



ST.MARY`S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF EXPORT MARKETING MIX ON EXPORT PERFORMANCE:
THE CASE OF SOYBEAN EXPORT IN ETHIOPIA**

BY

SAMUEL REGA

ID NO. SGS/0264/2007A

JUNE 2016
ADDIS ABABA,ETHIOPIA

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**A THESIS IS SUBMITTED TO ST.MARY'S UNIVERSITY SCHOOL OF
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REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
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DECLARATION

I THE UNDERSIGNED DECLARES THAT THIS THESIS IS MY ORIGINAL WORK UNDER THE GUIDANCE OF MR.DEJENE MAMMO.ALL SOURCES OF MATERIALS USED FOR THE THESIS HAVE BEEN DULY ACKNOWLEDGE.I FURTHER CONFIRM THAT THE THESIS HAS NOT BEEN SUBMITTED EITHER IN PART OR IN FULL TO ANY OTHER HIGHER LEARNING INSTITUTION FOR PURPOSE OF EARNING ANY DEGREE

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St. Mary`s University

Addis Ababa

June,2016

**ST. MARRY UNIVERSTY
SCHOOL OF GRADUATE STUDIES
MBA PROGRAM**

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PERFORMANCE: THE CASE OF SOYBEAN EXPORT IN ETHIOPIA**

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SAMUEL REGA**

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ENDORSEMENT

This thesis has been submitted to St.Mary`s University school of graduate studies for examination with my approval as a university advisor.

Advisor

St.Mary`s University Addis Ababa

June,2016

Signature

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ACRONYMS

ERCA	Ethiopian Revenue and Customs Authority
EU	European Union
FAO	Food and Agricultural Organization
FDI	Foreign Direct Investment
EIA	Ethiopian Investment Agency
MOT	Ministry of Trade
MoFED	Ministry of Finance and Economic Development
N/A	Not Available
NDC	Newly Democratized Countries
NBE	National Bank of Ethiopia
RBV	Resource Based View
SPSS	Statistical Package for Social Science
USA	United States of America
USD	United States Dollar
4Ps	Product, Price, Place, and Promotion
ECXA	Ethiopian Commodity Exchange Authority

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ABSTRACT

The purpose of this study is to assess the export marketing mix (4ps) strategy on export performance of Ethiopian Soybean exporters. The study investigated 104 soybean exporters' with questionnaires. The research utilized descriptive research design, quantitative approach, and statistical analysis techniques. The study finds that the Ethiopian soybean export volume and sales lacks consistency and constrained by different export marketing mix (4ps) strategy challenges. Of the major challenges which were classified as product marketing strategy, Price marketing strategy, Place (distribution channel) marketing strategy, and Promotion marketing strategy. Exporters were moderately affected by all the marketing mix (4ps) strategy. More experienced exporters had better performance than experienced exporter. Therefore, to alleviate these constraints it is advisable to give attention for marketing strategy variables; create enabling policy environment and improve the service delivery reliability; market exploration and technical capacity building; search for potential markets; much cooperation between stakeholders; and recruit skilled man power and using high communication technologies are forwarded as recommendation.

Key words: Export marketing mix, Export performance, Ethiopia, Soybean export

CHAPTER ONE

INTRODUCTION

In this chapter; background of the study, statement of the problem, research questions, objectives of the study, definition of key terms, significance of the study, scope of the study, limitation of the study, and finally organization of the study are discussed.

1.1. Background of the Study

The escalation of competition on a global level has led to an increasing number of firms; seeking opportunities in international markets to achieve their objectives; to safeguard their market position and survival; growing liberalization of trading systems; expansion of regional economic integrations; excessive liquidity in financing cross-country purchases; and increasing connectedness with customers and marketing partners due to major advances in information, communication, and transportation technologies; the growing of global trade and sales activity; are fueled the importance of exporting to nations and firms as well as they are driver for the increasing interest to exporting (Moghaddam. *et al.*, 2011; Leonidou, 2004; Leonidou, *et al.*, 2002).

Growth in global soybean production and processing is expected to continue, with the trends currently shaping the market continuing to play out. China, India, and other Asian countries will be the key drivers of demand for vegetable oil and protein meal, while the use of soybean oil as a biodiesel feedstock, especially in Brazil and the EU, will support demand and continuing price growth though high competitions from USA, Brazil, and Argentina which are the major soybean producer country (acet).

With growing globalization of markets and increasing competition, export markets have become increasingly important options for firms. Therefore, it has great importance both theoretically and practically to examine export related issues, such as export strategy,

firm characteristics, the environment of markets, and export performance in specific export markets (O’Cass & Julian, 2003).

Exporting can be conceptualized as a strategic response by management to the interplay of internal and external forces of firms. As firms begin to compete in export markets, their export success depends upon their ability to develop and implement unique competitive marketing strategies (Lado, *et al.*, 2001). To enhance the export benefit the relative innovativeness, investments in skilled labor, firm growth, enterprise maturity, and export marketing strategy shall be critically examined (Paul & Mark, 2008).

Export marketing strategy is a roadmap of how a firm assigns its resource and relates to its environment and achieves a corporate objective in order to generate economic value and keep the firm ahead of its competitors (Moghaddam & Foroughi, 2012). The marketing strategies have a major impact upon the performance of firms. Leonidou, *et al.*, (2002) had further classified the export marketing strategy elements as product, price, promotion and place.

International trade enables nations to obtain the benefits of specialization, such as increases in output of goods and services; obtain those commodities and services which they do not produce in sufficient quantities. It also benefit increases in foreign exchange earnings especially for the weak currency developing countries like Ethiopia and increases competition among producing nations thereby improving efficiency in production that brings about reduction in selling prices of products (Mengistu, 2014; Alene & Abebe, 2008).

The Ethiopian soybean export earnings has reached 1,461,516 million US\$ in 2014, which was 175,598 million US\$ in 2010 (ERCA, 2014).

Export has great effects onto nations in terms of enhancing economic growth and activity, increasing the internal production, reducing the unemployment rate, supplying foreign currencies for import, becoming growth accelerator, making favorable balance of trade, accumulating the foreign exchange reserves, increasing profitability and societal

success, enhancing trade balances and industrial development, improving capacity utilization and productivity, providing employment and creates new job opportunities. Thus, the ulterior goal in most firms and national governments is to expand the exports (Moghaddam. *et al.*, 2011).

Exporting is a fundamental strategy in ensuring firm's survival or growth, and firms may achieve competitive advantage in international markets with a positive influence on current and future export performance (Navarro, *et al.*, 2009). Many companies recently allocate more attention and resources in order to export their products to foreign markets (O'Cass & Julian, 2003).

For potential African processors, the key competitors for the domestic African market will continue to be imports from the United States, Brazil, and Argentina, while export markets will remain difficult to access beyond niche opportunities, such as non-genetically modified beans and meal (acet).

Although the world market for pulses and oilseeds is relatively small, Ethiopia's share can still be increased particularly in haricot beans, and sesame seed. Thus, the optional strategy is to expand output and increase export volume until the market becomes a constraint (ECXA, 2009).

Considering the importance of export marketing mix strategy and export performance at the international market, it was therefore imperative to conduct a study which focused on assessing the export marketing mix strategy and export performance of Ethiopian soybean exporters. Hence, this paper primarily focused on identifying the major marketing mix strategy performance of Ethiopian soybean exporters.

1.2. Statement of the Problem

Different authors have indicated the marketing issues of exporters in relation to export marketing mix strategy and export performance.

According to Lado, *et al.*, (2001) the resource based paradigm, the industrial organization/relational paradigm and the contingency paradigm are basic paradigms in conducting exporting research.

According to Beleska-Spasova, 2014; Zou, *et al.*, 2003; Lado, *et al.*, 2001; Cavusgil & Zou, 1994 discussed about export marketing and its performance in different context, i.e. the industry, and countries. Still there is inconsistency in view of the researchers that export marketing strategy is the antecedent of export performance which cannot be seen separately. This is why the researcher worried about the export marketing mix strategy and export performance.

Many developing countries, such as Indonesia, Thailand and Brazil, now export more agricultural products than all of Sub-Saharan Africa combined. Whereas, Africa's imports of many food products have been rising while its export shares in the world market are declining (WB, 2013).

Authors identified Ethiopian soybean export performance is affected by factors like; inconsistent nature of soybean scale-up effort, weak market linkage among stakeholders, and gap for soybean cropping system (Hailu & Kelemu, 2014); Demand and supply (Mengistu, 2014); foreign market access (Allaro, 2011). Ethiopian exports account for 16% of GDP while imports account for 42% (Manoji, 2010). Benn, *et al.*, (2008) showed that Ethiopian firms produce 20% less value added than Chinese firms for a given levels of capital and labor due to high indirect costs.

Different authors also identified nature and extent of export marketing mix strategy in terms of the 4ps; product marketing strategy, price marketing strategy, place marketing strategy, and promotion marketing strategy (Leonidou, 2002 & Moghaddam, 2011).

The study is about the export marketing mix strategy of the Ethiopian soybean exporters and export performance of the country. In most of the literature there has been inconsistency in identifying the export marketing strategy related impediments and the export performance related impediments involved in the sector have not yet been empirically explored. These have motivated the researcher to conduct this particular research.

Therefore, the statement of the problem of the study can be stated as assessment of export marketing mix strategy on export performance of Ethiopian soybean exporters.

1.3. Research Question

- ❖ What is the status of Ethiopian soybean export performance in terms of exported volume and sales?
- ❖ What is the status of export product marketing strategy?
- ❖ What is the status of export price marketing strategy?
- ❖ What is the status of export place marketing strategy?
- ❖ What is the status of export promotion marketing strategy?
- ❖ What is the rank of marketing mix (4ps) strategy the soybean exporters' value?

1.4. Objectives of the Study

Based on the statement of the problem and the research questions, this study has the following general and specific objectives.

1.4.1. General Objective

The general objective of the study is to assess export marketing mix (4ps) Strategy and export performance of Ethiopian soybean exporters.

1.4.2. Specific Objective

Therefore, to answer the research questions the following specific objectives are outlined:

- To assess the status of Ethiopian soybean export performance in terms of export volume and sales,
- To assess the status of export product marketing strategy
- To assess the status of export price marketing strategy
- To assess the status of export place marketing strategy
- To assess the status of export promotion marketing strategy
- To rank the export marketing mix (4Ps) strategies of soybean exporters most value.

1.5. Significance of the Study

This study has benefited existing exporters to evaluate their marketing strategy based on the identified marketing mix strategy and increase their competitive advantage globally. It has also encouraged new exporters to engage themselves in the sector. The study is expected to contribute a great extent to the government administrative offices and stakeholders in the selected study areas for their major role in enhancing the Ethiopia's performance regarding the export of soybeans. Additionally, the study is also important in creating additional information for the policy makers. It is also important in identifying crucial areas of intervention and also plays a major role in adding valuable information for interested researchers and academicians to add new knowledge and for further analysis in the sector.

1.6. Scope of the Study

The study focused on soybean exporters of Ethiopia located in Addis Ababa, who are exporting to different parts of the world such as Australia, Bahrain, Djibouti, India, Indonesia, Italy Kuwait, Netherlands, Philippines, Saudi Arabia, Singapore, Sudan, USA and Vietnam who are countries Ethiopian soybean exports are destined during the last ten years (Hailu & Kelemu, 2014).

The study covered a total population of 651 soybean exporters situated in Addis Ababa who are legally registered and commercially known by the Ministry of Trade. According to MoT, (2014) significant amount of exporters are found in Addis Ababa, though the study has conducted in 2016. The sample size is determined by sample size calculation method which is 104 in numbers. In addition to soy bean exporters, the study has used secondary data from ERCA & NBE.

The exporters were local investors and they were general managers, marketing managers, export managers, and owners which they have experienced and conceptually rich in the sector so that they can answer the questionnaires without any difficulty. Methodologically, the study has used quantitative methods. This will give an insight about the countries exporters profile and distribution of ownership in exporting business so that they can be competent in the global market. It is the screened raw and packed soybean that is exported from Ethiopia.

1.7. Limitation of the Study

The study has faced some limitation including lack of time, adequate referencing materials with regard to the subject area, busyness of respondents, and challenges in collecting data. Moreover, it is because this research data was collected only by questionnaires; may have limited the generalization of the study.

In addition the study cannot broaden its consideration from the farm level(the source) to the final consumer of the product rather the researcher has selected the respondents from Addis Ababa due to diverse geography, insufficient time and funds..

1.8. Organization of the Thesis

The research is organized into five chapters. Chapter One presents the introduction part, which contains background of the study, statement of the problem, research questions, research objectives, definitions of key terms, significance of the study, scope of the study, and limitation of the study. Chapter Two presents a review of related literatures on export marketing, export marketing mix strategy, and soybean export marketing. In Chapter Three, the methodology including the research design, population and sampling, data collection, and analysis techniques are presented. Chapter Four presents the data presentation and analysis; which describes the empirical results, findings and discussion of the research by evaluating the data collected. Chapter Five summarized the major findings of the study, drawn conclusion, and forwarded appropriate recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

In this part of the study; export marketing and export performance, export marketing, export marketing mix strategy, export performance, soybean, and the conceptual framework are discussed.

2.1. Export Marketing and Export Performance

Cavusgil & Zou, (1994) defined export marketing strategy as:

“Export marketing strategy is the means by which a firm responds to the interplay of internal and external forces to meet the objectives of the export venture. It involves all aspects of the conventional marketing plan, including product, promotion, pricing, and distribution. In international marketing, the key consideration is whether the marketing strategy should be standardized.”

Marketing strategies is a procedure by which companies react to situations of competitive market and forces of market or react to environment forces and internal forces to enables the firms to achieve its objective and goals in target market, through all aspects of the marketing mix, that consist of products, prices, promotion, and distribution (Lee & Griffith, 2004).

Marketing strategy is one of major elements of export performance and one of key factors impacting export performance (Cavusgil & Zou, 1994). Traditionally marketing strategy was identified as an antecedent and determinants of export performance (Leonidou, *et al.* 2002).

Cavusgil & Zou, (1994) defined Export performance as:

“The extent to which a firm’s objectives, both strategic and financial, with respect to exporting a product to a market, are achieved via the execution of the firm’s export marketing strategy.”

According to Allaro, (2011) Export performance is defined as: the success or failure of a firm/nation to sell its products in other nations markets. The relationship between export marketing strategy and export performance in the context of export ventures and its performance is determined by the export marketing strategy and firm’s ability to put into action the export marketing strategy (Tesfom & Loutz, 2006). Export performance and export marketing mix are the two issues which need to be assessed.

According to Lado, *et al.*, (2001) the resource based paradigm, the industrial organization/relational paradigm and the contingency paradigm are basic paradigms in conducting exporting research. Here the contingency paradigm is convenient to for the assessment export performance of nations/firms.

The resource-based paradigm suggests that firm-level activities are determinants of firm's export performance. Different authors concluded that the studies conducted on the effect of marketing strategy and other variables on export performance fragmented and lacks consistency (Beleska-Spasova, 2014; Zou, *et al.*, 2003; Lado, *et al.*, 2001; Cavusgil & Zou, 1994).

The Industrial Organization/relational paradigm, focused on the network of business interactions and views the firm’s international presence to export expansion as the sequential development of relationships with others firms in the international marketing (Zou, *et al.*, 2003; Lado, *et al.*, 2001).

The contingency paradigm, suggests that industry and market conditions are expected to mediate the influence marketing strategies on export performance (Beleska-Spasova, 2014; Lages & Montgomery, 2003; Lado, *et al.*, 2001; Lages., 2000; Cavusgil and Zou 1994).

The contingency paradigm assumes that no one strategy can be appropriate in all contexts. The effects of various firm characteristics, such as export strategy, on export performance are dependent on the specific situation of the firm (Beleska-Spasova, 2014; Lages & Montgomery, 2003). This paradigm is used in many researches by different authors in various contexts with regard to export performance

The contingency theory of export performance cannot be applied simultaneously to export performance and 4ps standardization or adaptation debate. It proposes that rather than choosing whether pure adaptation or standardization several internal and external factors should be considered to determine the appropriate degree of adaptation (Beleska-Spasova, 2014; Lages & Montgomery, 2003). The main strength of this paradigm derives from its recognition of the two extremes advantage and disadvantage.

Special concern for export marketing strategy is whether to pursue a standardized strategy across all countries, or adapt it to the specific requirements of each foreign market. Proponents of the standardization approach make several justifications for this, such as similarities in buyers' consumption patterns and the existence of international market segments. In contrast, those favoring the localization strategy cite differences in government restrictions, competitive practices, communication infrastructure, and so forth, among nations (Keegan, 1995 cited in Leoniduo, *et al.*, 2002).

2.2. Export Marketing

Exporting contributes to nation's economy prosperity. Exporting plays a vital role in the world and has a lot of benefits for firms and countries. Exporting is a fundamental strategy in ensuring firm's survival or growth, and firms may achieve competitive advantage in international markets with a positive influence on current and future export performance (Moghaddam & Foroughi, 2012).

If nations pursue exporting economic growth and activity will be enhanced, domestic production will be motivated, reducing unemployment rate will be reduced, foreign

currencies will be generated for import, growth will be accelerated, balance of trade will be smoothed, foreign exchange reserves will be accumulated, profitability and societal success is increased, and industrial development will be assured, capacity utilization and productivity will be increased (Moghaddam, *et al.* 2011).

The quickest and simplest way through which a company can enter foreign markets is exporting. Any company can enter into international markets by exporting its products to the foreign markets in order to achieve its objectives using indirect export and direct export. Indirect Export refers to the use of home country agencies (trading companies, export management firms) to get the product to the foreign market. Direct Export by contrast, means the firm itself contacts the buyers abroad, be they independent agents and distributors or the firm's own subsidiaries (Johansson, 2009).

Exports are important for all countries whether developed or underdeveloped. The importance of export marketing can be explained from the viewpoint of a country and that of business organization (Manoj, 2010).

Importance of Export Marketing at the National Level are Earning Foreign Exchange, International Relation, Balance of Payment, Employment Opportunities, Financing of development, Research and development, Promoting Economic Development, and Reputation in the world. Whereas the Importance of Export Marketing at Firm Level are Reputation, Optimum Production, Spreading of Risk, Improvement in organizational efficiency, and Improvement in product standards. Higher profits are some of the benefits of exporting (Manoj, 2010).

Domestic marketing, in which the firm markets its product within specific political or geographic country boundaries whereas Export marketing, in which case the firm markets its goods and/or services across national/political boundaries. Exporting represents one of the most common entry modes to the international markets (Lado, *et al.*, 2001).

According to Manoj, (2010) the major factors effecting export marketing are:- economic factors, political factors, consumer factors, geographic factors, social factors,

technological factors, and trade factors that include the channel of distribution, the availability of distributors, and the services provided by the distributors.

According to Johansson, (2009) Emerging markets are defined as:

*“Emerging markets as defined here comprise Russia and the newly democratized post communist nations, China (whose communist government has eased central control over the economy), the Middle East, and developing countries. Among typical **developing** countries are many of the poor nations in Africa (Nigeria, Zambia, Tanzania), Asia (Pakistan, Vietnam), and Central America (Nicaragua, Guatemala). They are defined primarily by low per capita income levels and are discussed here together with the newly democratized countries (NDCs) mainly because they share a severe lack of marketing infrastructure.”*

In emerging markets there is a traditional supremacy of producers over consumers Marketing becomes an act of rebellion against the old order and places people’s mindsets under stress. Good marketing practices satisfy the customers with good products and services still applies (Johansson, 2009).

2.3. Export Marketing Mix Strategy

Export marketing strategy variables refer essentially to the company export product, pricing, distribution and promotion strategy and are key to exporting success Lado, *et al*, (2001). Marketing strategy generally embrace marketing mix elements which consist of product, price, distribution and promotion (Singh, 2012; Moghaddam, *et al.*, 2011; O’Cass & Julian, 2003; Leonidou, *et al.*, 2002).

In the literatures of the research authors use Marketing mix to define the marketing elements. One of the best known models in marketing mix is the 4Ps, which helps to define the marketing options in terms of product, place, price and promotion (Shahhosseini & Ardahaey, 2011).

To achieve the best marketing strategies in the export all the elements of marketing mix and mostly the 4Ps should work together. Often decisions on one element will influence the choices available in others (Shahhosseini & Ardahaey, 2011).

The four main categories of export marketing strategy elements; price-marketing strategy, place marketing strategy, promotion marketing strategy and product marketing strategies which are elements of export marketing strategy is, one of the major factor that affect export performance of a firm (Moghaddam, *et al.*, 2011).

Leonidou, *et al.*, (2002), categorized five major groups of variables influencing export performance: Managerial, Organizational, Environmental, Targeting, and Marketing mix variables. He further classified the marketing mix variables as product, pricing, distribution, and promotion strategy.

This study will focus on the classification of Leonidou, *et al.*, (2002) to further assess the marketing mix strategy on export performance of soybean marketing.

2.3.1. Product Marketing Strategy

According to Singh, (2012), Product can be defined as;

“A product, service is the starting point of all marketing activities. A product is a combination of different attributes. It comprises of physical factors such as color, design, features, performance and non physical factors like value, quality etc. Product planning involves a variety of decision to be taken firmly to bring the product in the market. Decisions concerning to product are related to the following”.

Product dimensions are an important part of marketing mix that influence export performance positively. Although there are limited studies about export marketing strategy details, but some previous studies found positive relationship between export performance and product dimensions (Leonidou, *et al.*, 2002; Cavusgil & Zou, 1994).

Leonidou, *et al.*, (2002) lists 10 variables under product dimension such as; Product design, Product quality, Branding advantage, Packaging and labeling, Customer service, Warranty, Product advantage, New/unique product, Brand mix, and Product adaptation.

Product design is the way a product is created, engineered, styled, or fashioned. A successful design is both functional and aesthetically pleasing. Design is very important in a today's world as it is all about gaining attention, focusing it on the product and influencing the purchase decision of the customers. The design is directly linked to show success and makes the difference because it leads to goal achievement (Singh, 2012). It was found to have a significant positive effect on performance (Leonidou, *et al.*, 2002).

Product quality Successful ventures offer consistent quality. Quality the product being offered is of a higher physical quality than the competitor's product, or from providing excellent customer service. Quality gains customers as an individual always looks for good quality product or service (Singh, 2012). The relationship between product quality and export performance was positively associated (Leonidou, *et al.*, 2002).

Branding advantage refers to the degree to which an export venture achieves a more favorable brand image among export customers than its rivals' brands do. Branding usually assures high or at least consistent quality and hence encourages repeat purchasing. Branding advantage was found to be positively related to overall export performance (Singh, 2012; Zou, *et al.*, 2003; Leonidou, *et al.*, 2002).

Packaging and labeling includes all the activities of designing and producing the container for a product and the container is called package. Labeling which may be a simple tag attached to the product or an elaborately designed graphic that is part of the package. Packaging is used for raising the product's value. It increases the perceptual experiences about the quality of the product (Singh, 2012). Packaging and labeling was the only product variables that had no effect on overall export performance (Leonardo, *et al.*, 2002).

Customer service as pre and after sales services refers to the firms' ability to offer augmented level of product (i.e. warranty and provisions for pre- and after-sales services etc.) are positively linked with export performance as the customer is more concerned with exporters' ability to offer necessary services (Leonidou, *et al.*, 2002).

Warranty is benefit provided to reducing the risk if the buyer discovers defects or performance problems a product and it is a formal statement of expected product performance that lists the types of services the manufacturer will provide. Products protected by a warranty have to be returned to a manufacturer or designated repair center. It gives an assurance to the customer about after sales service which assures the customer about the durability of the product and maintains satisfied customers in the market (Singh, 2012). Warranty is particularly important when a firm enters a new overseas market or exports to geographically distant markets. Empirical findings confirmed a positive relationship of this variable with export performance (Leonidou, *et al.*, 2002).

Product advantage (such as luxury, prestige, and quality) is defined as the benefit of using that product compared to other similar products. It also refers to the benefits that customers get from the new product. Product advantage consistently appears as the most important product characteristic in explaining the success of the new product (Singh, 2012).

Export product uniqueness has also been well-researched, and results indicated that it significantly influences export Performance (Leonidou, *et al.*, 2002).

Brand mix entails decisions relating to the name, sign, symbol, design, or a combination of these decision areas that are intended to identify and differentiate the exporter's product in international markets. The firm's ability to offer a complete product or brand mix in export markets was found to be positively correlated with export performance (Leonidou, *et al.*, 2002).

Product adaptation involves modification to a product's design, pricing, promotion, and distribution as a firm enters export markets to satisfy local consumer's preferences and values (Leonidou, *et al.*, 2002; Cavusgil & Zou, 1994).

2.3.2. Price Marketing Strategy

Price is another part of marketing mix that many researchers assessed in their study and it is one of important items in international market (Leonidou, *et al.*, 2002). Singh, (2012), stated that the amount the consumer must exchange to receive the offering is called price.

According to Leonidou, *et al.*, (2002) six pricing-related decision areas were examined for their potential influence on a firm's export performance: pricing method, pricing strategy, sales terms, credit policy, currency strategy, and price adaptation.

Pricing method defend as market based pricing strategy that whereby the company sets export prices with demand of consumer and competitive condition. They concluded in the meta-analysis that pricing method has positive relation with proportion of sales and profit level based export performance measures (Moghaddam, *et al.*, 2011).

Market skimming pricing strategy is the setting of high price in order to take advantage of the relative price insensitivity of some market segments. It means pricing the product relatively high in comparison to the similar commodities and then gradually reducing the price. The strategy of skimming allows the firm to recover its cost rapidly by maximizing its sales revenue (Singh, 2012).

Sales terms are an important factor in international business because they detail the contractual responsibilities in export transactions. They can also act as a powerful competitive tool, particularly if the price quotation minimizes the liabilities and responsibilities of international customer. Sales terms were not found to influence export performance (Leonidou, *et al.*, 2002).

A competitive credit policy was hypothesized by several studies to be conducive to successful exporting because it can enhance profits by generating a larger and better satisfied customer base. Positive relationship was found between credit policy and export performance (Leonidou, *et al*, 2002)

The currency strategy pursued by the firm in export transactions, i.e., whether products are priced in the exporter's home currency, its customer's currency, or a third currency, has attracted limited research interest (Leonidou, *et al*, 2002).

Price adaptation is the adjustment of price. Export prices may be adjusted for a number of reasons: economic, political–legal, price controls, and other environmental forces; marketing, distribution, and transportation costs; market structures and demand; tariffs, taxes, and other financial trade barriers; pricing practices of competitors; and costs and margins of distribution channels. This diversity of foreign market pricing determinants makes price adaptation necessary for firms to survive and remain competitive in host markets. There is strong positive link between price adjustment and export performance (Leonidou, *et al*, 2000).

2.3.3. Place (distribution Channel) marketing strategy

One of the important export marketing strategies that firms pursue recently is place (Moghaddam, *et al*, 2011). place is a mechanism through which goods and services are moved from the point of production to consumer/end user and it includes distribution channels, warehousing facilities, mode of transportation and inventory control management and therefore a firm should have excellent supply chain and logistics management plan for distribution (Singh, 2012).

Leonidou, *et al.*, (2002) lists 7 variables of place strategy as; Distributors/agents Represents, sales representative, Merchants, Direct buying, Dealer support, Adaptation of distribution, and Distribution network/Availability. The relationship between export channel intermediary type and overall export performance was weak.

Distributors/agents Represents a seller or buyer in a more permanent basis. Others such as brokers, manufacturers' representatives, and sales agents-search for customers and may negotiate on the producer's behalf but do not take title to the goods; they are called agents (Kotler, 1997).

A sales representative is a contractual authority to sell manufacturer's entire output. The manufacturer either is not interested in the selling function or feeling unqualified. The sales representative serves as a sales department and has significant influences over prices, terms, and conditions of sales (Kotler, 1997).

Merchants independently owned businesses that takes little to the merchandizes they handle in different trades they are called jobbers, distributor, or mill supply houses (Kotler, 1997).

Direct buying describes a distribution system, where sales to customers are carried out via telephone, mail or door-to-door. It comes straight from the manufacturer instead of through a third party and usually this makes it cheaper for the buyer (Kotler, 1997)

Dealer support the process by which the exporting firm's ongoing and sustainable dealer support has been hypothesized to lead to better export performance through the development of productive and long-lasting business relationships (Cavusgil & Zou, 1994). Exporters can use various ways of supporting their dealers, including business counseling, market research assistance, sales force training, missionary selling, cooperative advertising, and financing (Czinkota & Ronkainen, 1998 cited in Leonidou, *et al.*, 2002).

Distribution network/Availability is referred as the entire chain of distribution intermediaries from the supplier to the consumer. A strong and efficient distribution network is one of the most important assets that a venture can have, and is the biggest deterrent that faces the new competitors. Strong positive linkage with export performance was found (Leonidou, *et al.*, 2002).

Adaptation of distribution which refers to the adjustment of the exporting firm's channel design in export markets. Such adjustments may occur in response to,

variations in business environments, such as legislation, economic situation, and physical conditions, and differences in distribution infrastructure in terms of number of middlemen, types of outlets, and channel functions (Leonidou, *et al.*, 2002).

Delivery time constitutes a key overseas supplier selection criterion used by importing firms. Efficiency in the delivery time of the products exported as it affects competitiveness and success in the market in which these firms operate. Our results exhibited a positive relationship with export performance (Leonidou, *et al.*, 2002).

2.3.4. Promotion marketing strategy

Promotion activities are meant to communicate & persuade the target market to buy the company's products. The firm chooses the product to meet the identified need of the target segment. The right distribution channel is used to make the product available and the firm undertakes attention-getting promotion (Singh, 2012).

Six promotion-related variables, i.e., advertising, sales promotion, personal selling, trade fairs, personal visits, and promotion adaptation, were examined for their effects on export performance were listed by (Leonidou, *et al.*, 2002).

Advertising, one of the most highly visible areas of marketing communication, is any paid form of a communication that is broadcast, published, or otherwise displayed in public and in which an identified sponsor promotes ideas, goods or services. It is an important way of communication hence it is used to create awareness, and transmit information in order to gain customers from the target market (Singh, 2012). Advertising influences positively on export performance measures (Leonidou, *et al.*, 2002).

Sale promotion refers to any consumer or trade program that adds tangible value to the brand during a certain time period (such as an incentive to buy) in order to stimulate trial increase consumer demand, or increase product availability. Sales promotion, underscoring the role of coupons, samples, premiums, and other promotional tools, particularly in countries characterized by low incomes, keen competition, and/or

advertising restrictions. It has positive relationship with export performance (Leonidou, *et al.*, 2002).

Personal selling, it is a person to person communication between buyer and seller which occurs face to face. It also may involve the telephone, videoconferencing, or interactive computer linkage. Personal selling was related positively to export performance (Leonidou, *et al.*, 2002).

Trade fairs are designed to bring marketers and customers together at a given location for a short period. They occur around the world and are an opportunity for companies to display existing and new product lines in a way that are continent for customers. Studies support the beneficial impact of trade fair participation on export proportion of sales and composite measures of export performance (Leonidou, *et al.*, 2002).

Personal visit refers to the activities exercised that can increase export performance by enhancing experience about problem or opportunities, personalizing relationship, increasing communication, and providing timely response to export venture's need (Moghaddam, *et al.*, 2011).

Promotion adaption is the process of localization of the venture's promotional strategy to meet the differences in government restrictions, competitive practices, communication, infrastructure, and so forth, among nations. Promotion adaptation exhibited a strong positive association with overall export performance (Leonidou, *et al.*, 2002).

2.4. Export Performance

According to Allaro, (2011) Export performance is defined as: the success or failure of the efforts of a nation to sell domestically produced goods and services in other nations markets, the export effectiveness, export efficiency and continuous engagement in exporting, the composite outcome a nation's international sales, and the three sub-dimensions which encompass sales, profit and growth.

Export performance is the relative success or failure of the efforts of a firm or nation to sell domestically produced goods and services in other nations. Export performance can be described in objective terms such as sales, profits, or marketing measures or by subjective measures such as distributor or customer satisfaction (Allaro, 2011).

The measures of export performance can be looked in three categories such as objective (financial, non perceptual), subjective (non financial, strategic, perceptual) and composite scales (Allaro, 2011; Ayan & Percin, 2005).

Different performance measures can be categorized into two categories: subjective or non-economic and objective or economic measures (Thirkell & Dau, 1998 cited in Batavia & Kolachi, 2012) defined

“Objective measure as more quantitative like sales volumes of export, market share the firm has in terms of its export; and the intensity of export, whereas subjective measures as non-economic measures which take into account overall export performance, relationship of growth with exports and employ a more customer-oriented approach.”

2.5. Soybean

The oldest crops raised by human as history revealed is soybean. It was in East Asia about 5000 years ago which has been staple crop especially in China containing amino acids necessary for human body with high commercial value. Soybean, of all grains legumes, has protein of high concentration containing about 40% protein other than grains legumes which contain about 20%. Beef and fish contains protein almost half of soybean which has free of cholesterol and high in calcium, phosphorous, and fiber (Jonas, *et al.*, 2008)

The earliest known cultivation of soybeans in Africa was in 1896. The next record of cultivation of soybeans in Africa dates from 1903, when they were grown in South Africa. In about 1907 soybeans were introduced to Mauritius and to Tanzania. Starting in 1908 there was a dramatic increase of interest in growing soybeans in Africa, as Europe for the first time began to import large quantities of soybeans from Manchuria (Jonas, *et al.*, 2008).

European nations turned to their African colonies as potential areas for soybean cultivation. English colonies were most actively involved. Very little was done introduce soybeans to the many French colonies. By 1908 soybeans were being grown on a small scale in Nigeria and in the Belgian Congo. Extensive investigations were made on all British Governmental Experiment Farms in Africa and by 1910, it was found that, given the present demand and prices, the colonies could compete very successfully with imported Manchurian soybeans (Jonas, *et al.*, 2008).

According to Jonas, *et al.*, (2008) globally, soybean has a wide range of edible and industrial uses which are broadly categorized as:

- (i) Soybean oil products for both human consumption and industrial uses (including refined oil products, glycerol fatty acids and sterols),
- (ii) Soybean protein products (including flours, concentrates, isolates for edible and industrial uses, and soybean meal for animal feeds), and

(iii) Whole-soybean products for human consumption. Soybean is also used for animal feeds as soybean meal (from residues after extracting oil mainly for poultry and livestock).

Soybean is usually categorized as oilseeds which are the major raw material for the production of oil and meal. Its demand arises almost entirely out of these two major products. Each 60-pound bushel of soybeans yields 47 to 48 pounds of meal and 10.5 to 11 pounds of oil. In the main processing (crushing), the soybean is cleaned, cracked, dehulled, and rolled into flakes. In addition, soybean oil can also be extracted to produce pharmaceutical coating such as lecithin (Susanto, 2006).

Overview of global soybean market

The global soybean industry is one of the largest and most significant grain industries and has continued to grow significantly in recent years. Global soybean production has shown a fivefold increase in the last forty years. This growth is predicted to continue in line with increasing demand from the food, feed and fuel sectors (M'Gee, 2011).

Traditional soybean markets are influenced by ongoing global supply and demand forecasts for soy commodities, principally edible oils, animal feeds and industrial uses. In general human consumption soy foods receive a slight price premium above global commodity markets (M'Gee, 2011).

The global commodity pricing system is heavily impacted by the size of North American and South American soybean crops and the supply: demand surplus ratio. The other heavy influence on world commodity pricing is the increasing demand from China, which is currently importing over 1 million MT per week. This is predominantly from the US but can be diverted to South American supply by global traders as is required (M'Gee, 2011).

Soybeans are consumed both directly as human food products and processed into meal and oil for use in both for human food and animal feed applications. Consumption of soybeans as a food is largely concentrated in Asia, particularly China, Japan and

Indonesia, and are either used directly as a whole seed or are processed and incorporated as a high protein ingredient into food like tofu, tempeh, soy milk, soy cheese or other products. While this accounts for a relatively small percentage of the overall market (6%), it is still significant in volume terms, and particularly, value (M'Gee, 2011).

In the soybean export market, the United States, Brazil and Argentina have been the major exporting countries, accounting for nearly 90% of total world market (Susanto, 2006). The same author claimed that World production of soybeans is highest among oilseeds, accounting for over than half of all oilseed production in the world. Among the major oilseed crops in the world, soybean is the largest source of edible oils.

According to FAO, (2011) statistics, total world production of soybean reached 91,021,479 million MT in valuing 45,027,521US\$ million dollar. Major global producers in order of importance include the United States of America, Brazil, and Argentina. South Africa exported 42.5 million tons of soybeans to the world and harvested 22.4 million US\$.

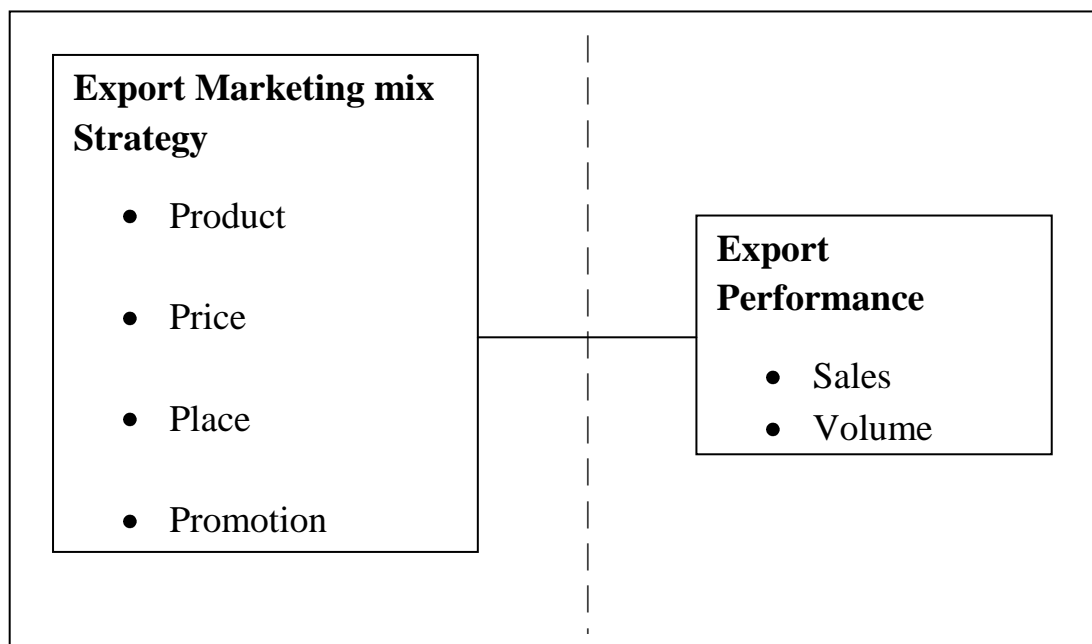
Ethiopia has been started Export of Soy bean in 2004 and there was no record of export of soybean products before 2004. Ethiopia is exporting only soybean grain and no other processed products of soy bean are started to be exported (Hailu & Kelemu, 2014). Ethiopia exported 220,000 ton Soybean and it fetched 115,744 million US\$ in 2011 (ERCA, 2014).

Ethiopia has a low share of agricultural export in GDP, which was about 7.5 % in 2014/15 (2007 EFY). Ethiopia's exports are dominated by a few agricultural products, and this continues to hinder increase in foreign exchange earnings, with adverse effects on the balance of payments (MoFED).

2.6. Conceptual Framework

The following conceptual framework is designed based on the literature review and the objective of the study as below in figure 2.

Figure 1: Conceptual Framework



Adapted from (Leonidou, et al., 2002)

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents the research design, population and sampling, sources of data, data collection method and methods of data analysis. It also addresses data processing and data analysis methods.

3.1. Research Design

”A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.” (Kothari, 2004)

The research design is simply a framework for the study. Based on the research techniques or methods, research designs are classified as exploratory, descriptive and casual. Research design stands for an advance planning of methods to be adopted for collecting the relevant data, the techniques to be used in their analysis, keeping in view the objective of the research and availability of resources like time and money. (Kothari, 2007)

In line with the objective of the research, which is to make an assessment of export marketing mix on export performance in case of soybean export the author employed a descriptive type of study, since descriptive analysis refers to the transformation of raw data into a form that would provide information to describe a set of factors in a situation that will make them easy to understand and interpret.

Accordingly, the descriptive research design was used to analyze demographic, accurate profile of the respondents, and some points on the structured questionnaires.

The export data of the exporter which was collected were analyzed quantitatively so that it was convenient for the description.

3.2. Population and Sampling

“All items in any fields of inquiry constitute a ‘Universe’ or ‘Population.’ A complete enumeration of all items in the ‘population’ is known as a census inquiry. It can be presumed that in such an inquiry when all items are covered, no element of chance is left and highest accuracy is obtained” (Kothari, 2004).

The population of the study was the Soybean exporters listed legally in Ministry of Trade in Addis Ababa which was 651 in numbers.

“When field studies are undertaken in practical life, consideration of time and cost almost invariably lead to a selection of respondents i.e., selection of only a few items. The respondents selected should be as representative of the total population as possible in order to produce a miniature cross- section. The selected respondents constitute what is technically called a ‘sample’ and the selection process is called ‘sampling technique.’ the survey so conducted is known as ‘sample survey’” (Kothari, 2004).

Among the most important element of the research, the sample size is the one which addresses the characteristics of the whole file series with confidence. To stick with good statistical validity, the study used a representative sample size. For this study maximum care is given to get the highest sample size and the soybean exporters are included in the pulses exporters which are 651 in numbers and accordingly the sample size was determined using the following formula (Yamane, 1967).

$$n_0 = \frac{z^2 p(1-p)N}{z^2 p(1-p) + Ne^2}$$

Where:

n_0 = sample size

z = confidence interval corresponding to a level of confidence

p = population proportion

N = population size

e = precision or error limit

Taking the value of N= 651, which is the total size of the population, Z=1.96 (95% Confidence Interval), p=0.5 and level precession e=10%, the required sample size found were 83.

Again, taking Yamane (1967) formula for determining the required response rate for the amount of sample size determined, the researcher used the below method of determination.

$$r = \frac{n}{1 + ne^2}$$

Where:

n = sample size

r= required responses

e²= error limit or the level of precision (10%)

Accordingly, by assuming response rate of 55% the sample size to be distributed was identified as 150 for the Soybean exporters and finally able to achieve 69.3% of response rate that means 104 responses are analyzed.

3.3. Data Source

In carrying this research, the following method was used to collect a relevant information or data. The study relied on quantitative types of data in order to arrive at reliable conclusions for the research questions. Concerning sources of data, both primary and secondary sources were used for generating valuable and relevant data.

Primary source of data was collected through questionnaire from soybean exporters, whereas secondary data was collected from publications of books, journals, reports, and bulletins, Ethiopian Customs and Revenue Agency (ERCA), Ministry of Agriculture, Ethiopian Investment Authority (EIA), Central Statistical Agency (CSA), Ethiopian Pulses, Oilseed and Spices Processors Exporters Association (EPOSPEA), Ministry of

Trade (MoT), Ethiopian Export Promotion Agency (EEPA) and articles contributed on national and international newspapers and magazines.

With a combination of these two data sources, the researcher had been able to obtain the required information that has essential to reach sound conclusion about the study.

3.4. Data Collection Method

In order to collect data from the primary sources, this research has used questionnaire which helped the researcher to draw the appropriate information. The details are explained as follows:-

3.4.1. Questionnaire

“Questionnaire as a general term to include all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order” (Saunders, *et al.*, 2009).

Questionnaires were developed to collect significant information for the assessment of Ethiopian soybean export status. The questionnaires were developed through review of relevant literature for identifying various export factors .Finally; structured questionnaires with 29 questions was prepared in four different categories of factors.

The survey was conducted by five points Likert scale developed ranging from 1; “strongly disagree” 2; “disagree” 3; “neither agree nor disagree” 4; “agree” and finally to 5; “strongly agree”.

Based on Leonidou, et al., (2002) export marketing mix strategy can be categorized as Export Product Marketing Strategy, Export price Marketing Strategy, Export place Marketing Strategy, and Export promotion Marketing Strategy.

Export Product Marketing Strategy category was measured by a ten-item, five-point Likert scale. Scale items were:

Table 1: Product dimension measurement

Items	Source
product design	Leonidou, et al., (2002)
product quality	
branding advantage	
Packaging and labeling	
customer service	
Warranty	
product advantage	
New/unique product	
Product/brand mix	
product adaptation	

Export Price marketing strategy was measured by a six-item, five-point Likert scale. Scale items were:

Table 2: Price Marketing Strategy measurement

Items	Source
pricing method	Leonidou, et al., (2002)
pricing strategy	
sales terms	
credit policy	
currency strategy	
price adaptation	

Export Place (Distribution Channel) marketing strategies was measured by a seven-item, five-point Likert scale. Scale items were:

Table 3: Place (distribution channel) dimension measurement

Items	Source
Distributors/agents	Leonidou, et al., (2002)
Sales representatives/office	
Merchants	
Direct buying	
Dealer support	
Delivery time	
Distribution adaptation	

Export promotion marketing strategy was measured by a six-item, five-point Likert scale. Scale items were:

Table 4: Promotion dimension measurement

Items	Source
Advertising	Leonidou, et al., (2002)
sales promotion	
personal selling	
trade fairs	
personal visits	
promotion adaptation	

Constructs were prepared based on the items in each dimensions for export marketing mix strategy and distributed to the Ethiopian soybean exporters.

3.5. Method of Data Analysis

“Individual quantitative and qualitative techniques and procedures do not exist in isolation. The choice is increasingly advocated within business and management research, where a single research study may use quantitative and qualitative techniques and procedures in combination as well as use primary and secondary data” (Saunders, *et al.*, 2009).

Quantitative analysis technique was employed when there is more important to analyze the current status of the export of the industry. Moreover, the questionnaires were analyzed using quantitative technique. The data were analyzed and presented using SPSS, Excel spreadsheet, tabulation, charts and graphs.

The five point Likert-scale questionnaires were analyzed by determining the cutoff value of the points. The items with mean score of greater than 3.5 was considered as extremely important in the exporting performance of the firms; mean scores between 2.5 and 3.5 was considered as moderately important and items with mean score lower than 2.5 was considered as least importance.

After the data were collected from primary and secondary sources, it was appropriately checked and edited by the researcher. Then the edited data coded and manually entered into computer. Finally, the data were analyzed by using SPSS version 20 and the results obtained were discussed and analyzed by employing graphs, tables, mean, and standard deviation and quantitatively depending on the type of data.

3.6. Ethical Considerations

Ethics are norms or standards of behavior that guide moral choices about our behavior and our relationships with others. The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from research activities (Cooper & Schindler, 2003). Obeying ethical rules is vital in conducting research. Hence, the following ethics were considered while conducting this research:-

- Quantitative survey respondents and qualitative survey informants were provided detail explanation about the overall objective of the study ahead of time;
- Participants of the study were informed that the data will be used only for the intended academic purpose; and
- Respondents were inquired in highly respected manner.

3.7. Data Reliability and Validity

According to Kothari, (2004) reliability is the consistency of results provided by the measuring instrument. A consistent finding of data collection technique, analysis, or procedure yielded is reliability (Saunders *et.al.* 2009).

The reliability analysis is done by using SPSS 17. Cronbach's alpha was used to analyze the reliability of the data. A pilot test on 5 respondents was considered before the actual data collection began and Cronbach alpha value of 0.800 was observed which is above the cutoff value of 0.70. After collecting from all the exporters, a Cranach's alpha value 0.757 was observed from 29 items being considered. Therefore, the data is reliable and internally consistent.

Table 5: Reliability Analysis

Cranach's alpha	No. of item
.757	29

Source: SPSS Computation based on Survey Data, 2014.

“Validity refers to the extent to which a test measures what we actually wish to measure. Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. Validity can also be thought of as utility. In

other words, validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested” (Kothari, 2004).

According to Kothari (2004), there are three different types of validity. These are - content validity; criterion-related validity and construct validity. The applicability of the validity tests depend upon the nature of the research problem and the judgment of the researcher. For this study, content validity (face validity) will be selected to assess the validity of the data.

“Content validity (face validity) is the extent to which a measuring instrument provides adequate coverage of the topic under study. If the instrument contains a representative sample of the universe, the content validity is good. Its determination is primarily judgmental and intuitive. It can also be determined by using a panel of persons who shall judge how well the measuring instrument meets the standards, but there is no numerical way to express it” (Kothari, 2004).

During the pilot test, there were 29 Likert-scale questions and we discussed with the selected 5 respondents and marketing experts. All the respondents and the experts agreed with all the questionnaires. Therefore, the content validity of the data is good.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

This chapter presents the quantitative type descriptive and cross tabulation analysis of the data to come across the findings of the study and the discussion of the results.

Then the findings of the questionnaire is analyzed and discussed in details. In addition, overall Ethiopian soybeans export volume and value.

4.1. Background Information

The questionnaires were distributed to the soy bean exporters in early April, 2016. They returned most of the questionnaires up to second week of May, 2016. 150 questionnaires were distributed for the companies and 104 of the questionnaires were returned and were input for the analysis; which means the response rate was 69.3%.

Table 6: Position of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General Manager	21	20.2	20.2	20.2
	Owner	7	6.7	6.7	26.9
	Production Manager	6	5.8	5.8	32.7
	Marketing managers	62	59.6	59.6	92.3
	Others	8	7.7	7.7	100.0
	Total	104	100.0	100.0	

Source: Survey result, 2016

Table 6 shows that, the majority of the respondent were marketing managers 62(59.6%); General Managers were 21(20.2%) of the respondents; 7(6.7%) were Owners; 6(5.8%)

were production managers; and the rest 8(7.7%) were having other positions like officers at different department and support staffs who are directly related with the business.

Table 7: Experience of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-2	14	13.5	13.5	13.5
	3-5	18	17.3	17.3	30.8
	5-10	55	52.9	52.9	83.7
	above 10	17	16.3	16.3	100.0
	Total	104	100.0	100.0	

Source: Survey result, 2016

Table 7 shows that, more than half of the respondents 55(52.9%) were experience of 5-10; 14(13.5%) of the respondents were experience of 0-2 years; 18(17.3%) were 3-5 years of experience; and the rest 17(16.3%) have above 10 years of experiences. It means the majority of the respondents have up to 10 years experience.

Table 8: Exporting Experience of Companies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 years	28	26.9	26.9	26.9
	Above 5 years	76	73.1	73.1	100.0
	Total	104	100.0	100.0	

Source: Survey result, 2016

As can be seen from table 8, most of the companies having more than 5 years of experience were 76 (73.1%); whereas 28 companies (26.9%) have less than 5 years of experience.

Here the researcher suspects that the business might not be attractive for the new entrants

Table 9: The Diversification Level of Destination Countries the Company Engaged

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2	2	1.9	1.9	1.9
	3-5	36	34.6	34.6	36.5
	6-10	47	45.2	45.2	81.7
	>10	19	18.3	18.3	100.0
	Total	104	100.0	100.0	

Source: Survey result, 2016

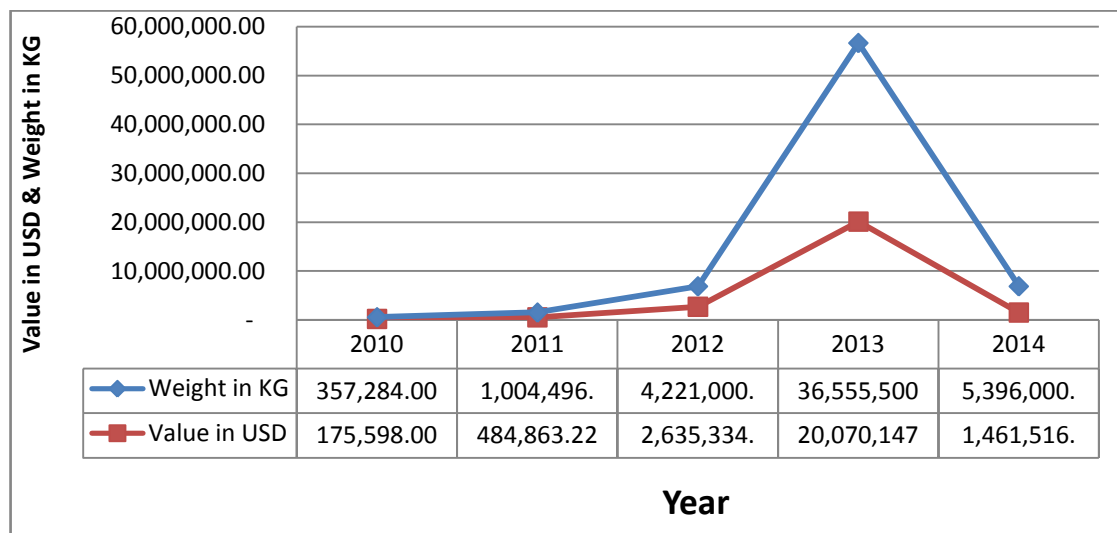
From table 9, most of the companies which were 47 companies (45.2%) were exporting to 6-10 countries; companies which are exporting to 3-5 destination countries were 36 companies (34.6%); 19 (18.3%) is exporting to more than 10 destination countries; and 2 companies (1.9%) were exporting their produce to not more than 2 countries;. The majority (45.2%) of them are exporting to 6 to 10 destination countries. This means the majority of the companies were exporting to less than 10 different countries. From this the researcher infers that the exporters were unable to diversify their destiny.

4.2. Data Analysis

4.2.1. Ethiopian Soybean Export

Ethiopia has exported 357,284 kilogram of soybean and fetched 175,598 US Dollars in 2010. It has reached 36,555,500 kilogram and 20,070,147 USD of foreign exchange earnings by contributing 9,506,856.00 KG and 4,965,491.75 USD annual average export volume and export value respectively as shown in the figure 4 below.

Figure 2: Total Ethiopian Soybean Export from 2010-2014



Source; ERCA, 2015

As depicted in table 10 below, the majority of Ethiopian Soybean produced is being exported to Viet Nam (53.8% in weight) and Indonesia (22.6% in weight). Even though the exported volume exported to these regional markets is high, it is not fetching high price. The remaining 23.6% of the products is being exported to the Middle East markets and fetched 37% share of the total Soybean export revenue.

The result showed that the exporters were exporting most of their products to Viet Nam, Indonesia, Malaysia, Sri Lanka, Philippines, Korea republic, and United States Virgin Islands which accounts 94.4% .Kenya and Sudan accounts 5.6% only during the period 2010 to 2014.

Table 10: Destination Markets for Ethiopian Soybean the year 2010-2014

No.	Market Destination	% Share in Weight
1	Viet Nam	53.8
2	Indonesia	22.6
3	Malaysia	11.5
4	Kenya	4.0
5	Sri Lanka	3.0
6	Sudan	1.6
7	Philippines	1.4
8	United States Virgin Islands	1.3
9	Republic of Korea	0.8

Source; ERCA, 2015

4.2. Export Marketing Strategies of Ethiopian Soybean Exporters

The export Marketing strategy of Ethiopian soybean was analyzed under four categories (Leonidou, et al., (2002) such as; Export Product Marketing Strategy, Export Price Marketing Strategy, Export Place Marketing Strategy, and Export Promotion Marketing Strategy.

Table 11: Export Product Marketing Strategy

Items	N	Mean	Std. Deviation
Our product design is good.	104	3.54	1.386
Our product quality is competitive in the export market.	104	3.02	1.079
Our product takes up branding advantage.	104	2.96	1.014
There is high Packaging and labeling requirements.	104	2.79	1.384
Our customers are satisfied with our product.	104	2.87	1.322
Our product lacks warranty.	104	2.81	.976
Our customers are getting advantage by our product.	104	2.87	1.394
We offer New/unique product.	104	3.58	1.086
Our Product/brand mix is familiar in the minds of our customers.	104	3.52	1.277
There is no product adaptation.	104	3.04	1.174
Total Average	104	3.09	.60

Source; survey result, 2016

From table 11, the items New/unique product, Design and Product/brand mix with mean score of (3.58), (3.54), and (3.52) respectively were extremely important to the Ethiopian soybean exporters.

The items Product adaptation mean score 3.04; quality mean score 3.02; branding advantage mean score 2.96; Packaging & labeling mean score 2.79; Customer service

mean score 2.87; Warranty mean score 2.81; and product advantage mean score 2.87. The items were moderately important to the Ethiopian soybean exporters.

From the ten items under the category of export product marketing strategy three were extremely important where as the rest seven items were moderately important to soybean exporters.

Table 12: Export Price marketing strategy

Items	N	Mean	Std. Deviation
Our company uses different pricing method.	104	3.06	1.139
Market skimming is our pricing strategy.	104	2.98	1.079
We use flexible sales terms.	104	2.83	1.136
We arrange credit sales.	104	2.77	1.159
There is inconsistency in our currency strategy.	104	2.83	1.403
Lack of price adaptation affected our export.	104	2.91	1.644
Total Average	104	2.90	.45

Source; survey result, 2016

From table 12, Pricing method mean score 3.06; skimming pricing strategy mean score 2.98; Lack of price adaptation mean score 2.91; sales terms mean score 2.83; currency strategy mean score 2.83; and credit policy mean score 2.77. All these items under the category of price marketing strategy were moderately important to the Ethiopian soybean exporters.

Table 13: Export Place (Distribution Channel) marketing strategy

Items	N	Mean	Std. Deviation
Our company has no distributors/agents.	104	2.87	1.322
We use Sales representatives/office for our export.	104	3.12	1.633
We use merchants as suppliers.	104	2.76	1.136
Frequency of using direct buying through agents.	104	2.89	1.570
We do not have dealer support in the export market.	104	2.96	1.088
We are good in delivery time.	104	3.72	1.491
How far distribution adaptation makes our company competitive in export market.	104	2.93	1.395
Total Average	104	3.04	.47

Source; survey result, 2016

From table 13, Delivery time mean score 3.72 is the only most important item to Ethiopian soybean exporters. Distributors/agents mean score 2.87; Sales representatives/office mean score 3.12; merchants mean score 2.76; Direct buying through agents 2.89; dealer support mean score 2.96; and Distribution adaptation mean score, 2.93; were moderately important items to Ethiopian soybean exporters. Here all the export place marketing strategy were moderately important except Delivery time which is extremely important to the exporters.

Table 14: Export promotion marketing strategy

Items	N	Mean	Std. Deviation
Our company uses different types of advertising.	104	2.98	1.400
Our company uses extensive sales promotion.	104	2.81	.976
We use personal selling.	104	2.87	1.380
Our company participates in trade fairs.	104	3.56	1.291
We do not practice personal visits.	104	2.75	1.104
We use promotion adaptation.	104	2.49	1.166
Total Average	104	2.91	.80

Source; survey result, 2016

From table 14, Trade fairs with mean score 3.56 was the only item from export promotion marketing strategy which most important to Ethiopian soybean exporters. Items, advertising mean score 2.98; sales promotion mean score 2.81; personal selling mean score 2.87; personal visits mean score 2.75, were moderately important to the Ethiopian soybean exporters. The only item, promotion adaptation mean score 2.49, was the least important to the Ethiopian soybean exporters from the promotion export marketing strategy and from the export marketing strategy in general.

The findings of table 15,16,17, & 18 above indicated that the respondents were tried to award different level of importance to the various export marketing strategy items, with few exceptions. As such, 5 exporting marketing strategy items were perceived to be extremely important, 23 items were moderately important, and the remaining 1 item was least important by Ethiopian Soybean exporters.

Table 15: Responses to the Importance of Export Marketing Strategy by Category

Items	N	Mean	Standard Deviation
Product Marketing Strategy	104	3.09	.60
Price Marketing Strategy	104	2.90	.45
Place Marketing Strategy	104	3.04	.47
Promotion Marketing Strategy	104	2.91	.80
Total Average of Marketing Strategies	104	2.99	.58

Source; Survey result, 2016

From Table 15, the total average of all export marketing strategies was 2.99; export Product Marketing Strategy with average score of 3.09; export place marketing strategy with average score of 3.04; export Price marketing strategy with average score of 2.90; and Promotion marketing strategy with average score of 2.91. All export marketing strategies were moderately important to the Ethiopian soybean exporter's performance.

Table 16: Exporters' perception Depending on Export Experience

Export experience In Years		Product Marketing Strategy	Price Marketing Strategy	Place Marketing Strategy	Promotion Marketing Strategy	Average of marketing Strategies
Below 5 years	Mean	2.97	2.83	3.07	2.65	2.88
	N	28	28	28	28	28
	%	26.9%	26.9%	26.9%	26.9%	26.9%
5 years & above	Mean	3.14	2.92	3.02	3.00	3.02
	N	76	76	76	76	76
	%	73.1%	73.1%	73.1%	73.1%	73.1%
Total	Mean	3.09	2.90	3.04	2.91	2.99
	N	104	104	104	104	104
	%	100.0%	100.0%	100.0%	100.0%	100.0%

Source; Survey result, 2016

Table 16, above shows that the exporters' perception of marketing strategies depending on exporting experience. On average exporters with 5 and above years of experience are more affected than that of more experienced exporters. The average score of less experienced exporters was 2.88 and more experienced exporters was 3.02.

Less experienced exporters rated product marketing strategy 2.97; price marketing strategy 2.83; place marketing strategy 3.65; and promotion marketing strategy 2.65. Whereas more experienced exporters rated product marketing strategy 3.14; price marketing strategy 2.92; place marketing strategy 3.02; and promotion marketing strategy 3.00.

The total average score rated by all exporters, i.e. less experienced exporters and more experienced exporters, is 2.99. They rate product marketing strategy 3.09; price marketing strategy 2.90; place marketing strategy 3.04; and promotion marketing strategy 2.91.

In both cases i.e. less experienced and more experienced exporters rated all export marketing strategy moderately important. This implies all exporters agree on that their performance is moderate.

Table 17: Companies' Perception Depending on Ownership

Company Ownership		Product Marketing Strategy	Price Marketing Strategy	Place Marketing Strategy	Promotion Marketing Strategy	Average of marketing Strategies
Family Business	Mean	3.15	2.96	3.05	3.05	3.05
	N	37	37	37	37	37
	%	35.6%	35.6%	35.6%	35.6%	35.6%
Non-family business	Mean	3.10	2.88	2.95	2.86	2.95
	N	47	47	47	47	47
	%	45.2%	45.2%	45.2%	45.2%	45.2%
Joint Venture	Mean	2.89	2.83	3.11	2.67	2.88
	N	16	16	16	16	16
	%	15.4%	15.4%	15.4%	15.4%	15.4%
Others	Mean	3.39	2.75	3.57	3.13	3.21
	N	4	4	4	4	4
	%	3.8%	3.8%	3.8%	3.8%	3.8%
Total	Mean	3.09	2.90	3.04	2.91	2.99
	N	104	104	104	104	104
	%	100.0%	100.0%	100.0%	100.0%	100.0%

Source; Survey result, 2016

As shown in table 17, other types of ownership (total average of 3.21); Family Business (3.05); Non-family business (2.95); Joint Venture (2.88) were rated the export marketing strategy moderately important by all types of ownership. The average of export marketing strategies of the owner perception was 2.99 whereas the totals mean score of product marketing strategy 3.09; price marketing strategy 2.90; place marketing strategy 3.04; and promotion marketing strategy 2.91. It implies that all owners were performing moderately to their exporting business.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

In this chapter, summery major findings are summarized; conclusions are drawn; and recommendations are forwarded.

5.1. Summary of Major Findings

The export volume and value of the Ethiopian soybean exporters in the second year showed improvement. The third year performance was four folds of the second year and it was a very good change. When we compared 2013 & 2012, 2013's performance was about more than eight folds of 2012's. It dropped to 5,396,000 kilogram and 1,461,516 US\$ in 2014 suddenly when compared with the 2013 performance; which was 36,555,000 kilogram and 20,070,147 US\$. This means the exporters' performance of Ethiopian soybean exporters was found to be inconsistent and fluctuating.

The Ethiopian soybean export market share accounts 90.13% from Viet Nam, Indonesia, Malaysia, Sri Lanka, Philippines, Korea republic, and United states Virgin Islands. Kenya and Sudan accounts 5.6% only. Of the 90.13% Viet Nam's share (53.8% in weight & 45.3% in value) and Indonesia's share (22.6% & 17.7%). Viet Nam is the largest share to buy Ethiopian soybean and Indonesia follow. Republic of Korea took the least share to buy Ethiopian soybean.

All the listed items in the Questionnaires on average were moderately important to the exporter's performance (2.99). The total number of the items were 29 divided by four category such as export product marketing strategy contains 10 items; export price marketing strategy contains 6 items; export place marketing strategy contains 7 items; and export promotion marketing strategy contains 6 items;

The items under the category of export product marketing strategy were moderately important by the average score of (3.09).

The items under the category of price marketing strategy were moderately important with the average score of (2.90). This category has three items which were extremely important and six items moderately important to the soybean exporters'. All items under this category were moderately important to the soybean exporters'.

The items under the category of place (distribution channel) marketing strategy were moderately important with the average score of (3.04). One item was only extremely important under this category and the rest six items were moderately important'.

The items under the category of promotion marketing strategy were moderately important with the average score of (2.91). One item was most important from this category; five items were moderately important; and the only one item even from the four categories is least important to the soybean exporters'.

This shows that the Ethiopian Soybean exporters were moderately affected by export product marketing strategy (3.09), export place marketing strategy (3.04), export promotion marketing strategy (2.91), and export pricing marketing strategy (2.90) in their descending order. Here they can be ranked as export product marketing strategy first; export place marketing strategy second; export promotion marketing strategy third; and export pricing marketing strategy fourth.

The exporters' perception of export marketing mix strategy varies depending on their exporting experience. Exporters with 5 years and above experience perceived product marketing strategy as moderately important with the score of (3.14); place marketing strategy as moderately important with the score (3.02); promotion marketing strategy as moderately important with the score of (3.00); and pricing marketing strategy as moderately important with the score of (2.92) whereas the exporters with less than 5 years of experience rated these variables as moderately important, but with a lower score of (2.88). Less experienced exporters are highly affected by place marketing strategy with the score of (3.07) whereas more experienced exporters are affected by product marketing

strategy moderately with a score of (3.14). Both perceived export market variables as moderately important with lower scores (2.65) and (2.92) respectively.

The exporters' perception of export variables also varies depending on their ownership types. Among ownership types "Others form of owners were rated place marketing strategy (3.57) which means it is extremely important to their export performance where as joint ventures, family business, and non-family business owners were rated product marketing strategy, price marketing strategy, and promotion marketing strategy as moderately important with the score of (3.11), (3.05), and (2.95) respectively. All the four types of ownership exporters were perceived product marketing strategy as moderately important but with different severity (others = 3.39; family =3.15; non-family = 3.10; and joint venture = 2.89). All owners were perceived pricing marketing strategy as moderately important with score of (family =2.96; non-family = 2.88; joint venture = 2.83; and others = 2.75).They also perceived promotion marketing strategy as moderately with score of (others = 3.13; family =3.05; non-family = 2.86; and joint venture = 2.67). On average, all export marketing strategy were moderately important to the owners with the score of (others = 3.21; family business = 3.05; non-family business = 2.95; and joint venture =2.88).

5.2. Conclusions

Export has significant role to developing countries for their development and growth. Escalating exporting is imperative for nations to enjoy the benefit. Exporters are the stakeholders who take the lion share to the exports of the country which in turn brings foreign exchanges. Though exporting companies play essential role for the economic development of the country, their performance are constrained by export marketing strategy. Therefore, this study was carried out to assess the status of the Ethiopian Soybean exporter's performance in terms of export marketing mix strategy; and to identify the major export marketing mix strategy of Ethiopian Soybean exporters.

A 5 years trend of export volume and sales has been explored from secondary data and it shows sudden increment in the first 4 years but dropped suddenly down in the 5th year. Therefore, the export performance of the Ethiopian Soybean exporters lacks consistency.

This study found the Ethiopian soybean export performance was heavily dependent on Viet Nam which imports more than half of the exported soybean. Indonesia is also a potential importer of Ethiopian soybean.

Different authors classified export marketing strategy variables into different categorization. Therefore, using classification given by (Leonidou, et al 2002; Shahhosseini, & Ardahaey, 2011; Moghaddam, *et al* .2011; Singh, 2012; Cavusgil & Zou, 1994) all discussed export marketing strategy variables were classified into Product, pricing, place, and promotion.

The finding of this study showed that under the category of export product marketing strategy items new/unique product, product design, and product/brand mix are extremely important and all the rest, Quality, Branding, Packaging/labeling, Customer service, Warranty, Product advantage, and Product adaptation items were moderately important for Ethiopian Soybean exporters. Therefore, export product marketing strategy was moderately important to Ethiopian soybean exporters’.

The study confirmed that from export place marketing category, only delivery time was most important and all the rest; Distributors/agents, Sales representatives/office, Merchants, Direct buying, Dealer support, and Distribution adaptation items are moderately important for Ethiopian Soybean exporters. Therefore, export place marketing strategy was moderately important to Ethiopian soybean exporters’.

In this study it is found that from export price marketing strategy all of the items, pricing method, pricing strategy, Sales terms, Credit policy, Currency strategy, and Price adaptation were moderately important for Ethiopian Soybean exporter’s performance. Therefore, export price marketing strategy was moderately important to Ethiopian soybean exporters’.

The findings of this study showed that from export promotion marketing strategy; Trade fairs was the only item extremely important to Ethiopian soybean exporters; items advertising, sales promotion, personal selling, and personal visits were moderately important to the Ethiopian soybean exporters. The only item, promotion adaptation, was the least important to the Ethiopian soybean exporters from the promotion export marketing strategy and from the export marketing strategy in general. Therefore, export promotion marketing strategy was moderately important to Ethiopian soybean exporters’.

This study found that, all export marketing strategy variables were moderately important for the Ethiopian soybean exporters’.

The study ranked the marketing mix strategy which the Ethiopian soybean exporters were valued as Product marketing strategy became first; Place marketing strategy was second, promotion marketing strategy was third and, price marketing strategy was the fourth.

5.3. Recommendations

Based on the findings of the study, the following recommendations are forwarded.

- The government has to especially support exporters in the area of market exploration and technical capacity building to enhance their involvement in the international market. International market access and international market opportunity can be facilitated by market study, participating in international exhibitions, trade fairs, personal visiting, exploring market through the Ethiopian embassies, etc...To improve the exporters' performance and avoid the inconsistency.
- The demand of Ethiopian soybean export is highly dependent on the world market price especially Asian countries. Therefore, it is suggested to diversify the destination and search other potential markets, enhancing domestic demand, producing in large quantity with high quality, and adding value to the product in the agro processing industry by offering incentives from the government like oil processing, preparing soy meals, Soy milk, poultry feed, etc.
- The Ethiopian Soybean exporters' should improve their competitiveness by introducing themselves and their product through international media outlet
- With regard to export product marketing strategy category, the exporters' need to branded, differentiated and labeled its quality.
- From export place marketing strategy category, the Ethiopian Soybean exporters 'should find a new market so as to diversify their bases.
- From export price marketing strategy, Ethiopian Soybean exporters' should improve their productivity and level of negotiation so as to set the price than price taker.
- Promotion needs to be made by all stake holders including the government body at high volume by stating the uniqueness of the product.
- Promotion should be conducted based on the uniqueness of the product's nature especially the organic nature of product need to be promoted at high tone

The Ethiopian soybean exporters were highly affected by the export product marketing strategy. Therefore, care full attention need to be given to other export marketing strategy by the exporters, government and, different stakeholders to alleviate constraints to the sector.

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