found free of limitations. Since the study participants were managers/owners of the export firms, they might give responses favoring their company/firms which results in response bias. Secondly, the sample size of this study is small and the independent variables are few and therefore, it made this study unable to identify more factors variables that have positive effects on the outcome variable. Furthermore, as the result revealed in this study, the response rate is found to be lower and it might be due to that they are ill, too busy, or simply do not trust the interviewer which resulted and led to the no response bias. On the other hand, using the non-sampling technique over probability sampling by itself has a limitation.

Strengths of the study

In this study, the following points are drawn as strengths. Even though there are some studies conducted in Ethiopia focusing on Export Market performance, the finding of this study would be used as the additional source for future studies that will be conducted in Ethiopia and other countries.

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Appendix

Appendix 1. Questionnaire

ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
OFFICE OF GRADUATE STUDIES
MA-MARKETING MANAGEMENT
Research Questionnaire
This table is left blank for researcher's use only

Questionnaire Code				
Organization Code				
Issuance Date				
Return date				

Dear Prospective Participant,
The survey you have received is interested in studying ***Factors influencing the export marketing performance: The case of Ethiopian exporters*** . By completing this survey, you agree that the information you provide may be used for research purposes only.
General Instructions to Respond the Questionnaire:
Please carefully read the following notes for proper understanding of the items/questions of this data collection instrument.

- The data obtained from this survey will be treated with the proper respect; the provided answers will be used anonymously!
- With regard to various statements made to assess the influence of specific factors on export marketing performance, please circle the number that accurately reflects your firm's present conditions.

Should you require any further information, want feedback on the study or need to contact the researcher about any aspect of this study, please contact me using the following address—(Mobile No. +251-913185263; Email: negussusol@gmail.com;

Thank you for sacrificing your precious time in advance!

INTRODUCTION

Export marketing performance is said to be affected positively or negatively by various factors and the success of every firm depends on its understanding such effects and possible remedial action.

Part I Respondent Profile

1. Job position

General Manager ☐ Export marketing manager ☐

Expert in export Department ☐ Other ☐

2. Sex :

Male ☐ Female ☐

3. Your highest level of formal education?

Certificate ☐ Diploma ☐ Degree ☐ Masters ☐ Above ☐

4. How often do you travel abroad for business in the last 3 years?

None ☐ between 1-3 ☐ between 4-6 ☐

Please write if more than 6……………………..

Part II Firm's profile

1. Years Stayed in the exporting business?

Under 2 years ☐ between 2 to 5 years ☐

Between 6 to10 years ☐ over 10 years ☐

2. What is the number of employees of the business?

Below 50 ☐ from 50- 100 ☐ from 101-150 ☐

From 151-200 ☐ above 201 ☐

3. Export destination in the Number of countries

Between 1-3 Between 4-6 Between 7-10 Above 10

Part III: Issues regarding your export marketing

	I exports Market Built specific characteristics (EMSC)	Strongly disagree		Partially agree	Agree	Strongly
1	We have built up network of foreign Buyers and agents.	1	2	3	4	5
2	We use mainly foreign buyer agent found in Addis Ababa To reach or conclude contacts.	1	2	3	4	5
3	We use mainly foreign buyer agent found in to reach or conclude contacts.	1	2	3	4	5
4	We understand the structure of the foreign markets And how they operate.	1	2	3	4	5
5	Our firm Keeps track of our Competitor found in other found in other foreign countries and their marketing activities.	1	2	3	4	5
6	We have to develop a list of response mechanisms to counter balance effects of competition.	1	2	3	4	5
7	We use feedbacks from my buyers and make assessment regarding their perception And buyer preferences of export products.	1	2	3	4	5
8	We actively Promote our products participating in local And International fairs Send emails to possible buyers etc..	1	2	3	4	5
9	Language and cultural differences are biased husband managed to successfully	1	2	3	4	5
10	Overall we are satisfied by our marketing efforts					

	Characteristics of the export product (CEP)	Strongly disagree	Disagree	partially agree	Agree	strongly
1	We always strive to provide quality products behind the quality specification of /our customers.	1	2	3	4	5
2	We have been adding new products are list of expressive product list.	1	2	3	4	5
3	We Analyze the product specification requirements of Buyers as a part of quality assurance process.	1	2	3	4	5
4	Our products have never been the subject of the reject, renegotiation, reprising or other things to do quality issues the raised by Import**.**	1	2	3	4	5
5	Our products enjoy favorable images of the country of origin.	1	2	3	4	5
6	Our product command better price to other countries similar products.	1	2	3	4	5
7	We usually adopts product quality requirement as per Importers Request.	1	2	3	4	5

	III Presence and use of export marketing Strategy (PUEMS)	Strongly disagree	Disagree	partially agree	Agree	strongly
1	We do have a written exports marketing strategy	1	2	3	4	5
2	We don't have written Strategy, Yet there are a set of activities that are clearly communicated to all staffs.	1	2	3	4	5
3	We introduce new exportable products to our customers in every opportunity we get.					
4	We do have a number of customers and distributors whose profiles are kept.	1	2	3	4	5
5	We target our markets a head a budget year.	1	2	3	4	5

6	We do have a promotional strategy by which we base ourselves for promoting our company in local and abroad fairs, networking events, etc…	1	2	3	4	5
7	Customers are provided with samples, field stock visits, and other supports to help them in buying decision.	1	2	3	4	5
8	We have a practice of doing marketing researchers using our own techniques and information search in developing our marketing plans / Strategies.					
9	We usually forecast our sales in our target markets.					

	IV firm/ Managerial Characteristics(FMC)	Strongly disagree	Disagree	Partially Agree	Agree	Strongly
1	Exporting is our core business Activity and every process and every activity of the firm revolves around it.					
2	We have competent and experienced management team.					
3	Our exporting activities efficiency and marketing success are largely aided by our staff's export management expertise and experience.					
4	Information exchange between our trading partners and us is reliable.					
5	The management believes in expanding the foreign market destination.					
6	Our company has the physical and financial resources needed for effective export management.					
7	Overall, our office management allows us to have effective communication with our buyers of our products.					

	V Entrepreneurial Orientation	Strongly disagree	Disagree	Partially Agree	Agree	Strongly Agree
1	It is needed to gain long years of experience in order to break into foreign markets					
1	It is like a dangerous adventure to try breaking into foreign market					
2	The management tries to identifies opportunities and market trends assessing the strength and weakness of the market					
3	The firm has an established team that is focus on exploiting the available opportunity					
4	We constantly renovate the process in the firm for the market success					
5	We constantly keep our firm up to date with the current available technology to have a successful market					

	VI market orientation	Strongly disagree	Disagree	Partially Agree	Agree	Strongly
1	we are driven by customer needs and services					
2	We frequently assess our commitment in serving export needs					
3	Our export strategies are driven by increasing export customer value					
4	we provide close attention to after sales service					
5	we provide rapidly to competitors action that threaten us					
6	our management regularly discusses competitors strength and weaknesses with all company units					
7	we target export customers to achieve a competitive advantage					

8	our customers information is well communicated between all firms units					
9	our internal functions are integrated to serve customer needs					

Part VI export marketing performance

	I strategic Export Performance (SEP)	Strongly disagree	Disagree	Partially Agree	Agree	Strongly Agree
1	Our exporting has improved the firm's international competiveness.					
2	Our exporting has strengthened the firm's position.					
3	Our exporting has significantly increased the firm's international market share.					
4	Overall, our export marketing performance has resulted in our business or firm growth.					

	II Financial Export performance (FEP)	Strongly disagree	Disagree	Partially Agree	Agree	Strongly Agree
1	The firm's reports have achieved rapid sales growth.					
2	Overall, our exporting has increased the profitability of our firm.					
	III Management Satisfaction (MS)					
1	Our export venture has fully met our expectation.					
2	Overall the firm's export venture has					

	been successful.					

Source: Addis, 2019

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Appendix 2. Output Issues regarding export marketing

I. exports Market Built specific characteristics (EMSC)

1. **Question one for EMSC**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	15	8.7	8.7	8.7
	Partially agree	22	12.8	12.8	21.5
	Agree	135	78.5	78.5	100.0
	Total	172	100.0	100.0	

2. **Question two for EMSC**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	16	9.3	9.3	9.3
	Disagree	7	4.1	4.1	13.4
	Partially agree	20	11.6	11.6	25.0
	Agree	129	75.0	75.0	100.0
	Total	172	100.0	100.0	

3. **Question four for EMSC**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	17	9.9	9.9	9.9
	Disagree	4	2.3	2.3	12.2
	Partially agree	31	18.0	18.0	30.2
	Agree	120	69.8	69.8	100.0
	Total	172	100.0	100.0	

4. Question five for EMSC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	93	54.1	54.1	54.1
	Disagree	56	32.6	32.6	86.6
	Partially agree	23	13.4	13.4	100.0
	Total	172	100.0	100.0	

5. Question six for EMSC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	90	52.3	52.3	52.3
	Disagree	56	32.6	32.6	84.9
	Partially agree	26	15.1	15.1	100.0
	Total	172	100.0	100.0	

6. Question seven for EMSC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	15	8.7	8.7	8.7
	Disagree	94	54.7	54.7	63.4
	Partially agree	63	36.6	36.6	100.0
	Total	172	100.0	100.0	

7. Question eight for EMSC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	32	18.6	18.6	18.6
	Disagree	71	41.3	41.3	59.9
	Agree	69	40.1	40.1	100.0
	Total	172	100.0	100.0	

8. Question nine for EMSC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	4.1	4.1	4.1
	Disagree	11	6.4	6.4	10.5
	Partially agree	154	89.5	89.5	100.0
	Total	172	100.0	100.0	

9. Question ten for EMSC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	14	8.1	8.1	8.1
	Disagree	77	44.8	44.8	52.9
	Partially agree	72	41.9	41.9	94.8
	Agree	9	5.2	5.2	100.0
	Total	172	100.0	100.0	

II Characteristics of the export product (CEP)

1. Question one for CEP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Partially agree	68	39.5	39.5	39.5
	Agree	93	54.1	54.1	93.6
	Strongly Agree	11	6.4	6.4	100.0
	Total	172	100.0	100.0	

2. Question two for CEP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Partially agree	74	43.0	43.0	43.0
	Agree	42	24.4	24.4	67.4
	Strongly Agree	56	32.6	32.6	100.0
	Total	172	100.0	100.0	

3. Question three for CEP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	4.1	4.1	4.1
	Disagree	4	2.3	2.3	6.4
	Agree	85	49.4	49.4	55.8
	Strongly Agree	76	44.2	44.2	100.0
	Total	172	100.0	100.0	

4. Question four for CEP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	.6	.6	.6
	Partially agree	6	3.5	3.5	4.1
	Agree	89	51.7	51.7	55.8
	Strongly Agree	76	44.2	44.2	100.0
	Total	172	100.0	100.0	

5. Question five for CEP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	9	5.2	5.2	5.2
	Disagree	10	5.8	5.8	11.0
	Partially agree	67	39.0	39.0	50.0
	Agree	86	50.0	50.0	100.0
	Total	172	100.0	100.0	

6. Question six for CEP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	2.9	2.9	2.9
	Disagree	7	4.1	4.1	7.0
	Partially agree	141	82.0	82.0	89.0
	Agree	19	11.0	11.0	100.0
	Total	172	100.0	100.0	

7. Question seven for CEP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	3.5	3.5	3.5
	Partially agree	22	12.8	12.8	16.3
	Agree	58	33.7	33.7	50.0
	Strongly Agree	86	50.0	50.0	100.0
	Total	172	100.0	100.0	

III Presence and use of export marketing Strategy (PUEMS)

1. Question one for PUEMS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	121	70.3	70.3	70.3
	Disagree	42	24.4	24.4	94.8
	Partially agree	9	5.2	5.2	100.0
	Total	172	100.0	100.0	

2. Question two for PUEMS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	66	38.4	38.4	38.4
	Partially agree	13	7.6	7.6	45.9
	Agree	93	54.1	54.1	100.0
	Total	172	100.0	100.0	

3. Question three for PUEMS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Partially agree	59	34.3	34.5	34.5
	Agree	44	25.6	25.7	60.2
	Strongly Agree	68	39.5	39.8	100.0
	Total	171	99.4	100.0	
Missing	System	1	.6		
Total		172	100.0		

4. Question four for PUEMS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	14	8.1	8.1	8.1
	Disagree	11	6.4	6.4	14.5
	Partially agree	137	79.7	79.7	94.2
	Agree	10	5.8	5.8	100.0
	Total	172	100.0	100.0	

5. Question five for PUEMS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	27	15.7	15.7	15.7
	Disagree	132	76.7	76.7	92.4
	Partially agree	7	4.1	4.1	96.5
	Agree	6	3.5	3.5	100.0
	Total	172	100.0	100.0	

6. Question six for PUEMS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	35	20.3	20.3	20.3
	Disagree	82	47.7	47.7	68.0
	Partially agree	50	29.1	29.1	97.1
	Agree	5	2.9	2.9	100.0
	Total	172	100.0	100.0	

7. Question seven for PUEMS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	3.5	3.5	3.5
	Disagree	9	5.2	5.2	8.7
	Partially agree	22	12.8	12.8	21.5
	Agree	135	78.5	78.5	100.0
	Total	172	100.0	100.0	

8. Question eight for PUEMS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	32	18.6	18.6	18.6
	Disagree	128	74.4	74.4	93.0
	Partially agree	9	5.2	5.2	98.3
	Agree	3	1.7	1.7	100.0
	Total	172	100.0	100.0	

9. Question nine for PUEMS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	102	59.3	59.3	59.3
	Disagree	36	20.9	20.9	80.2
	Partially agree	24	14.0	14.0	94.2
	Agree	10	5.8	5.8	100.0
	Total	172	100.0	100.0	

IV firm/ Managerial Characteristics (FMC)

1. Question one for FMC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	13	7.6	7.6	7.6
	Disagree	59	34.3	34.3	41.9
	Partially agree	63	36.6	36.6	78.5
	Agree	37	21.5	21.5	100.0
	Total	172	100.0	100.0	

2. Question two for FMC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	29	16.9	16.9	16.9
	Disagree	42	24.4	24.4	41.3
	Partially agree	79	45.9	45.9	87.2
	Agree	22	12.8	12.8	100.0
	Total	172	100.0	100.0	

3. Question three for FMC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	18	10.5	10.5	10.5
	Disagree	76	44.2	44.2	54.7
	Partially agree	62	36.0	36.0	90.7
	Agree	16	9.3	9.3	100.0
	Total	172	100.0	100.0	

4. Question four for FMC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	37	21.5	21.5	21.5
	Partially agree	76	44.2	44.2	65.7
	Agree	41	23.8	23.8	89.5
	Strongly Agree	18	10.5	10.5	100.0
	Total	172	100.0	100.0	

5. Question five for FMC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	72	41.9	41.9	41.9
	Partially agree	85	49.4	49.4	91.3
	Agree	15	8.7	8.7	100.0
	Total	172	100.0	100.0	

6. Question six for FMC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	53	30.8	30.8	30.8
	Disagree	69	40.1	40.1	70.9
	Partially agree	43	25.0	25.0	95.9
	Agree	7	4.1	4.1	100.0
	Total	172	100.0	100.0	

7. Question seven for FMC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	21	12.2	12.2	12.2
	Disagree	75	43.6	43.6	55.8
	Partially agree	72	41.9	41.9	97.7
	Agree	4	2.3	2.3	100.0
	Total	172	100.0	100.0	

V. Entrepreneurial Orientation (EO)

1. Question one for EO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	6.4	6.4	6.4
	Partially agree	16	9.3	9.3	15.7
	Agree	125	72.7	72.7	88.4
	Strongly Agree	20	11.6	11.6	100.0
	Total	172	100.0	100.0	

2. Question two for EO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	3.5	3.5	3.5
	Disagree	14	8.1	8.1	11.6
	Partially agree	29	16.9	16.9	28.5
	Agree	49	28.5	28.5	57.0
	Strongly Agree	74	43.0	43.0	100.0
	Total	172	100.0	100.0	

3. Question three for EO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Partially agree	21	12.2	12.2	12.2
	Agree	58	33.7	33.7	45.9
	Strongly Agree	93	54.1	54.1	100.0
	Total	172	100.0	100.0	

4. Question four for EO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	9	5.2	5.2	5.2
	Disagree	18	10.5	10.5	15.7
	Partially agree	52	30.2	30.2	45.9
	Agree	93	54.1	54.1	100.0
	Total	172	100.0	100.0	

5. Question five for EO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	12	7.0	7.0	7.0
	Disagree	15	8.7	8.7	15.7
	Partially agree	57	33.1	33.1	48.8
	Agree	88	51.2	51.2	100.0
	Total	172	100.0	100.0	

6. Question six for EO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	18	10.5	10.5	10.5
	Disagree	98	57.0	57.0	67.4
	Partially agree	44	25.6	25.6	93.0
	Agree	11	6.4	6.4	99.4
	Strongly Agree	1	.6	.6	100.0
	Total	172	100.0	100.0	

VI. Market orientation

1. Question one for MO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Partially agree	16	9.3	9.3	9.3
	Agree	119	69.2	69.2	78.5
	Strongly Agree	37	21.5	21.5	100.0
	Total	172	100.0	100.0	

2. Question two for MO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	2.3	2.3	2.3
	Disagree	7	4.1	4.1	6.4
	Partially agree	24	14.0	14.0	20.3
	Agree	113	65.7	65.7	86.0
	Strongly Agree	24	14.0	14.0	100.0
	Total	172	100.0	100.0	

3. Question three for MO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	13	7.6	7.6	7.6
	Disagree	22	12.8	12.8	20.3
	Partially agree	46	26.7	26.7	47.1
	Agree	91	52.9	52.9	100.0
	Total	172	100.0	100.0	

4. Question four for MO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	24	14.0	14.0	14.0
	Disagree	54	31.4	31.4	45.3
	Partially agree	87	50.6	50.6	95.9
	Agree	7	4.1	4.1	100.0
	Total	172	100.0	100.0	

5. Question five for MO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	24	14.0	14.0	14.0
	Disagree	47	27.3	27.3	41.3
	Partially agree	94	54.7	54.7	95.9
	Agree	7	4.1	4.1	100.0
	Total	172	100.0	100.0	

6. Question six for MO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	29	16.9	16.9	16.9
	Disagree	66	38.4	38.4	55.2
	Partially agree	75	43.6	43.6	98.8
	Agree	2	1.2	1.2	100.0
	Total	172	100.0	100.0	

7. Question seven for MO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	26	15.1	15.1	15.1
	Disagree	75	43.6	43.6	58.7
	Partially agree	9	5.2	5.2	64.0
	Agree	62	36.0	36.0	100.0
	Total	172	100.0	100.0	

8. Question eight for MO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	1.7	1.7	1.7
	Disagree	45	26.2	26.2	27.9
	Partially agree	47	27.3	27.3	55.2
	Agree	77	44.8	44.8	100.0
	Total	172	100.0	100.0	

9. Question nine for MO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	22	12.8	12.8	12.8
	Disagree	85	49.4	49.4	62.2
	Partially agree	17	9.9	9.9	72.1
	Agree	48	27.9	27.9	100.0
	Total	172	100.0	100.0	

I. strategic Export Performance (SEP)

1. Question one for SEP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	5.8	5.8	5.8
	Partially agree	59	34.3	34.3	40.1
	Agree	102	59.3	59.3	99.4
	Strongly Agree	1	.6	.6	100.0
	Total	172	100.0	100.0	

2. Question two for SEP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	4.1	4.1	4.1
	Disagree	23	13.4	13.4	17.4
	Partially agree	59	34.3	34.3	51.7
	Agree	45	26.2	26.2	77.9
	Strongly Agree	38	22.1	22.1	100.0
	Total	172	100.0	100.0	

3. Question three for SEP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	20	11.6	11.6	11.6
	Disagree	60	34.9	34.9	46.5
	Partially agree	8	4.7	4.7	51.2
	Agree	34	19.8	19.8	70.9
	Strongly Agree	50	29.1	29.1	100.0
	Total	172	100.0	100.0	

4. **Question four for SEP**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	20	11.6	11.6	11.6
	Disagree	60	34.9	34.9	46.5
	Partially agree	15	8.7	8.7	55.2
	Agree	67	39.0	39.0	94.2
	Strongly Agree	10	5.8	5.8	100.0
	Total	172	100.0	100.0	

II Financial Export performance (FEP)

1. **Question one for FEP**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	56	32.6	32.6	32.6
	Partially agree	94	54.7	54.7	87.2
	Agree	22	12.8	12.8	100.0
	Total	172	100.0	100.0	

2. **Question two for FEP**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	30	17.4	17.4	17.4
	Partially agree	112	65.1	65.1	82.6
	Agree	20	11.6	11.6	94.2
	Strongly Agree	10	5.8	5.8	100.0
	Total	172	100.0	100.0	

III Management Satisfaction (MS)

1. **Question one for MS**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	112	65.1	65.1	65.1
	Partially agree	33	19.2	19.2	84.3
	Agree	27	15.7	15.7	100.0
	Total	172	100.0	100.0	

2. Question two for MS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	20	11.6	11.6	11.6
	Disagree	71	41.3	41.3	52.9
	Partially agree	60	34.9	34.9	87.8
	Agree	21	12.2	12.2	100.0
	Total	172	100.0	100.0	