YANGON UNIVERSITY OF ECONOMICS
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EXPORT BARRIERS ON COMPETITIVENESS AND PERFORMANCE OF PULSES EXPORT COMPANIES IN MYANMAR

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EMBA II - 33
EMBA 18th BATCH (NAYPYITAW)

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ACADEMIC YEAR (2019-2022)

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This Thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the Degree of Master of Business Administration (MBA)

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ACCEPTANCE

This is to certify that the thesis entitled **"Export Barriers on Competitiveness and Performance of Pulses Export Companies in Myanmar,"** has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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ABSTRACT

The objectives of this study are to examine the influence of export barriers on the competitiveness of pulses export companies in Myanmar and to analyze the effect of export competitiveness on the performance of pulses export companies in Myanmar. This study used two sources of data: primary and secondary data. Primary data are collected from 218 sample respondents who were selected by using a simple random sampling method. Secondary data are gathered from textbooks, Internet websites, and previous research papers. Descriptive statistics and regression analysis are used to analyze the collected data. According to the analysis, it is found that product, market and macro-environment barriers have positively effect on export competitiveness of export companies in Myanmar. Furthermore, export competitiveness positively affects export performance of export companies in Myanmar. Pulses export companies should retain competent employees with knowledge of export regulations, procedures, and buying pulses to meet standards. They should deal with suppliers to support the pulses to meet required standards. Moreover, these companies need to recognize the regulation and procedures, market conditions related to imported countries. They should learn how to overcome issues including exchange rate problems, high freight costs, financing and unexpected changes of imported countries.

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LIST OF ABBREVIATIONS

ASEAN	Association of Southeast Asian Nations
BIMSTEC	Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation
HCN	Hydrogen Cyanide
MOC	Ministry of Commerce
MPBMSMA	Myanmar Pulses, Beans, Maize and Sesame Seeds Merchants Association
MT	Metric Ton
USD	United States Dollar
WTO	World Trade Organization

CHAPTER 1
INTRODUCTION

Myanmar is an agricultural country, and the agriculture sector is the foundation of its economy. Seventy percent of the labour force is employed in the agriculture sector, which accounts for 25% to 30% of all export revenues and 37.8% of the GDP. The pulses industry in Myanmar has strong potential for growth. Myanmar produces over 20 types of pulses crops. Black gram (Matpe), Green Mung bean, pigeon peas and chickpeas are the four main pulses crops grown in Myanmar. Cowpea, butter beans, red kidney beans, and rice beans are also commonly grown pulses crops in Myanmar. Pulses, characterized as edible legumes such as dry beans, peas, and lentils, are a significant source of nutrition, household income, and national income earnings. They also play a substantial part in eradicating poverty in Myanmar. By value and volume, pulses are Myanmar's second-most significant crop for domestic consumption and its largest export. They are a substantial source of vitamins and minerals (including iron, zinc, folate, and magnesium), as well as dietary fibre and protein. Pulses are valuable for food, but they also contribute to cropping systems because of their capacity to replenish the soil by fixing nitrogen in symbiosis with rhizobia, a soil bacterium

The substantial land resources of Myanmar and its proximity to important markets, especially India, are critical competitive advantages. With a workable change to the type and quality of pulses produced, Myanmar exports to other practical, developing international markets for pulses, such as Italy, Germany, France, China, Pakistan, and Turkey. In Myanmar, there is still an opportunity for expansion and significant potential for increased productivity. One of the macroeconomic goals of many developed and developing nations is to export goods and services. It plays a substantial part in the economic development of a country, reduces poverty in emerging nations, and boosts the profitability and expansion of exporting businesses.

In the worldwide business environment, companies are increasingly seeking to internationalize their markets (Jafari- Sadeghi et al., 2020). Exporting is an essential strategy for internationalization (Jean & Kim, 2020). Firms benefit from exporting due to economies of scale, the opportunity to increase their performance while reducing their risk, and improvements in production efficiency, as well as becoming more attractive to shareholders and employees, among other reasons (Sinkovics, 2018). However, achieving

these benefits has often proven problematic due to barriers that impede the export process. Therefore, export barriers have been a key research topic in the international business discipline in recent decades (Leonidou, 2010).

Export barriers can be defined as the attitudinal, structural, operational and other constraints that hinder a firm's ability to initiate, develop or sustain international operations (Koksal & Kettaneh, 2011). In the export process, barriers pose a significant challenge for exporting companies (Alon, 2019), making it difficult to distribute products and services to foreign markets (Tan, 2018). It is essential to understand export barriers better since they waste firms' resources and threaten the efficiency and effectiveness of a firm's operations. The barriers have been distinguished into different typologies (Ramaswami & Yang, 1990), such as internal and external barriers affecting other countries. Internal export problems stem from inside the company and are connected to limited resources - financial or organizational. Generally, they are associated with the company or product characteristics (Köksal & Kettaneh, 2011).

The internal barriers or forces work upon the items from the inside rather than from the outside. According to Tesfom (2006), the internal forces are divided into the company and product-related barriers. Marketing knowledge & information barriers, financial barriers, and human resource barriers are under company-related barriers. In particular, it has been noted that internal barriers could affect emerging economies with human capital problems more deeply (Uner, 2013). Product-related barriers are barriers to entering a market. Product barrier occurs in developing new products for foreign markets, meeting export product quality standards, adapting export product design/styles, and providing an after-sales service (Leonidou, 2004).

External forces are forces that act from the outside. External forces consist of industry barriers, market barriers, and macro-environment barriers. An economics and business concept known as "barriers to entry" is used to describe elements that can hinder or impede entrants from entering a market or industry sector and reduce competition. High start-up costs, bureaucratic roadblocks, or other impediments that slow the entry of new rivals into a market are some examples of these. Marketing barriers refer to the challenges in a firm's overseas activities, such as product quality, price, distribution, logistics, and promotion (Karelakis, 2008).

Export barriers intensify malfunction in international operations, bringing financial losses alongside negative attitudes towards international business activities (Leonidou, 1995). By doing so, the export barriers make the export competitiveness of developing

countries more difficult abroad. Export competitiveness is the capability of nations or firms to obtain a significant market share in internationally sophisticated markets. The export competitiveness of a firm relies on its potential to enlarge its position in the global markets by offering quality products on time at competitive prices and by reacting quickly to changes in demand and skills to successfully manage product segregation by strengthening innovative capacity and influential marketing outlets (UNCTA, 2000). Export performance is regarded as one of the critical indicators of the success of a firm's operations. Export performance can also be defined as the outcomes of the firm's international activities. From this perspective, export performance is the extent to which the firm achieves its objectives when exporting a product to a foreign market (Navarro, 2010).

The Myanmar Pulses, Beans, Maize, and Sesame Seeds Merchants Association (MPBMSMA) is a trade association. It was founded in 1992 to provide equal advantages for regional growers, local retailers, exporters, and international customers (MPBMSMA, 2022). Businessmen who have been involved in all facets of the pulses, beans, and sesame seeds industry, including exporting pulses, beans, and sesame seeds from Myanmar's growing regions to foreign nations, make up the central executive committee and executive committee of the association, which was chosen by its members for the term 2019–2021 (MPBMSMA, 2022). With 1,485 members, 512 of which are exporters of pulses. As a result, the study mainly focuses on how export forces affect the performance and competitiveness of Myanmar's pulses exporters (MPBMSMA, 2022).

1.1 Rationale of the Study

Exporting is an important business activity for nations' economic health, as it significantly contributes to employment, trade balance, economic growth, and a higher standard of living (Lee & Habte-Giorgis, 2004). Exporting has been the most popular and fastest-growing mode of international market entry, favored especially by small and medium-sized firms, since it doesn't need many resources and is associated with less risk in comparison to other entry modes to foreign markets. Exporting plays an essential role in world economic affairs, and its importance is expected to grow further in a more globalized market (Young, 1995). Exporting is considered one of the fastest-growing economic activities, consistently exceeding the growth rate of world economic output over the past two decades (IMF, 2001).

Exports can also raise the standard of living in a country. A country's standard of living is a measure of the quality of life for a country's inhabitants. A country's standard of

living is the wealth, material comfort and services available to individuals and communities. Black gram, green mung bean, and pigeon pea are the three main kinds and becoming key marketable crops in Myanmar and the international market. There are several potentials for trade, as well as for producing enterprises and individual farmers, through expanding pulses and bean exports. The export of pulses from Myanmar is the second biggest in the world and the highest among South East Asian nations. Exports of pulses constitute a significant source of revenue for the nation. In 2019, Myanmar was rated second globally and one of the top five countries for exporting pulses.

There are many pulses exporters in Myanmar. Therefore, they compete each other. If they cannot compete other pulses exporters, their earning will be low. The requirement of meeting foreign quality standards can be a big challenge for pulses exporters. Moreover, the export barriers make the export competitiveness of the developing countries more difficult in abroad. In Myanmar, pulses exporters face many barriers related to raising finance, selecting trained and qualified personnel with export knowledge, quality of beans to meet standard, to supply required quantity, arrangement of shipping on time, intense competition with other foreign exporters, and government export policies. Although pulses exporters face many barriers, pulses production and income have risen yearly owing to growing export demand. In terms of foreign money, the total income from Myanmar's agriculture sector in 2019-2020 was 3,646 US$ million, with pulses accounting for 1,132 US$ million. In the 2020-2021 fiscal year, total agricultural income was 4,560 US$ million, with receipts from pulses accounting for 1,388 US$ million (MOC, 2022).

The critical role of exporting in national economies has resulted in export performance, attracting considerable interest in many studies. Most research focuses on the relationships between performance and organizational or environmental factors; less has been done on specific factors hindering exporting. Enhancing export performance is crucial for firms in developing countries that view the global marketplace as a means to ensure growth, survival or competitiveness (Matanda & Freeman, 2009).

Today, competition among pulses export companies in Myanmar has begun increasingly intense, and they realize that they can't compete unless they accomplish movement toward export performance. Export performance ultimately results from the development of competitiveness. Myanmar pulses export depends on a single market such as India and China, and market diversification is essential. Market entry issues such as market access, development, diversification, and export promotion are primarily external to the nation. Low market price, high cost of production, and low productivity are also

significant hindrances to competitiveness. Therefore, pulses export companies in Myanmar need to be capable of competing in the global market and have good export performance. The farmers and traders involved in the pulses supply chain increase their income and improve their socioeconomic life. Increasing GDP per capita will also boost the country's economy. Therefore, it is essential to identify and address the barriers to the competitiveness and export performance of pulses export companies and how to overcome these barriers to increase the export of Myanmar pulses.

Therefore, it is important to study the export barriers on the competitiveness of pulses export companies in Myanmar and how to handle these barriers and how to enhance the performance of pulses export companies in Myanmar.

1.2 Objectives of the Study

The objectives of the study are:

(1) To examine the influence of export barriers on the competitiveness of pulses export companies in Myanmar.

(2) To analyze the effect of export competitiveness on the performance of pulses export companies in Myanmar.

1.3 Scope and Method of the Study

This study focuses on pulses export performance barriers in Myanmar. The scope of the study is limited to analyze export barriers to competitiveness and performance of pulses export companies in Myanmar. There are 502 active pulses export companies in Myanmar (MPBSMA, 2022), and the calculated sample size is 218 pulses export companies using the Raosoft sample size calculator and the sample is chosen by simple random sampling method. Both primary and secondary data are used for this study. Primary data are collected by using structured questionnaire with 5-point Likert scale and the data collection period is October and November, 2022. Secondary data are obtained from text books, reports, and previous research papers. Data are analyzed by descriptive method and regression method.

1.4 Organization of the Study

This study is organized into five chapters. Chapter one presents the introduction, rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter two is the theoretical background of the study. Chapter

three presents the profile and barriers of pulses export companies. Chapter four consists of the analysis of the competitiveness and performance of pulses export companies. Chapter five entails a conclusion that includes findings and recommendations from the results.

CHAPTER 2
THEORETICAL BACKGROUND

This chapter presents theories related to export performance, export barriers, export competitiveness, export performance, previous studies and the conceptual framework of this study.

2.1 Theories Related to Export Performance

Implicit theories (i.e., attribution and rationalization) emanate from 'widely shared, taken for granted, and seldom questioned' assumptions social actors make to explain or justify outcomes (Johnson, 2008). Explicit theories are self-evident in the relevant studies, whereas implicit theories exist by inference. Explicit theories include resource-based view, incremental internationalization, network, and institutional theories.

(i) Incremental Internationalization Theory

The Uppsala and the innovation adoption models are the principal variants of incremental internationalization (Bilkey, 1978; Czinkota & Johnston, 1981; Johanson & Vahlne, 1977; Johanson & Wiedersheim- Paul, 1975). They postulate internationalization is experiential, and firms become more sure-footed with international involvement (MacGarvie, 2006). Experiential learning increases tacit knowledge and reduces perceived uncertainty in international markets (Forsgren, 2002). Within the export barrier discourse, incremental internationalization is synonymous with stage models and its earliest mention traces to (Bilkey & Tesar, 1977), who studied the export activities of Wisconsin firms. All but one study tested the innovation-adoption stage models (Sullivan & Bauerschmidt, 1990). Leonidou and Katsikeas (1996) condensed the stage model-export barrier connection by advancing that the influence of export barriers dissipates with increased international expansion. Some studies tested this universal hypothesis. They propose that as the reservoir of experience/knowledge grows, the export development undertaking becomes manageable (Bilkey & Tesar, 1977; Cavusgil, 1984; Kahiya & Dean, 2016; Naidu & Rao, 1993; Sharkey et al., 1989; Suarez-Ortega, 2003; Sullivan & Bauerschmidt, 2013). As explained later, export involvement and market expansion strategy align with this view.

(ii) Institutional Theory

The institutional theory posits that institutional actors like government departments or trade bodies set 'formal' economic policies, bank regulations, and trade agreements (Peng et al., 2008) which act as the 'rules of the game' (North, 1990). Likewise, 'informal' aspects, such as values, beliefs, norms, attitudes, and ways of doing business, shape the institutional environment. Research on internationalization focuses predominantly on the regulative component of the institutional setting – the formal 'rules' which facilitate or constrain international expansion (Welter & Smallbone, 2011; Whitelock & Jobber, 2004). The research advances that a stable and supportive institutional environment, in which funding opportunities, government assistance, and favourable trade regulations are abundant, is fundamental for internationalization (Matanda & Freeman 2009; Morgan, 1999). Barrett and Wilkinson (1985) first introduced the institutional perspective to the export barrier discourse, suggesting that the brunt of export barriers ensues from the quality of the institutional environment. The handful of longitudinal studies in this review adopted institutional theory to illuminate the change in the influence of export barriers over time (Bjarnason et al., 2015; Kahiya et al., 2014). Overall, some studies reasoned those differences in institutional settings, or changes in institutional quality, impact export barriers (Awan, 2011; Bjarnason, 2015; Rocha, 2008; Hornby et., 2002; Kahiya, 2014; Korneliussen & Blasius, 2008; Schlegelmilch, 1986; Sullivan & Bauerschmidt, 1989).

(iii) Resource-Based Theory

The Resource-Based View (RBV) is a well-established theory (Andersen & Kheam, 1998; Barney, 2001; Wernerfelt, 1984). Resource-based advantages are substantial where the endowments are valuable, rare, inimitable, and non-substitutable (VRIN) (Barney 1991). They create 'resource position buffers' that insulate a firm against market forces, fostering rapid expansion. RBV is relevant to export barrier research if one approaches internationalization from the perspective of International Entrepreneurship (Peng, 2001). Specifically, the aphorism that strong demographics are a proxy for resources explains the application of RBV to SME internationalization (Dhanaraj & Beamish, 2003). For instance, larger and more experienced firms possess the dual advantages of 'legitimacy' and 'reproducibility', manifesting through established routines (Singh et al .,1986). Where such established routines are VRIN, resource-based benefits are magnified. Some studies theorize that the larger the pool of proxy resources (e.g. firm size, age, and ownership), the less influential the impact of export barriers (Kaputa et al., 2016).

(iv) Attribution Theory

Credited to Heider (1958), attribution addresses how social actors assign causes to outcomes. Silva and Rocha (2001) were the first to suggest the plausibility of attribution theory in export barrier research. Attribution applies to the export barrier discourse at two levels: At a summative level, outcomes such as poor international performance or even failure of international operations are frequently attributed to export barriers. The concept of locus of control is crucial for understanding the application of attribution theory at a secondary level. At the same time, an internal locus of control assigns in-house controllable' causes, and an external locus of control places ascription on external 'non-controllable' elements. Underpinning export barrier research is a 'taken for granted assumption' that internationalizing firms are at the mercy of the external/task environment. Some studies highlighting external barriers are more confounding than those within the firm's control are premised on this pattern of attribution(Barnes et al ., 2006; Barker & Kaynak, 1992; Barrett & Wilkinson, 1985 ; Cavusgil, 1984 ; Silva & Rocha, 2001; Gripsrud, 1990; Karagozoglu & Lindell, 1998; Tesfom, 2006). As causal attributions, external export barriers play a self-serving role in explaining why the export development undertaking is 'external' to and beyond a firm's control.

2.2 Export Competitiveness

According to the Business English Dictionary, competition is "the rivalry in which every business tries to get what other businesses are seeking at the same time: sales, profit and market share by offering the best practicable combination of price, quality and service". The competition is gaining market share. The essence of the competition is to seek profit, which is higher than the current average return of a company. To be competitive in international markets any agricultural industry must also have the power to draw capital and other productive resources from domestic and international economies. The competitiveness of export causes the nation to command greater market shares sustain the level of revenue, income, and employment created in the various sector of economy. In contrast, export competitiveness is one of the critical elements determining export firms' future growth. It allows the realization of more significant economies of scale and scope by offering larger and more diverse markets.

The export competitiveness of a nation relies on its domestic enterprises. In contrast, the export competitiveness of a firm depends on its capability to keep going or expand its position in foreign markets by offering such quality products on time and at

competitive prices (UNCTAD, 2002). Competitiveness is the best power to perform the business, and a firm possesses a competitive advantage when it has unique resources and capabilities and is challenging to imitate. It can present an offer to the market that provides more value to its customers than competing offers (Barney, 1991). Competitive advantages are direct antecedents of export performance because the relative superiority of a firm's value offered determines target customers' buying behaviours (Piercy, 1998) and the outcomes of this behaviour for the export performance (Albaum & Tse, 2001).

Competitiveness indicates competition among the companies in an industry, leading to their competitive advantage (Farhikhteh et al., 2020). Likewise, as Rengkung et al. (2017), competitiveness is normally viewed as a measure to compare two or more companies in the same industrial base, in this manner, it may relate to prevailing competitive advantage. Competition makes the national economy strong, enables businesses to expand into foreign markets. Particularly, a healthy and fair competitive environment is perceived as the key factor to drive the economy in a sustainable manner (Khan et al., 2019). According to Cojanu and Pîslaru (2011), there are three levels of competitiveness such as nation, industry and firm.

2.3 Export Performance

Exporting is one of the significant preliminary steps of an enterprising organization toward expanding its international business activities. 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 nationsand it can be described in objective terms such as sales, profits, or marketing measures or by objective measures such as distributor or customer satisfaction, (Allaro, 2010). A comprehensive literature survey by Katsikeas (2000) revealed that export intensity, export sales, export growth, and export profitability are the four most used measures of economic export performance. An alternative to an objective measure of export performance would be to measure managers' subjective assessment of satisfaction with export success (Evangelista, 1994). The use of a composite measure of export performance that incorporates financial performance and managers' subjective assessment of the performance of the export market venture has also gained support in recent years (Cavusgil & Zou, 1994).

Export performance is regarded as one of the key indicators of the success of a firm's operations. Fugazza (2004) also classified determinants of export performance into external and internal factors like Allaro (2010) where external factors are related to market

access conditions and other factors affecting import demand. The performance of the exports not only depends on the income of the importing country but also on many other factors some of which cannot be quantified. Measuring the competitiveness of agricultural commodities is important to identify the position of agricultural commodities in the international market. Export performance refers to the total of three indicators- which are: export sales of a company, its export profitability and finally its export growth (Shoham, 1998).

2.4 Previous Studies Related to Export Barriers, Competitiveness, and Export Performance

Export barriers including internal forces and external forces and review of previous studies related to export barriers, competitiveness and export performance are presented.

2.4.1 Export Barriers

Export barriers have been operationalized as hindrances that refer to attitudinal, structural, operational, and other restrictions that hamper firms' capability to develop or maintain international operations (Leondiou, 1995). Based on previous research papers, two forces are composed of export barriers. Internal forces include company-related barriers and product-related behaviors. External forces include industry barriers, market related barriers and macro environment behaviors.

(a) Internal Forces

The internal export problems are intrinsic to the company and typically related to inadequate organizational resources for export marketing activities. According to Cavusgil & Zou (1994), Morgan (1997), Tesfom et al. (2006), and Leonidou (2004), the internal forces are divided into the company and product-related barriers.

(i) Company-Related Barriers

The obstacles, difficulties, or barriers to exports are numerous and are perceived in different ways and with different degrees of intensity by companies (Leonidou, 2004). The literature has proposed different types of barriers to exports.

Winter (1987) indicated that of all the resources required by SMEs for successful entry into international markets, the most important and difficult to obtain is information and knowledge about the target market that would provide the SMEs with competitive

advantage (Liesch & Knight, 1999). Marketing knowledge and information are among the most significant sources that enable exporting firms to succeed. Albaum et al. (1998) explained that market opportunities abroad might use strong pressure upon a firm's willingness to begin and expand exports. However, many firms confront troubles in effectively identifying potential markets or foreign opportunities, which is linked closely to the problems in conducting research in foreign markets. According to Czinkota and Ronkainen (2001), even though companies have systematic export researchers, they often are confronted with several problems related to the source, quality, and comparability of the information required. Furthermore, SMEs in developing countries face difficulties obtaining access to some data sources, achieving timely information delivery, and paying high prices to get specific data.

To be competitive internationally, firms require competent managers/owners to identify export opportunities, design and implement export marketing functions, monitor business with overseas customers and handle export documentation and logistics (Katsikeas et al ., 2000). However, a lack of export-oriented managers, such as low export commitments (Pinho & Martins, 2010), limited export knowledge, skills, time, and unrealistic exporting fears (Julian & Ahmed, 2005), impedes the export competitiveness of a firm. Lack of qualified personnel was found to be an essential international barrier to exporting (Pinho & Mortins, 2010; Rabino, 1980; Tesfom, 2006; Tseng & Yu, 1991). Furthermore, SMEs from developing countries often have trouble hiring specialized personnel (Ortiz et al., 2008), which can significantly limit international growth and competitiveness. Besides, Leonidou (2004) posited that language and cultural differences are among the most often mentioned barriers to exporting business.

Financial barriers of the export companies are fundamentally barriers to credit access as well as other problems related to credit, such as a shortage of financial resources in particular types of companies, or more specific aspects, such as the high financial costs of foreign trade. A shortage of credit for foreign trade is a significant export barrier (Ramaswami & Yang, 1990). Exporting companies need credit either for the pre-shipment (production) or for the post shipment period because credit allows the financing of sales and the realization of market analysis (Leonidou, 2004). A strong financial capability is one of the means to secure a price advantage in the segmented market of SMEs in developing countries. However, several SMEs in developing nations run into dilemmas for a lack of timely and ample working capital, which adds costs and danger to the production operation (Kaleka & Katsikeas, 1995). Involvement in export activities requires huge

expenditures in researching overseas markets, visiting foreign customers, adapting the export marketing strategy, etc. Al-Hyari (2012) created financial burdens for SMEs in developing nations, especially if they are already strained financially because of domestic business problems.

(ii) Product-Related Barriers

Quality barriers often signify one of the most crucial situations for entering and remaining in the international markets. It concerns packaging, meeting importers' quality standards, and establishing proper design and image for export markets (Christensen & Da Rocha, 1994). There are several quality standard problems in the less developed world. According to Lall (1991), a product that sells well in a developing country may not sell at all in a developed country. Most quality problems result from insufficient knowledge about market requirements, product characteristics, and production technologies. For example, Figueiredo and Almeida (1988) and Cardoso (1980) had mentioned that poor product quality and high sensitivity of products to fashion were significant problems for Brazilian exporters. The previous study has found that product quality barriers negatively affect the competitiveness of firms.

This barrier is associated with the firm's capacity and flexibility to adjust its products to the customer's needs. The domestic product standards, customer standards, and buying behaviours may be unsuitable for overseas sales and require adaption (Lall, 1991; Katsikeas, & Morgan, 1994). Products sold abroad must be packaged in a certain way for safety during transportation, storage, and handling. Furthermore, instructions contained inside the packaging or on it must be written in a particular language/s. They must include specific information the host country needs, such as expiration date, type of ingredients, and net weights. However, the majority of product adaptation problems are aroused due to a lack of resources to meet the foreign market requirements, poor quality control techniques (Figueiredo & Almedia, 1988 ; Cardoso, 1980), poor quality of raw material (Figueiredo & Almedia, 1988), packaging and labelling requirements, strict product design and specification (Brooks & Frances, 1991).

(b) External Forces

Many researchers have acknowledged that the causes of many exporting problems are rooted in the external environment (Tesfom et al., 2006). The external export barriers are classified into industry barriers, export market, and macro environment barriers.

(i) Industry Barriers

According to Bodur and Cavusgil (1985), firm size has related to the firm's export activities and interest in exporting. The larger the firm in size, the higher the size benefits over the smaller firms, and this will often have a positive effect on export operations. Reid (1987) has explained that the more prominent firms enjoy more "slack" in organizational and financial resources as well as production capacity hence; allowing them to devote more significant efforts to exporting than smaller firms. Besides, Figueiredo and Almeida (1988) explained that a firm's size and high industry concentration are essential export hurdles to small firms. Furthermore, the impact of technological advancement on export activity has a significant role. Christensen (1987) explained that if exporters marketed their products in industrialized countries, technology could be an essential source of comparative advantage over local producers. The previous study has found that industry structure barriers negatively affect the competitiveness of firms.

The previous study had found that marketing knowledge and information barriers negatively affect the competitiveness of firms. According to Tesfom (2006), competition should not be a problem if symmetry information exists among market competitors. However, information on export opportunities is expensive and not simply accessible. Moreover, the kind of information a firm perceives influences its interest in exporting. Competition in international and domestic markets is a big hindrance to exporting. For instance, price competition (Cardoso, 1980; Fluery, 1986), aggressive competitors in the foreign market (Cardoso, 1980), lack of competitive prices, and fierce competition in export markets were reported as export barriers (Kaleka & Katsikeas, 1995).

(ii) Market Related Barriers

One of the most quoted hindrances concerning exporting is the time and formality requirements to comply with foreign and domestic market regulations. Many SMEs find managing customs documentation, shipping arrangements, and other export procedures too tricky. They associate these with high costs, time losses, and red tape, which encourage a negative attitude toward handling export (Moini, 1997). Shortages of adequate information about export procedures were pointed out as export barriers in different studies (Haidari, 1999). Previous research has found that procedural barriers negatively affect the competitiveness of firms. According to Cateora and Graham (2001), foreign governments can impose a number of controls on companies that sell goods in their markets such as entry restrictions, price controls, special tax rates, and exchange controls. These controls can turn

the exploitation of export opportunities into a tedious, expensive, and prolonged task, which deters many small firms from venturing into foreign markets (Leonidou, 2004).

In addition to specific quality problems, exporters from developing countries face a poor reputation in their countries. Ford et al. (1987) asserted that a company's export strategy heavily depends on the location of the product's origin and production. According to Mohy-ud-Din and Javed (1997), market share has been lost in almost all of their major markets as a result of an image issue, which was sparked by the deteriorating export demand for low quality. Due to the items' poor reputation in their home markets and countries of origin, there is inadequate international demand. Similar to the previous example, customer-related barriers that limit developing nations' export competitiveness include low foreign demand and a poor image of their products in the global marketplace (Cardoso, 1980), as well as linguistic and cultural barriers (Brooks & Frances, 1991) and the effect of the country of origin (Lall, 1991).

(iii) Macro-Environment Barriers

Export regulation of the domestic government (Figueiredo & Almeida, 1988), inadequate diplomatic support, protectionist barriers and import substitutions were identified as export barriers (Cardoso, 1980; Figueiredo & Almeida, 1980; Frances, 1985; Dymsza, 1983). Further, infrastructure difficulties and inadequate government export promotion policies, shortages of gathering and provision of information on available export opportunities, and ineffective promotion of a country’s export were important factors limiting export activities (Colaiacovo, 1982). The shortage of government export promotion services is the main bottleneck for firms in developing countries, as many exporting companies lack the essential export market knowledge and marketing skills (Morawitz, 1981).

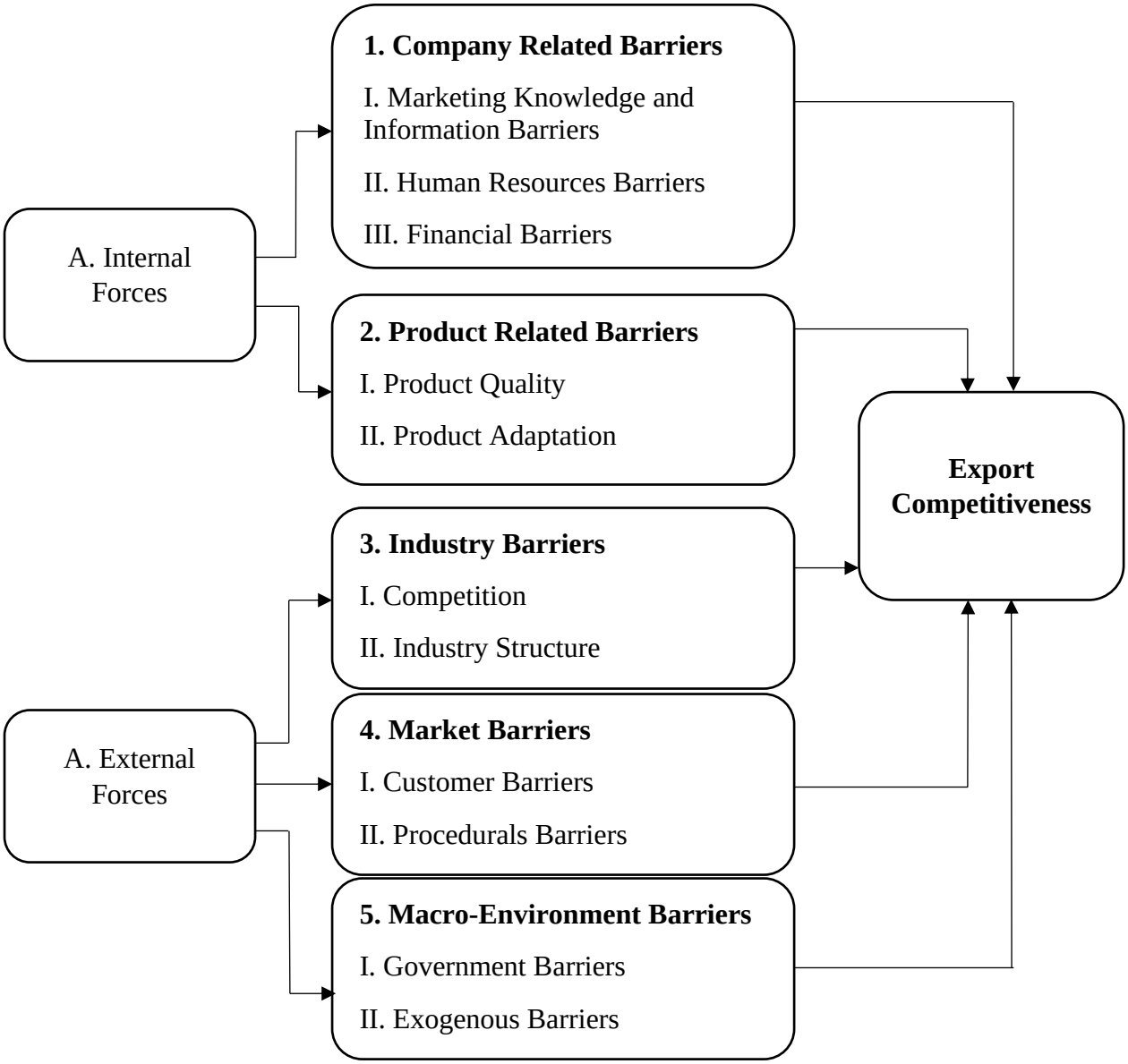
Exogenous barriers happened rapidly and were often very hard to predict and monitor (Leonidou, 2004), and exchange rate policy affects export-financing programs and the availability of foreign currency (Luis, 1982). Furthermore, Juarez (1993) and Morawitz (1981) noted that, among other things, an appreciation of the real exchange rate was to blame for the poor degree of competitiveness in Colombian manufactured goods.Furthermore, the cost of transportation and transport service and infrastructure were significant export obstacles (Brooks & Frances, 1991 ; Colaiacovo, 1982). In addition, communicating with foreign customers is essential for smoothly monitoring the company’s export operations. However, poor communication exists in many foreign countries, especially those with underdeveloped economies (Terpstra & Sarathy, 2000).

2.4.2 Previous Studies on Relationships of Export Barriers, Competitiveness and Performance

Many empirical studies underpinned the relationship between export barriers and competitiveness and the effect of competitiveness and export performance from many theories perspectives. Among them, the two studies related to export barriers, competitiveness and export performance are shown in this section.

The first study is " Export Barriers and Competitiveness of Small and Medium-sized Enterprise in Developing Countries: Case study in Ethiopian Leather Footwear Manufacturing Firms " thesis paper written by (Gebreyohannes, 2016). This paper aimed to scrutinize the export barriers and their impact on the competitiveness of the leather footwear-manufacturing firms (at the micro-level) in particular and the leather footwear industry (at the macro-level) in general. For the Thesis paper, 100 respondents from 15 exporting firms in the leather industry were selected. interview was held with some top managers and owners to collect more detail information.

Figure (2.1) Conceptual Framework of Gebrewahid



Source: Gebrewahid (2016)

The study's finding shows that the export barriers investigated are significant in impeding the export competitiveness of individual firms and the industry in general. The finding of this research affirmed that all the export barriers such as government policy, human resource, financial, product quality, marketing knowledge and information, competition barriers are important in impeding the export competitiveness of the industry.

The second paper is " The Rubber Export in Thailand: An Analysis of Export Performance ", written by (Sirisuwat & Jindabot, 2012). The objectives of this paper are to benefit producers or entrepreneurs to determine the ability to compete in the future and to realize causal factors that affect the export performance of the Thai rubber export industry

to develop its ability to compete in the overseas markets and also to assist other sectors that share features to adapt to become the potential global firms in the industry. That study is also significant for the government to use for strategy making as the appropriate direction for national exporting policies.

Figure (2.2) Conceptual Framework of Sirisuwat & Jindabot

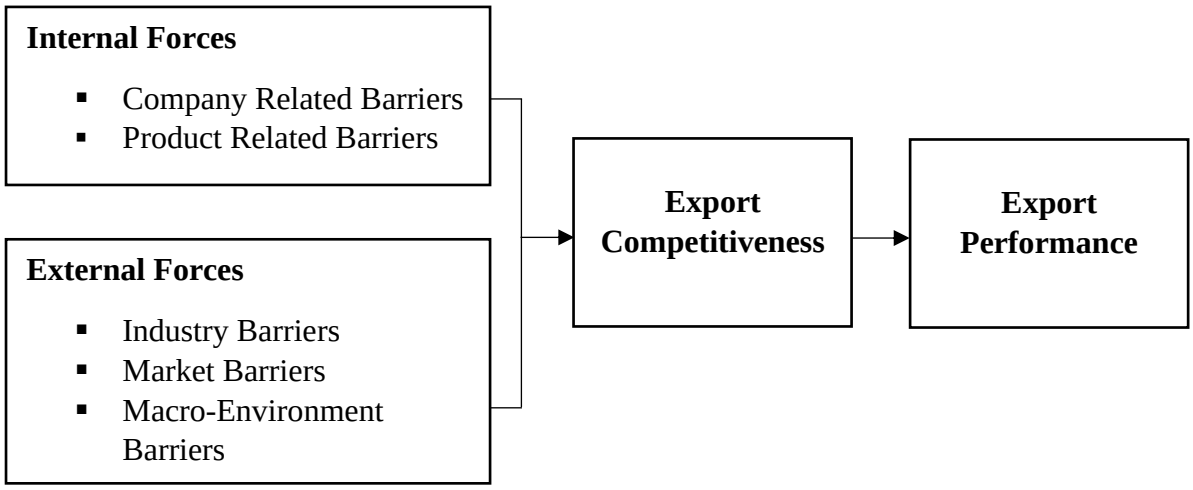
Source: Sirisuwat & Jindabot (2012)

The study's finding is that factors related to export performance are export marketing strategies, competitiveness, the relationship between buyers and sellers, readiness of resources, and government support. These factors impact on the company’s ability to sustain itself in overseas markets.

2.5 Conceptual Framework of the Study

The conceptual framework is developed based on the previous two research papers. The effect of export barriers on export competitiveness is based on the research paper written by (Gebrewahid, 2016). The second part of conceptual framework is based on the research paper written by (Sirisuwat & Jindabot, 2012).

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation based on the Previous Studies (2022)

This study examines the internal and external export barriers and their effect on the competitiveness and export performance of pulses export companies in Myanmar. According to the conceptual framework, internal forces, company-related and product-related and external barriers: industry, market, and macro- environment barriers are independent variables, and export competitiveness is a dependent variable. On the other hand, export competitiveness is independent, and export performance is dependent.

Pulses export performance in the industry is the top goal of business operation, which can be measured by the export's sales volume, the growth rate of sales volume, the growth rate of benefits, marketing ability, acceptance in overseas markets, company's demand in sales revenue increment, and growth rate in oversea markets. With different perceived intensities, all the export barriers, such as government policy, human resource, financial, product quality, marketing knowledge and information, and competition barriers, are essential in impeding the industry's export competitiveness.

CHAPTER 3

PULSES EXPORT MARKET IN MYANMAR AND BARRIERS AND PROFILE OF PULSES EXPORT COMPANIES

This chapter composed of pulses export market in Myanmar, trade policies for exporting pulses in Myanmar, export volume and value of Myanmar Pulses, barriers faced by pulses export companies, demographic profile of the respondents, resources of export companies in Myanmar and reliability test.

3.1 Pulses Export Market in Myanmar

Myanmar conveyed about 1082,000 tons of pulses worth over 851 US$ million to foreign trade partners in the current financial year 2022-2023 (as of 30.11.2022). The most notable year in this analysis is 2021–2022, with a volume of over 2,145,000 tons and an export value of over 1594 US$ million. India and China are major importing countries of Myanmar Pulses (MOC, 2022). Trading partners with Myanmar for pulses export are shown in Table (3.1).

Table (3.1) Pulses Export Market in Myanmar

Country	Unit	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
India	MT	870.350	926.005	748.490	858.909	711.152	680.741	538.843	758.483	653.263	395.934	927.061	414.314
	US$ mill	628.913	570.576	460.628	639.252	694.705	717.376	329.157	326.554	413.533	296.472	676.579	344.527
Pakistan	MT	8.669	4.845	14.283	21.493	34.491	51.999	89.235	70.871	75.278	70.841	64.713	55.322
	US$ mill	6.548	3.341	8.634	16.237	28.599	51.437	55.01	32.019	47.997	53.733	46.996	45.387
Indonesia	MT	23.688	30.415	32.821	28.442	22.368	52.312	48.089	35.33	66.847	50.551	69.79	19.394
	US$ mill	19.487	20.781	20.55	22.964	20.271	40.476	36.268	23.866	52.455	46.922	60.143	15.51
Singapore	MT	213.720	156.648	106.528	70.166	50.510	35.439	45.777	122.364	99.584	117.508	143.156	98.930
	US$ mill	171.652	107.411	80.34	60.656	51.517	34.407	30.147	73.686	78.522	111.825	119.358	76.566
Malaysia	MT	29.108	29.231	26.490	27.933	38.687	37.919	31.455	28.852	26.854	25.102	26.510	18.120
	US$ mill	25.124	17.023	20.452	23.601	39.885	36.885	21.953	15.176	19.357	21.204	22.265	15.175
China	MT	189.228	274.304	242.738	260.000	225.149	362.179	291.451	400.272	419.890	874.227	647.087	365.561
	US$ mill	170.476	260.426	205.316	253.638	221.002	328.189	231.495	296.302	323.147	673.827	462.535	263.889
Thailand	MT	26.654	28.014	41.610	29.074	27.591	42.996	44.176	27.839	31.790	31.790	76.714	19.685
	US$ mill	24.591	25.709	32.809	24.761	32.471	48.08	39.401	25.108	31.12	31.12	62.059	16.6
Vietnam	MT	40.071	49.231	68.949	57.137	32.258	43.517	28.935	27.294	56.116	35.039	54.543	28.679
	US$ mill	35.072	36.325	51.416	50.07	31.537	37.152	22.334	18.635	44.815	32.719	44.678	22.489

Source: MOC (2022)

Table (3.1) Pulses Export Market in Myanmar (Continued)

Country	Unit	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Japan	MT	15.930	19.267	17.591	17.150	20.224	20.730	22.951	17.907	18.008	12.967	13.191	13.730
	US$ mill	13.154	10.178	12.042	14.58	17.115	16.209	18.36	14.216	15.402	9.508	9.037	12.381
Philippine	MT	23.899	12.220	11.520	8.905	7.473	10.313	12.716	9.136	12.116	12.108	17.217	9.002
	US$ mill	21.824	10.01	10.196	8.431	6.761	7.1	9.154	6.015	9.067	11.755	14.761	6.703
Bangladesh	MT	0.471	2.038	3.092	0.743	4.448	3.906	44.026	43.221	36.959	34.441	41.512	5.533
	US$ mill	0.379	1.114	1.688	0.494	2.949	3.038	19.856	17.794	20.21	23.549	28.361	4.164
Others	MT	1028.16	33.243	55.769	118.019	68.271	82.588	120.305	106.108	111.928	96.517	64.185	34.525
	US$ mill	24.833	27.735	45.601	85.413	68.185	78.549	73.584	55.779	76.425	75.922	48.076	27.896
Total	MT	1470.378	1565.461	1369.881	1497.971	1242.622	1424.639	1317.959	1647.677	1608.633	1757.025	2145.679	1082.795

Source: MOC (2022)

3.1.1 Trade Policies for Exporting Pulses in Myanmar

The state implemented the central economic system from 1962 to 1988. The state-owned enterprises monopolized the export and import private sector and did not have trade opportunities. Afterwards, it was found that Myanmar changed its economic system from a centrally planned economy into a market-oriented one in 1988. Structural reforms were introduced, and new legal policy instruments were enacted to pave the way for a market-oriented economy. After the liberalization policies in the agriculture sector, both sown area and production of pulses increased significantly, hitting the top list among agricultural exports. The export of pulses plays a vital role in national income mostly.

The Myanmar government has recognized, in the context of the market-oriented economic system, the private sector as a prime mover of the market mechanism and pays great attention to its development. All-out efforts are being made to encourage the active participation of private sectors in foreign trade and try to give full support from every angle to cope with international trading practices. Myanmar is a member country of the World Trade Organization (WTO), ASEAN, and BIMSTEC and has a total of over (70) countries of trading partners. A series of practical measures are being taken for the increase in numbers. The basic principle of export policy is to penetrate the global market by using the existing natural and human resources and producing value-added products more than regular export items.

Myanmar is well known as an agro-based country. Being rich in land resources and different irrigation facilities networks, Myanmar grows perennial plants and crops such as rice, pulses, maize, sesame, fruits, and vegetables and exports those products to international markets. Myanmar welcomes investments in producing value-added agricultural products and processed foods. There is vast potential for investors in Agricultural Sector.

However, in the current situation, since long-term investment in the agricultural sector, such as seed production, has to be made, it is found that there are still few people who want to invest in the industry.

3.1.2 Export Volume and Value of Myanmar Pulses

The main crops in Myanmar are rice, corn, peanuts, sesame, sunflower, pulses, cotton, and sugarcane. The production of pulses is the second largest in the country's agricultural production, and the production of pulses is 33% of the country's agricultural output. About 20% of Myanmar's agricultural land area is cultivated with pulses, and 72%

of the acreage of pulses is for black matpe, green mung bean, and pigeon pea production. Cowpeas, Red Kidney beans, Butter beans, rice beans, chickpeas, soybean, garden pea, and other pulses are also grown. Currently, as an agriculture-based country, most of Myanmar's exports are agricultural products, and pulses are also a significant export. Myanmar is the leading country in pulses among ASEAN nations. India and China are important markets for Myanmar Pulses. Myanmar pulses export is mainly raw, and value-added export is only 5-10%.

The export of pulses far exceeds that of any other agricultural commodity. The pulses sector is one of the priority sectors in the National Export Strategy (NES). Between 29% and 42% of Myanmar's pulses exports go to India and China, respectively. China is the second-largest importer of Myanmar Pulses. (MOC, 2022) (India will probably remain Myanmar's largest pulses export destination, the dominant global importer of pulses. The National Export Strategy seeks to raise this industry's productivity by boosting seed quality, developing farming methods, enhancing trade infrastructure and logistics, and enhancing branding and marketing strategies. During the study period, total agriculture export comprised an average of 39% of the earnings from pulses export. The share of pulses in Myanmar export is shown in Table (3.2).

Table (3.2) Share of Pulses in Myanmar Export

Year	Total Export (US$ Million)	Total Agricultural Export (US$ Million)	Total Export of Pulses		% of All export	% of All Agricultural Export
			(000' MT)	(US$ Million)		
2011-2012	9135.602	2372.562	1470.378	1142.053	12.5	48.1
2012-2013	8988.788	2696.735	1565.461	1090.629	12.1	40.4
2013-2014	11203.958	2660.814	1369.881	949.672	8.5	35.7
2014-2015	12523.717	2919.658	1497.971	1200.097	9.6	41.1
2015-2016	11136.878	2615.781	1242.622	1214.997	10.9	46.4
2016-2017	11998.544	2928.101	1424.639	1398.898	11.7	47.8
2017-2018	14883.16	3087.123	1317.959	886.719	6.0	28.7
2018-2019	17154.404	2986.983	1647.677	905.15	5.3	30.3
2019-2020	18045.087	3646.797	1608.633	1132.05	6.3	31.0
2020-2021	16583.657	4560.41	1757.025	1388.556	8.4	30.4
2021-2022	15491.093	4103.774	2145.679	1594.848	10.3	38.9
2022-2023 30.11.2022	11208.363	2350.74	1082.795	851.287	7.6	36.2

Source: Customs Department & MOC (2022)

Although the export volume of pulses had been 18(000'MT) tons in 1988-1989, it increased to 56(000'MT) tons in 1989-1990, which was over three times. According to the above Table (3.2), the export earnings of pulses had 1142 US$ million in 2011-2012, and it increased to 1594 US$ million in 2021-2022, contributing 10.3% of total export value and 38.9% of agricultural export value. Similarly, the volume of export of pulses rose by 2145 (000'MT) tons in 2021-2022. The great years of the export value of pulses were 2016-2017, 2020-2021, and 2021-2022 worth 1398 US$ million, 1388 US$ million, and 1594 US$ million. The sound reason was that unfavorable weather in India caused increased prices and decreased production in 2016-2017, 2019-2020, and 2020-2021.

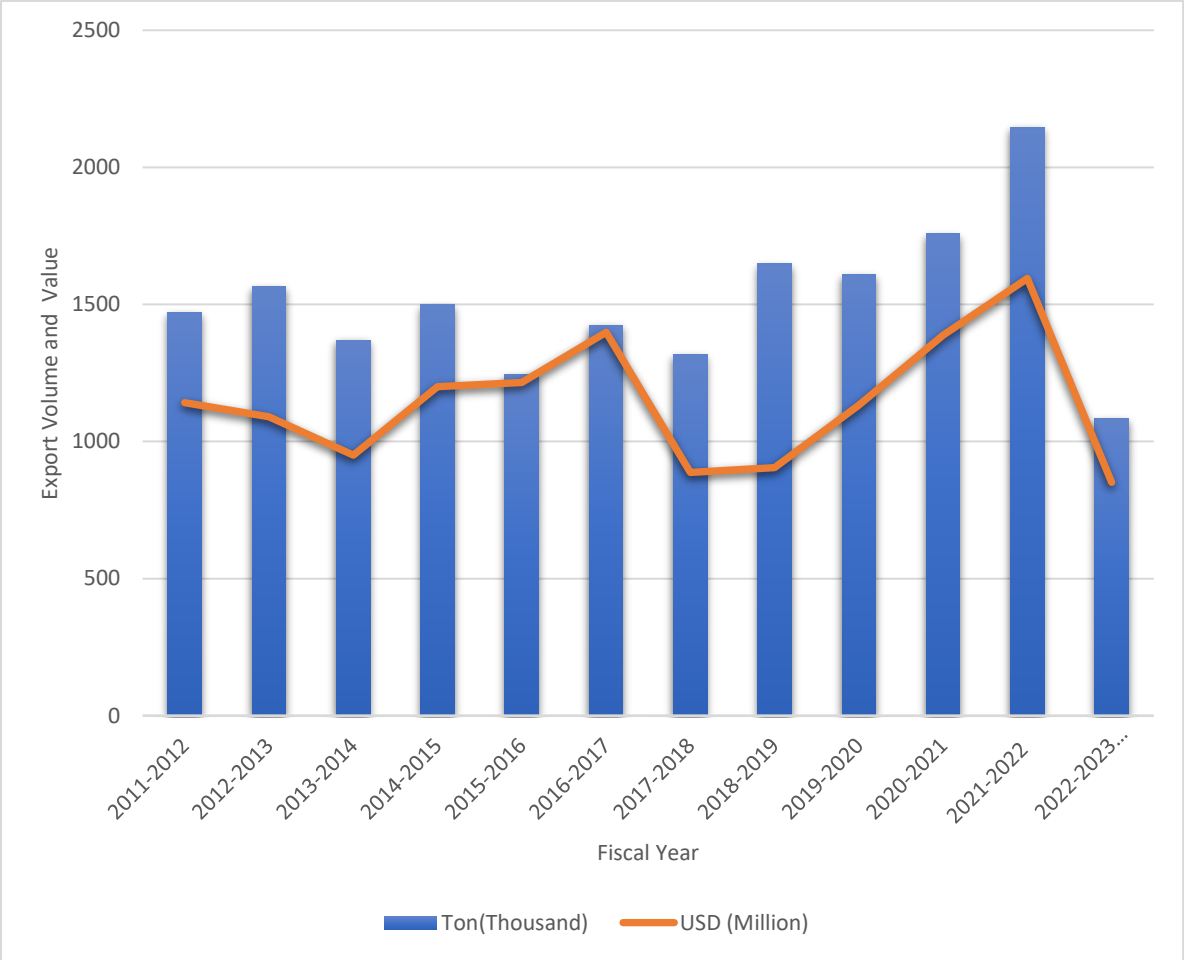
This study found that the export volume of Myanmar pulses was significantly increasing from 2017-2018 to 2021-2022. However, Myanmar should diversify its pulses export markets into Europe, China, Pakistan, and Turkey as these countries are also sizable pulses markets. In 2020-2021, it was observed that China imported Myanmar pulses worth 673.827 US$ million, surpassing India, while India was able to import only 296.472 US$ millions of Myanmar pulses that year. In 2021-2022, Myanmar pulses export was approximately 2145(000'MT) tons in value of over 1594 US$ million. In 2022-2023 as of 30.11.2022, it was observed that Myanmar exported pulses of around 1000 (000'MT) tons valued at approximately 851 US$ million. Myanmar pulses exports from 2011-2012 to 2022-2023 are presented in Table (3.3)

Table (3.3) Myanmar Pulses Export

No.	Fiscal Year	Quantity (000'MT)	Value (US$ Million)
1	2011-2012	1470.378	1142.053
2	2012-2013	1565.461	1090.629
3	2013-2014	1369.881	949.672
4	2014-2015	1497.971	1200.097
5	2015-2016	1242.622	1214.997
6	2016-2017	1424.639	1398.898
7	2017-2018	1317.959	886.719
8	2018-2019	1647.677	905.150
9	2019-2020	1608.633	1132.050
10	2020-2021	1757.025	1388.556
11	2021-2022	2145.679	1594.848
12	2022-2023 (30.11.2022)	1082.795	851.287

Source: MOC (2022)

Figure (3.1) Myanmar Pulses Export



Source: MOC (2022)

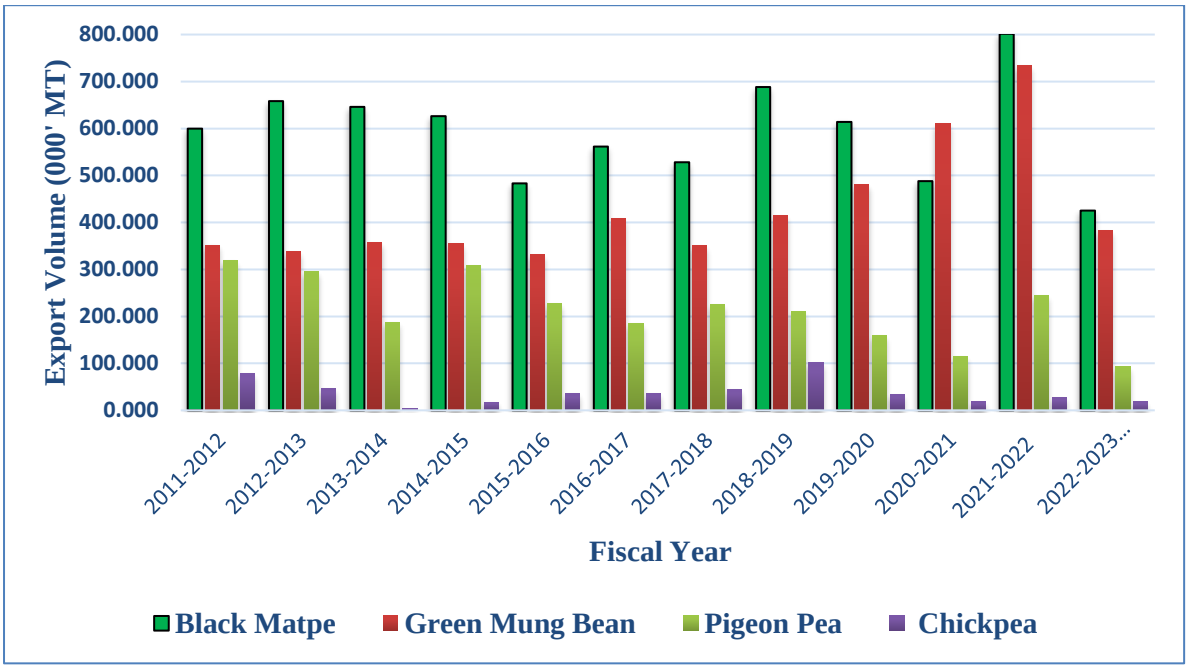
The four main pulses cultivated and exported from Myanmar are black matpe, green mung bean, pigeon pea, and chickpea. The export status of these pulses is shown in the following Table (3.4), Figure (3.2), and Figure (3.3).

Table (3.4) Export of Major Pulses

Fiscal Year	Black Matpe		Green Mung Bean		Pigeon Pea		Chickpea	
	Quantity (000' MT)	Value (US$ Million)	Quantity (000' MT)	Value (US$ Million)	Quantity (000' MT)	Value (US$ Million)	Quantity (000' MT)	Value (US$ Million)
2011-12	599.498	472.620	351.717	312.510	319.573	190.450	78.704	65.189
2012-13	658.017	382.930	337.219	271.260	296.124	170.350	46.756	34.268
2013-14	645.783	376.520	357.304	306.970	187.777	114.510	3.767	2.718
2014-15	626.387	469.580	354.533	359.580	307.804	207.550	17.738	9.046
2015-16	483.252	498.470	330.838	332.790	226.651	229.800	35.298	19.502
2016-17	561.766	672.290	407.595	349.800	184.566	159.790	35.768	28.608
2017-18	527.965	344.040	350.057	270.590	225.492	99.550	43.751	36.154
2018-19	688.250	302.911	414.012	300.983	210.338	78.053	101.474	49.210
2019-20	613.897	410.658	480.726	360.790	158.271	93.217	33.930	17.481
2020-21	487.926	386.591	611.124	486.018	114.581	76.357	18.355	10.963
2021-22	801.638	606.992	734.518	555.457	244.885	163.677	27.383	16.606
2022-23 (30-11-2022)	424.910	357.587	382.789	287.554	92.647	74.752	18.137	12.675

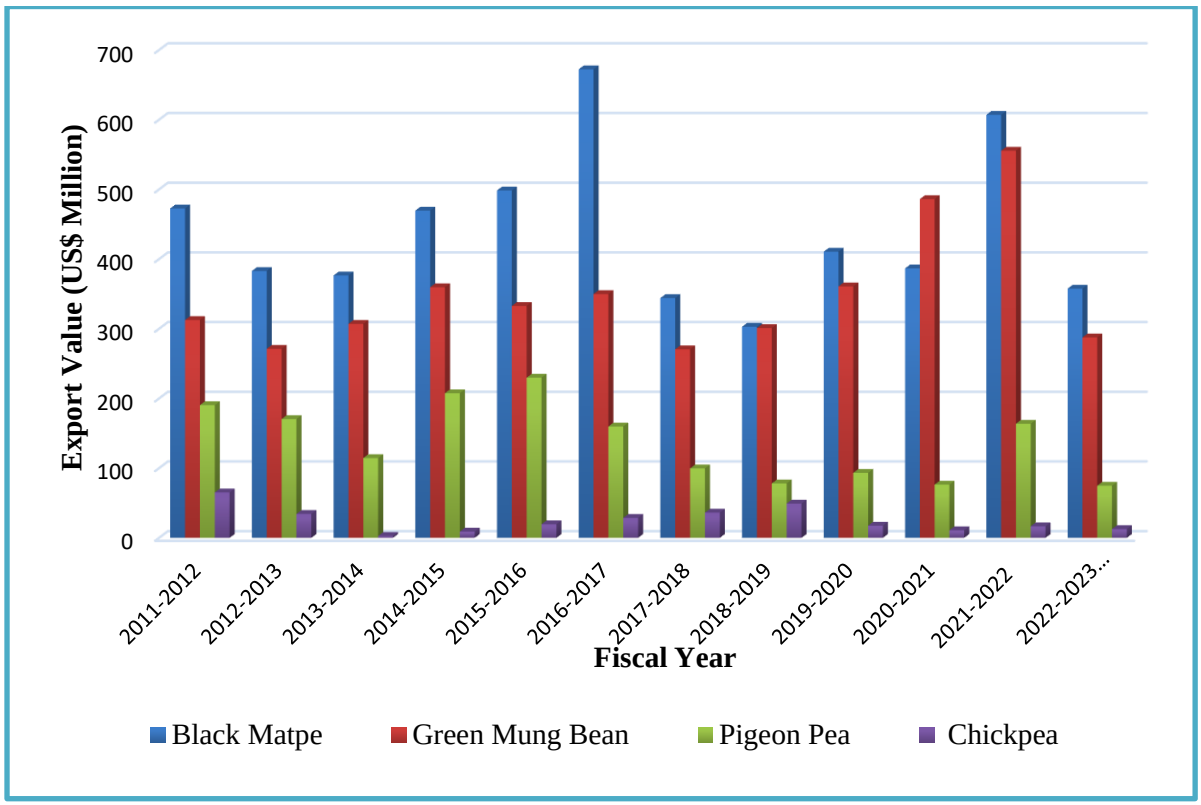
Source: MOC (2022)

Figure (3.2) Export Volume of Major Pulses Exported from Myanmar



Source: Customs Department & MOC (2022)

Figure (3.3) Value of Major Pulses Exported from Myanmar



Source: Customs Department & MOC (2022)

3.2 Barriers Faced by Pulses Export Companies

Export forces faced by pulses export companies are divided into internal forces and external forces. Internal forces include company related barriers and product related barriers. Industry related barriers, market related barriers and macro-environment barriers are included in external forces. In this study, to explore the barriers, some authorities of pulses export companies are interviewed by in-depth interview method.

(a) Internal Forces

Pulses export companies face many barriers to export their pulses to the foreign countries. Marketing knowledge and information about the importing countries and lack of resources such as financial and human resources are taken into internal forces.

(i)Company Related Barriers

Most of the pulses export companies have knowledge about export procedures and practices. However, some are facing with difficulties in obtaining information and new procedures to follow when new regulations are issued such as registration procedures relate

to pulses importing country. When it is not easy to overcome that difficulty themself, it becomes more costly when they have to hire an intermediary as agent to act on behalf of the company. In addition, the availability of loans from the government also needs to be more adequate.

(ii)Product Related Barriers

Compared to other pulses exporting countries, packaging for exports needs to be more modern and compact. It is only shipped in 50 kg bags, and they can't ship packages in small bags such as 1 kg, 2 kg, and 5 kg that consumers like. In addition, very few pulses can be exported as finished products and mostly are only as raw materials. Exports to Japan, Korea, Europe markets have not yet been able to meet the standards set by them. For example, the Chemical Residue Limit contained in pulses fixed by Japan is higher than the Codex Standard. Some exported pulses are rejected and destroyed. There are losses in pulses export companies that export pulses because they have to carry out re-transportation.

Some farmers who grow pulses, fear that their pulses to be damaged by insects, spray more pesticides than they should. Using cheap, illegally imported pesticides; chemical residue limits are high due to spraying and harvesting the pulses before the harvest date. From the beginning of cultivation until the exportation, there were requirements to be followed throughout the supply chain, because the amount of chemical residue in the exported pulses exceeded the limit. Clear quality standards need to be available to all actors in the value chain; from exporters to producers. In addition, the companies were not getting accurate information on foreign pulses buyers. It is known that there is a need for more help from the government to overcome export barriers and improve performance.

(b) External Forces

The causes of a significant number of exporting problems are rooted in the external environment. The external export forces classified into industry barriers, export market and macro environment barriers.

(i)Industry Related Barriers

The pulses export companies' size is also important for their export activities and interest in exporting. Larger size is more benefit than smaller size as the impact of technology advancement, financial resources and human resources. Technology is essential source of comparative advantage of Myanmar pulses exporters as they have to export pulses in the form of value added. In the peak season, they have difficulties in renting ship space and containers. There are holes in the sides of the leased containers, and when exporting

pulses to countries that have long sea journeys, the products are rejected due to exceeding the HCN limit, and pulses export companies experience losses. In addition, the high cost of production due to the high price of inputs still has a disadvantage in being able to compete with foreign exporters on pricing

(ii)Market Related Barriers.

Due to the frequent occurrence of high HCN and exceeding the chemical residue limit in exported pulses, if this continues, the importing countries that care about food safety can't accept this situation and the import of pulses from Myanmar will also be suspended. In this situation, pulses export companies will lose their market share in the international markets. This fact is also a challenge for pulses export companies in Myanmar. Although export procedures are simplify, there are many document requirements for export licenses. The government also needs to coordinate with the countries that allow pulses to be imported through the Quota system to promote export of Myanmar pulses.

(iii)Macro-Environment Barriers

With relation to macro-environment barriers, export financing is not fully provided to pulses export companies in Myanmar. Although Ministry of Commerce is providing export promotion programs, there is still needs financial support for pulses export companies in Myanmar. In addition, companies need technology and skills to produce value-added products. Most of the Pulses Export Companies still need to find the market and gain more market share. There were some logistic issues such as two times high freight charges and difficulty in arranging to ship in peak season. Pulses quality is affected due to getting old containers with holes for a long voyage such as a destination to Japan.

In particular, the main obstacle is the 65% and 35% exchange rate barrier in the meantime. The Central Bank of Myanmar is publishing the reference exchange rate to achieve the goal of financial stability in accordance with the provisions of Chapter (7) of the Central Bank of Myanmar Law on Financial Stability. Pulses Export Companies can exchange 35% of their export earnings into Myanmar Kyat at the market price, but 65% of their export earnings have to be exchanged at the official rate. As a result of that regulation, it is found that some companies have stopped operations and some are struggling very hard. Farmers will also be forced to pay an export tax as a result of the gap between the official and parallel market rates, which will lower their profitability.

3.3 Demographic Profile and Resources Acquired by the Respondents

This section gives an overview of the respondents' profiles and pulses export companies undertaken and also described the information sources of export companies in Myanmar.

3.3.1 Demographic Profile of the Respondents

In this part, the demographic profile of the different respondents is described by classifying them into five categories. From the survey, information about the gender, age, educational level, position and work experience of the respondents was analyzed. It means they have adequately answered and returned the questionnaire to the researcher. As presented in Table (3.5), a sample size of 218 respondents was selected for this study out of which zero respondents were ineligible, none of the respondents refused to respond to the questionnaire and none of them were accessible thus, respondents yielded a response rate of 100%.

Table (3.5) Demographic Profile of Respondents

Sr. No.	Demographics		No. of Respondents	Percentage (%)
	Total Respondents		218	100.00
1	**Gender**	Male	182	83.48
		Female	36	16.52
2	**Age (Years)**	26 to 35	97	44.50
		36 to 45	61	27.98
		46 to 55	36	16.51
		Over 55	24	11.01
3	**Educational Level**	High School	24	11.01
		Diploma	12	5.50
		Bachelor Degree	133	61.01
		Master	49	22.48
4	**Position**	MD	48	22.02
		Director	85	38.99
		Manager	85	38.99
5	**Work Experiences**	Less than 2 Years	36	16.52
		2-5 Years	24	11.01
		6-10 Years	37	16.97
		Over 10 Years	121	55.50

Source: Survey Data (2022)

The sample consisted of 36 female and 182 male participants in the study, which holds 83.48% of the respondents were male, and the remaining 16.52% were female. This indicates that most respondents were male, as they are involved in business in developing countries. Regarding the age, 97 (44.5%) of the respondents are 26-35 years,61 (27.98%) of the respondents are 36-45 years, 36 (16.52%) of the respondents are 46-55 years, and 24 (11.01%) of the respondents are over 55 years.

The frequency of education levels among respondents was 133 (61.01%) hold a bachelor degree, whereas 12(5.5%) hold a diploma, 49 (22.48%) have a master's degree, and the rest, 24 (11.01%) hold a high school level. This indicates that approximately 61% of the respondents of the pulses are bachelor's degree holders and the rest are Diploma, master degrees, and high school level.

The frequency of experiences of pulses companies indicates that the majority of them have greater than 10 years, 6-10, Less than 2, and 2-5 years of experience, which is 121 (55.50%), 37(16.97%), 36(16.52%), 24 (11.01%) respectively.

3.3.2 Resources Acquired by Pulses Export Companies

This section presents the resources acquired by pulses export companies in Myanmar. This information sources include supplier source, source of investment, source of loan, workforce and the percentage of export by countries of export companies in Myanmar.

Table (3.6) Resources Acquired by Pulses Export

Sr. No.	Items	No.of Respondents	Percentage (%)
Total Respondents		**218**	**100.00**
1	**Places of buying pulses for export**		
	-Farmer	24	11.00
	-Rural Collector	61	27.98
	-Urban Collector	48	22.02
	-Broker Sales Center	61	27.98
	-Commodity Exchange Center	12	5.51
	-Exporter	12	5.51
2	**Raising of finance**		
	- Own money	87	39.91
	- Loan	44	20.18
	- Both of own money and loan	87	39.91
3	**Sources of debt financing**		
	-Loan from Bank	91	41.74
	-Loan form friends	73	33.49
	-Loan from relatives	18	8.26
	-Loan from parents	36	16.51
4	**No. of employees to carry out export activities**		
	-Less than 5 employees	12	5.50
	-5 to 10 employees	24	11.01
	-10 to 15 employees	73	33.49
	-More than 15 employees	109	50.00

Source: Survey Data (2022)

According to Table (3.6), most of the respondents who buy pulses for export from rural collector and broker sales center at 27.98%. Followed by respondents who buy pulses from urban collectors at 22.02%, farmers, commodity exchange center and exporter at 12% respectively. Regarding the investment source of export companies, data showed that a significant portion of respondents is both of their own money and loan. Concerning source of loan, they have got their loan from bank at 41.74%, loan form their friends at 33.49%. Followed by respondents who got loan from parents and relatives are 36% and 18% respectively. Regarding the workforce of respondents, the data showed that almost half of

the respondents run their business over 15 employees. 73 respondents, or 33.49%, indicated that they run with 24 employees and 12 employees. Moreover, there are 15 countries exported by respondents. The exact number of respondents and percentage (%) of each group are shown in Table (3.7).

Table (3.7) Countries Exported by Respondents

Sr.No.	Name of Country	No. of Respondents	Percentage (%)
1	CHINA	109	50.00
2	INDIA	84	38.53
3	JAPAN	60	27.52
4	EUROPEAN UNION	36	16.51
5	INDONESIA	36	16.51
6	KOREA	36	16.51
7	THAILAND	36	16.51
8	VIETNAM	36	16.51
9	PHILIPPINES	24	11.00
10	SINGAPORE	24	11.00
11	AUSTRALIA	12	5.50
12	MALAYSIA	12	5.50
13	PARKISTAN	12	5.50
14	SRILANKA	12	5.50
15	THAIWAN	12	5.50

Source: Survey Data (2022)

According to Table (3.7), it can be concluded that China and India are the most export countries. Other exports countries are Japan, Thailand, European Union, Korea, Vietnam and Indonesia. Among them, China is the most export country. The Chinese consumers have embraced the nutritive value of pulses and, the pulses can find its way into traditional Chinese food. Besides, with the urbanization, and more and more people becoming aware of healthier foods and western food culture picking up, the demand for pulses will rise. Therefore, China is making its way into the list of major importers.

3.4 Reliability Test

A reliability test was conducted for the influencing factors of competitiveness and performance of pulses export companies in Myanmar. In this study, the internal consistency

of the variables was assessed using the Cronbach's alpha reliability test method to produce an accurate representation of the data. If Cronbach's alpha of variables are greater than 0.7, it is reliable. In this study, the questionnaire consists of three parts. The first part is internal forces and external forces: company-related barriers, product-related barriers, industry barriers, market barriers, and macro-environment barriers. The second part is export competitiveness, and the last is export performance. First, six questions for each factor were used to measure the barriers influence on export competitiveness. Second, six questions were used to measure the pulses export companies' competitiveness, and six questions were used to identify the performance of the respondents' study. Table (3.8) describes the variables' reliabilities (alpha value).

Table (3.8) Reliability Test

Sr.No.	Items	Items	No.of Items	Cronbach's Alpha
1	Internal Forces	Company Related Barriers	6	0.711
2		Product Related Barriers	6	0.709
3	External Forces	Industry Barriers	6	0.800
4		Market Barriers	6	0.773
5		Macro Environment Barriers	6	0.843
6	Export Competitiveness	-	6	0.851
7	Export Performance	-	6	0.832

Source: Survey Data (2022)

As presented in Table (3.8), the reliability test results cover questionnaire items of internal and external forces – company-related barriers, product-related barriers, industry barriers, market barriers, macro-environment barriers, export competitiveness, and export performance. The results show that Cronbach's Alpha coefficient of these sub-dimensions ranged from 0.711 to 0.851. This result indicates that the questionnaire has a good and acceptable level of internal consistency for the scale and can be considered acceptable. Furthermore, the reliability coefficients of questionnaire items are more significant than the recommended value of 0.7. Therefore, it can be interpreted that the internal consistency of the measure used in this study. The results of the respective factors are expected to be the same in different situations, and the data is considered to be sufficiently reliable and valid for the analysis.

CHAPTER 4
ANALYSIS ON THE EFFECT OF EXPORT BARRIERS ON COMPETITIVENESS AND EXPORT PERFORMANCE

This chapter presents the descriptive analysis results and the outcomes with comprehensive interpretations of multiple regression analysis for export barriers, competitiveness and performance based on the study's conceptual framework. On presenting the descriptive results, means and standard deviation scores are provided and explained with reference to the findings. To identify the export barriers to competitiveness and performance, the study conducted a questionnaire survey to the respondents, for which the questionnaire is designed with 5-point Likert scales. The 5-point Likert scale has a value range of 1 to 5, with "1 = strongly disagree" to "5= strongly agree" for each question. All question items for barriers are administered with positive direction rather than negative direction. Actually, the question items of barriers would be in negative direction. However, in this study, this negative direction is converted into positive direction.

4.1 Export Barriers

In this section, the effect of export barriers in terms of internal and external forces - company-related, product-related, industry, market, and macro-environment barriers- on competitiveness and performance are analyzed using multiple regression analysis. The surveyed pulses companies answered questionnaires using a five-point Likert scale. The 218 pulses companies have been recently surveyed. The mean values of the items on the five-point Likert scale are interpreted as follows, according to Best (1977):

(a) A score of 1.00 to 1.80 indicates a strong disagreement.

(b) A score of 1.81 to 2.60 indicates disagreement.

(c) A score of 2.61 to 3.40 indicates a neutral position.

(d) A score of 3.41 to 4.20 indicates agreement.

(e) A score of 4.21 to 5.00 indicates a strong agreement.

4.1.1 Export Barriers

In this part, internal forces on export competitiveness: company-related barriers, product-related barriers, and external forces on export competitiveness: industry barriers, market barriers and macro-environment barriers, are used to examine the competitiveness

of the export companies in Myanmar. The overall mean scores of the export barriers are presented in Table (4.1).

Table (4.1) Overall Means of Export Barriers

Sr.No.	Variable	Items	Overall Mean
1	Internal Forces	Company Related Barriers	3.92
		Product Related Barriers	3.87
2	External Forces	Industry Barriers	3.98
		Market Barriers	3.97
		Macro-Environment Barriers	4.07

Source: Survey Data (2022)

Perception of respondents on export barriers shows the agreement level based on the overall means of internal and external forces. The following Tables thoroughly analyze the mean scores and standard deviations for each statement related to each export barrier.

(i) Company Related Barriers

Company related barriers are one of the determinants that affect the working process of pulses export companies and influence their export competitiveness. Company related barriers in pulses export companies influences the export competitiveness of the companies.

Table (4.2) Company Related Barriers

Sr.No.	Items	Mean Value	Standard Deviation
1	Having knowledge about export procedures and practices	3.90	.731
2	Having experience in planning and executing export operations	4.05	.446
3	Having specific information regarding foreign agents, distributors and prospective buyers	3.76	.597
4	Having a high cost of capital to finance exports	4.06	.446
5	Having private sector firms provide credit	3.78	.587
6	Existing trained and qualified personnel in export marketing	3.95	.958
Overall Mean		**3.92**	

Source: Survey Data (2022)

Based on Table (4.2), the overall mean value of company related barriers shows the agreement level of respondents. It indicates that company related barriers influence the work performance of pulses export companies in Myanmar. The mean values of having a high cost of capital to finance exports and existing trained and qualified personnel in export marketing are slightly more significant than the overall mean showing true to some extent. According to the responses from respondents, most of the surveyed pulses export companies do not have barriers because they have employees who have knowledge about export procedures, practices, and experience in planning and executing operation. That is why they do not have significant barriers on exporting. Among the six statements of company related barriers, it was found that no barriers related to employees' knowledge and experience, providing training to employees, information and credit availability. Regarding with finance exports, there is only one barrier, the high cost of capital.

(ii) **Product Related Barriers**

Table (4.3) shows pulses export companies' mean value of product related barriers. Six statements are constructed, and data are collected from 218 respondents to analyze product related barriers of pulses export companies in Myanmar. These questions are asked by using a five-point Likert scale. The mean values and standard deviations of each are shown as follows. The overall mean is also calculated as follows.

Table (4.3) Product Related Barriers

Sr.No.	Items	Mean Value	Standard Deviation
1	Having the adequate skill to adapt products for foreign markets	3.73	.624
2	Having the ability to supply the required quantity	4.03	.394
3	Knowing post-harvest technologies	3.74	.572
4	Having no difficulty in meeting export packaging and labelling requirements	4.00	.418
5	Having product quality problem	3.77	.609
6	Exporting pulses with importers ' pulses quality standards	3.97	.887
Overall Mean		**3.87**	

Source: Survey Data (2022)

As presented in Table (4.3), among these six variables of product related barriers, having the ability to supply the required quantity is the strongly related factor. It means that product related barriers are engaged in export barriers by having the ability to supply required quantity to perform the export highly. Pulses export companies mainly purchase the required amount of pulses from rural collector and broker sales centers, and also purchase pulses from urban collectors, farmers, and commodity exchange centers. In addition, they purchase pulses from main exporters for export. As the pulses are being purchased in sufficient quantities for export, pulses export companies are able to export sufficient quantity. The overall mean of the product related barriers is 3.87. The mean value of each statement is between 3.73 and 4.03, which is an agreed level. According to the mean values, most respondents have an agreed level of export barriers in the product related obstacles, which causes high export performance of pulses export companies in Myanmar.

(iii) Industry Barriers

The industry barriers of external forces-export barriers determine whether the pulses export companies are strongly competing with other foreign exporters in potential markets. The respondents are more likely to have more technology in the value chain of the pulses sector.

Table (4.4) Industry Barriers

Sr.No.	Items	Mean Value	Standard Deviation
1	Enabling to initiate of export operations	3.99	.767
2	Existing domestic experts in export consulting	4.00	.567
3	Managing shipment arrangements and meeting delivery dates	3.84	.733
4	Competing with other foreign exporters in potential markets	4.06	.640
5	Having private sector firms providing export services	3.97	.671
6	Having technology is an essential source of comparative advantage over Myanmar pulses exporters	4.03	.639
Overall Mean		**3.98**	

Source: Survey Data (2022)

Table (4.4) shows that the overall mean score is 3.98. It means respondents agree each statement. The highest mean score is competing with other foreign exporters in

potential markets. This fact indicates that pulses export companies are competing with other foreign exporters strongly because MPBMSMA's expert advice and research papers on the export of pulses are efficient and effective. Furthermore, the government is also providing pulses export companies to get the export license within 24 hours if they meet documentation requirement. Pulses export companies are able to manage to ship within the specific date.

The mean values are between 3.84 and 4.06, which is an agreed level. According to the mean value, most respondents can overcome the export barriers relating to industrial barriers. In 2020, Myanmar was the 2nd largest exporter of pulses to India after Canada. However, Myanmar, which exports pulses to India, competes with other countries that produce and export the same pulses, such as Canada, Tanzania and Mozambique

(iv) Market Barriers

The following Table (4.5) shows the mean value of market barriers to expanding the export of pulses. The mean values and standard deviations of each are shown as follows. The overall mean is also calculated as follows.

Table (4.5) Market Barriers

Sr.No.	Items	Mean Value	Standard Deviation
1	Having pricing knowledge for foreign markets	3.95	.958
2	Having sufficient foreign demand for pulses	4.11	.795
3	Being easy to communicate with overseas customers	4.22	.860
4	Having an excellent image of company products in foreign markets	3.54	1.034
5	Simplifying export procedures	3.90	.916
6	Intensifying competition with domestic exporters in potential markets	4.08	.729
Overall Mean		**3.97**	

Source: Survey Data (2022)

As presented in the above Table (4.5), among these six variables of market barriers, being easy to communicate with overseas customers is the strongly related factor. It means pulses export companies can effectively communicate with overseas customers for market expansion.

The overall mean of market barriers is 3.97. According to the overall mean value, most of the respondents have an agreed level of export barriers in the aspect of market barriers which makes export competitiveness of pulses export companies in Myanmar. Having sufficient foreign demand for pulses is another critical factor. Pulses exporting companies have the advantage of having huge markets in two neighboring countries, India and China, and being able to export overseas and cross-border. Therefore, it is easy to communicate with foreign buyers.

(v) Macro-Environment Barriers

Macro-environment barriers determine how Myanmar pulses export companies get export financing, export promotion programs, and government assistance. From Table (4.6), the highest mean score is facing high freight costs to foreign markets. This fact shows that pulses export companies face high freight costs when exporting them to foreign markets. Due to the high demand for container rental during the peak season, rental rates increase and it is difficult to get containers.

Table (4.6) Macro-Environment Barriers

Sr.No.	Items	Mean Value	Standard Deviation
1	Having better trade financing for pulses exporting companies	3.78	1.047
2	Providing export promotion programs by the government	4.16	.930
3	Facing high freight costs to foreign markets	4.23	.852
4	Having no red tape in a public institution	4.16	.947
5	Providing government assistance in overcoming export barriers	4.16	.857
6	Being easy to follow export regulations on exchange rate of the Myanmar government	3.89	.442
Overall Mean		**4.07**	

Source: Survey Data (2022)

. The overall mean of the macro-environment barriers is 4.07. It shows that the pulses export companies can overcome macro-environment barriers. In addition, the pulses export companies agreed that they are provided by export promotion programs by the

government. Myanmar Online Expo Park, the first Virtual Online Exhibition in Myanmar, is organized by the Myanmar International Trade Center of Myanmar Trade Promotion Organization under the Ministry of Commerce. It is organizing, managing, and undertaking Online Trade Fair that operate various exhibitions, B2B Business Matching, and product advertising. Due to this promotion program, Myanmar pulses export companies can connect with new buyers online and sign an agreement to sell pulses. They are able to export to new markets

In this study, the export barriers encompass five aspects: company related barriers, product related barriers, industry barriers, market barriers, macro-environment barriers which are used to examine export performance of pulses export companies in Myanmar.

4.1.2 Export Competitiveness

The following Table (4.7) shows the mean value of export barriers of pulses export companies in Myanmar which affect export performance. There are six statements constructed to analyze export competitiveness of pulses export companies in Myanmar which raise their performance when they export. The mean value and standard deviations of each are shown as follows. These questions are asked by using a five-point Likert scale. The overall mean is also calculated as follows.

Table (4.7) Export Competitiveness

Sr.No.	Items	Mean Value	Standard Deviation
1	Having the largest pulses market share in international market among other export companies	3.97	.887
2	Effecting the company's export competitiveness by changing price	4.00	.755
3	Having ability to overcome big barriers to pulses export due to lack of competitive prices and fierce competition	4.08	.716
4	Having adequate financial and human resources	3.89	.863
5	Requiring extensive export documentation requirements for pulses export	4.16	.770
6	Having strong competition among pulses exporters in the international market	4.17	.785
Overall Mean		**4.05**	

Source: Survey Data (2022)

As presented in the above Table (4.7), among these six variables of export competitiveness, having strong competition among pulses exporters in the international market is strongly related. It means that pulses export companies strongly compete with other pulses exporters in the international market. The overall mean of export competition is 4.05 which is an agreed level. According to the mean values, most of the respondents have an agreed level of export competition, making pulses export companies' high export performance. In the international pulses market, not only Myanmar is the country that exports pulses, but other countries also grow and export pulses. Pulses are mostly exported to India, which has a large market. The same type of Myanmar pulses such as green mung beans, pigeon peas and chickpeas are also grown in Canada, Tanzania, Mozambique, pulses exporting countries.

4.1.3 Export Performance

Table (4.8) shows the mean value of the export performance of pulses export companies in Myanmar. Six statements are constructed, and data are collected from 218 respondents to analyze the export performance of pulses export companies. The mean value and standard deviations of each are shown as follows. These questions are asked by using a five-point Likert scale. The overall mean is also calculated as follows: -

Table (4.8) Export Performance

Sr.No.	Items	Mean Value	Standard Deviation
1	Expanding pulses export regularly	4.15	.749
2	Getting a lot of profit from pulses export	3.86	.915
3	Increasing sales of pulses of company than last year	4.03	.902
4	Developing a national export strategy to improve the export of pulses	3.81	.938
5	Influencing export performance by export competitiveness	4.27	.752
6	Having strong performance of pulses export	4.29	.741
Overall Mean		**4.07**	

Source: Survey Data (2022)

As presented in the above Table (4.8), among these six variables of export performance, the strong performance of pulses export is strongly related. It means that

pulses export companies' performance is vital. The overall mean of export performance is 4.07. According to the overall mean value, most respondents have an agreed level of export performance of pulses export companies in Myanmar. According to the answers of the pulses export companies, every pulses export companies in Myanmar can carry out the business of exporting pulses, and most of them have more than 10 years of experience in the business of exporting pulses. Therefore, based on these experiences, it is found that their performance is high in international markets.

4.2 Analysis on the Effect of Export Barriers on Export Competitiveness of Pulses Export Companies in Myanmar

This section identifies internal and external barriers to the export competitiveness of pulses export companies in Myanmar using multiple regression analysis. This study has three main variables: internal forces and internal forces and export competitiveness. In each regression model, internal and external forces are used as independent variables, and export competitiveness is used as the dependent variable.

All the data types are consistent with the assumption of multiple linear regression statistics. The findings of the regression analysis are presented in Table (4.9).

Table (4.9) Effect of Export Barriers on Export Competitiveness

Dependent Variable: Export Competitiveness	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**VIF**
	B	**Std. Error**	**Beta**			
(Constant)	.158	.405		.390	.697	
Internal Barriers	.238**	.097	.145	2.454	.015	1.155
External Barriers	.741***	.084	.520	8.786	.000	1.155
R Square	0.347					
Adjusted R Square	0.341					
F value	57.215***					

Source: Survey Data (2022)

Note. *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As described in Table (4.9), R^2 is 0.347 and adjusted R^2 is 0.341. This model demonstrates that the variation of export competitiveness is predicted by export barriers towards export competitiveness, as the value of R^2 is 34.7%. According to the variance inflation factors (VIF), it is found that there is no multicollinearity. The value of the F test,

the overall significance of the model, is moderately significant at the 1 percent level. Therefore, this specific model can be said to be valid.

It is also found that internal and external barriers have positively affect the export competitiveness of pulses export companies in Myanmar. This study points out that external barriers are more related than internal barriers on export competitiveness of pulses export companies in Myanmar. By the results, both internal and external barriers are effect on export competitiveness.

This section identifies internal barriers to export competitiveness using multiple regression analysis. This study has two main variables: internal barriers and export competitiveness. In each regression model, company related barriers and product related barriers are operated as independent variables, and export competitiveness is used as the dependent variable. All the data types are consistent with the assumption of multiple linear regression statistics.

According to the results, internal related barriers have positively affect the export competitiveness of pulses export companies in Myanmar. The findings of the regression analysis are presented in Table (4.10).

Table (4.10) Effect of Internal Barriers on Export Competitiveness

Dependent Variable: Export Competitiveness	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**VIF**
	B	**Std. Error**	**Beta**			
(Constant)	1.815	.407		4.455	.000	
Company Related Barriers	-.016	.127	-.011	-.126	.900	1.923
Product Related Barriers	.593***	.137	.379	4.320	.000	1.923
R Square	0.138					
Adjusted R Square	0.130					
F value	17.227***					

Source: Survey Data (2022)

Note. *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As described in Table (4.10), R^2 is 0.138 and the adjusted R^2 is 0.130. This model demonstrates that internal barriers predict the variation of export competitiveness towards company related and product related barriers as the value of R^2 is 13.8%. According to the variance inflation factors (VIF), it is found that there is no multicollinearity. The value of the F test, the overall significance of the model, is weak significant at the 1 percent level. Therefore, this specific model can be said to be valid.

It is also found that product related barriers have positively affect export competitiveness with 1% significant level. This study points out that product related barriers are more related than company related barriers on export competitiveness of pulses export companies in Myanmar. Relating to product related barriers, the reason is that most respondents are able to supply the required quantity of pulses. Pulses export companies meet the requirements of export packaging and labeling and importers' quality standards. Pulses export companies pack pulses in polypropylene bags to protect against shock, vibration, temperature, moisture and dust for physical protection. They provide packages that have features which added convenience in distribution, handling, display, sale, opening, use, and reuse. They can export in the form of raw and split exports. They know that Like packaging, labeling should also be done with extra care. It is also important for them to be familiar with all kinds of sign and symbols and should also maintain all the nationally and internationally standers while using these symbols. They did label in English, and large words indicating country of origin and any other English wording on the package or label.

The survey shows that product related barriers significantly affect the export competitiveness of pulses export companies to overcome well at their export process. The standardized coefficient (β) of product related barriers is (0.379). This result points out that product related barriers contribute towards increasing export competitiveness when the variance explained by product related barriers on export competitiveness is controlled for. The analysis shows that the model predicts 14 percent of the variance in export competitiveness has produced the expected signs and significant coefficients for the variables. Therefore, the pulses export companies can overcome product related barriers when they compete with their rivals.

This section identifies external barriers to export competitiveness using multiple regression analysis. This study has two main variables: external barriers and export competitiveness. In each regression model, industry, market, and macro-environment barriers are used as independent variables, and export competitiveness is used as the dependent variable. All the data types are consistent with the assumption of multiple linear regression statistics. In addition, export competitiveness is regressed with industry, market, and macro-environment barriers.

According to the results, external related barriers have positively affect the export competitiveness of pulses export companies in Myanmar. The findings of the regression analysis are presented in Table (4.11).

Table (4.11) Effect of External Barriers on Export Competitiveness

Dependent Variable: Export Competitiveness	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.458	.334		4.361	.000	
Industry Barriers	-.049	.068	-.038	-.710	.478	1.039
Market Barriers	.356***	.064	.358	5.540	.000	1.495
Macro-Environment Barriers	.337***	.061	.362	5.513	.000	1.543
R Square	0.402					
Adjusted R Square	0.394					
F value	40.824***					

Source: Survey Data (2022)

Note. *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As described in Table (4.11), R^2 is 0.402 the adjusted R^2 is 0.394. This model demonstrates that internal barriers predict the variation of export competitiveness towards market barriers and macro-environment barriers as the value of R^2 is 40%. According to the variance inflation factors (VIF), it is found that there is no multicollinearity. The value of the F test, the overall significance of the model, is moderately significant at the 1 percent level. Therefore, this specific model can be said to be valid.

It is also found that market barriers and macro-environment barriers have positively affect export competitiveness with 1% significant level, respectively. Moreover, the results demonstrated that macro-environment barriers have more influence than market barriers on the export competitiveness of export companies in Myanmar.

Relating to macro-environment barriers, pulses export companies require better trade financing and export promotion programs supported by the government for pulses export. Most of the government regulations for the export of pulses are easy to follow. However, the exchange rate barrier between 65% and 35% is, in particular, the most significant hurdle. Following the guidelines of Chapter (7) of the Central Bank of Myanmar Law on Financial Stability, the Central Bank of Myanmar publishes the reference exchange rate to fulfil the objective of financial stability. Companies that export pulses may convert 35% of their export revenue into Myanmar kyat at the market rate, but they must convert

65% of their export revenue at the official rate. This exchange rate regulation is maintained to ensure financial stability. However, they can still export pulses.

Relating to market barriers, the reason is that most respondents need to communicate with overseas customers easily. In order to expand their market, it means pulse export companies can properly communicate with overseas customers. Another key component is having enough international demand for pulses. Due to its ability to export via both international and border routes, companies who export pulses have access to the sizable markets of China and India. The ability to export internationally and across borders, as well as having sizable markets in two close neighbors, India and China, is advantageous for enterprises who export pulses. Besides, most of them can easily find out foreign pulses buyers through the pay and free websites. Furthermore, Myanmar government is negotiating with pulses importing countries like India to get more quota for four main pulses such as black matpe, green mung bean, pigeon pea and chickpea for export. Labor charges aren't expensive. Therefore, they can easily export regularly and compete with foreign competitors in pulses export.

The standardized coefficient (β) of macro-environment barriers of export barriers (0.362) is greater than that of the market barriers (0.358). This result points out that the market barriers of exporters more strongly contribute towards increasing export competitiveness of export companies when the variance explained by market barriers are intensifying competition with other foreign pulses exporters in potential markets.

The survey result shows that market barriers and macro-environment barriers significantly affect export competitiveness of export companies in Myanmar. The analysis shows that the model well predicts 40.2 percent of the variance in export competitiveness of exporters has produced the expected signs and significant coefficients for the variables. the pulses export companies can overcome market barriers and macro-environment barriers when they compete with their rivals.

4.3 Analysis on the Effect of Export Competitiveness on Export Performance of Pulses Export Companies in Myanmar

In this section, the effect of export competitiveness on the export performance of exporters is identified using linear regression analysis. This study has two variables: export competitiveness and export performance. The independent variable is export competitiveness, and the dependent variable is export performance.

All the data types are consistent with the assumption of multiple linear regression statistics. According to the results, export competitiveness positively affects the export performance of export companies in Myanmar. The findings of the regression analysis are presented in Table (4.12).

Table (4.12) Effect of Export Competitiveness on Export Performance

Dependent Variable: Export Performance	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.501	.223		6.726	.000	
Export Competitiveness	.634***	.054	.621	11.640	.000	1.000
R Square	0.385					
Adjusted R Square	0.383					
F value	135.494***					

Source: Survey Data (2022)

Note. *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

Table (4.12) shows that R^2 is 0.385 and adjusted R^2 is 0.383. This model demonstrates that the variation in export performance is predicted by export competitiveness as the value of R^2 is 38.5%. According to the variance inflation factors (VIF), it is found that there is no multicollinearity. The value of the F test, the overall significance of the model, is highly significant at 1 percent level. Therefore, this specific model can be said to be valid.

It is also found that export competitiveness significantly positively affects export performance. According to the report, the majority of pulses export companies can compete with foreign pulses exporters although they have some barriers. According to Table (3.2), share of pulses in Myanmar export, it can be seen those pulses export companies are gaining market share in the international market. In the peak season, pulses export companies are facing with the highest freight cost to export pulses to foreign markets. Pulses export companies no longer export large quantities of pulses only during the peak season, and by setting monthly tonnages and exporting them to avoid the high freight costs and difficulties in obtaining containers. Export companies participate in trade shows through the online platform with the help of the Myanmar Trade Promotion Organization under the Ministry of Commerce. In this exhibition, they are getting orders for buying and selling pulses through business matching with foreign pulses importers.

In addition, sending economic attaches to foreign countries to promote exports, doing market research and connections. It has been found that by coordinating and discussing with the host countries for trade issues, they can overcome difficulties in exports and compete in the foreign markets. The government is also planning to provide better financing for the companies. However, in the case of trading pulses, the Myanmar pulses export companies negotiate with pulses importers to make a payment by Telegraphic Transfer (TT) (advance payment system) and pulses export companies do not have to wait for a long period of time to receive the price of the goods like selling with a Letter of Credit (L/C). By doing this way, they can compete with rivals in the international markets. Therefore, it can be concluded that increasing export competitiveness positively affects export performance of pulses companies in Myanmar.

CHAPTER 5

CONCLUSION

In this chapter, the findings from both descriptive analysis and statistical analysis are discussed. Then, suggestions, recommendations, and the need for further research are pointed out.

5.1 Findings and Discussions

This study analyzes the export barriers, competitiveness and performance of pulses export companies in Myanmar using descriptive and multiple regression analysis. The export barriers (company related barriers, product related barriers, industry barriers, market barriers, and macro-environment barriers) are used to analyze competitiveness. In addition, the export performance of pulses export companies is also used to find out. The important findings based on the data analysis are discussed in the following paragraphs.

The export barriers for pulses export companies are analyzed based on 218 respondents working at pulses export companies in Myanmar. It was found that out of 218 respondents, most of the respondents are male. The age group ≤26 to 35 years old is more favorable for those working at pulses export companies than any other age group. For educational level, most respondents are graduates. Most of the respondents are directors and managers. Many respondents have long experiences with export knowledge. In this analysis, the export barriers have been categorized as internal and external forces factors. Internal forces are measured with company-related barriers, product related barriers. Industry barriers, market barriers, and macro-environment barriers measure external forces.

Regarding the internal forces, the results show that internal forces of product-related barriers influence competitiveness. The result highlights that product-related barriers positively relate to competitiveness with Myanmar's overall pulses export companies. Most of pulses export companies can overcome difficulty meeting product quality problems and adequate skill to adapt products for foreign markets, post-harvest technologies, and export packaging and labelling requirements. Although some companies still have product quality problems, most of the companies can export within the maximum residue limit set by the importing country.

The results also indicated that external forces: market and macro-environment barriers have significantly influenced export competitiveness. Among these variables, market and macro-environment barriers lead to a positive relationship on export

competitiveness. Regarding market barriers, the export companies can communicate with oversea customers and they have enough international demand for pulses. The ability to export internationally and across borders, as well as having sizable markets in two close neighbors, India and China, is advantageous for enterprises who export pulses. The availability of export funding, export promotion programs, and government support for Myanmar pulse export companies is influenced by macro-environmental barriers. Freight costs are one of the important factors to international markets. This data demonstrates that companies who export pulses to international markets sometimes incur substantial freight costs. In the peak season, there is a strong demand for containers, which causes rental costs to rise in two times and the availability of containers to be limited. Export programs also help pulse export companies to become competitive.

In addition, the study has conducted a multiple regression analysis to examine the influence of pulses export companies' competitiveness on their export performance. The regression results show that export competitiveness significantly influences on the export performance of pulses export companies. Regarding export competitiveness, the results show that they can compete with other foreign pulses exporter. Moreover, they have more market share in the international market among other export companies and have adequate financial and human resources. Therefore, the results indicate that export competitiveness affects the export performance of pulses export companies.

5.2 Suggestions and Recommendations

This study aims to understand the export barriers influencing the competitiveness and performance of pulses export companies in Myanmar. Based on these findings, some relevant suggestions and recommendations for relevant authority concerns and policymakers are provided to the government should take measures to ease the obstacles and enhance export competitiveness and performance of pulses export companies in Myanmar.

By conducting multilinear regression analysis, the result of this study highlights that product related barriers have significantly influenced export competitiveness. It was found that some pulses export companies still have problems with the quality of products. This study provides suggestions and recommendations to overcome the internal forces-product-related barriers of pulses export companies. Improving Myanmar pulses' image by adding value is also possible. In other words, while ensuring employee training/management and providing guidance on processing technology in order to improve quality and reliability,

the superiority of value- added products should be appealed. For product-related barriers, public-private partnership should be created to educate farmers on post-harvest techniques to maintain the product's quality. Pulses export companies should retain competent employees with knowledge of export regulations, procedures, and buying pulses to meet standards. It is necessary to provide knowledge and awareness programs for stakeholders along the value chain from the beginning of cultivation to the exportation of pulses. To preserve the quality of pulses, the Ministry of Agriculture, Livestock and Irrigation should continuously provide training courses for farmers in two parts, Pre-harvest and Post-harvest, in a public-private partnership. They should educate farmers on how to use inputs properly and technology to apply good agriculture practices, and financing assistance should be provided.

To overcome the external forces that market barriers to pulses export companies, the products of pulses export companies need to have a good image and quality control of their products in foreign markets. If only their products meet the standard fixed by the importing countries, they will have a good impression. The requirement of market barriers can prevent pulses export companies from internationalizing their operations, including the company's product, pricing, distribution, logistics, and promotion activities abroad. The pulses export companies should try to get a good image of their product in the international market. They should improve their product image by exporting high quality pulses that meet the market demand. It is important to be able to respond quickly to the international market. MPBMSMA should facilitate information exchange among pulses export companies, which will lead to increased competition among them. They should deal with suppliers to support the pulses to meet required standards. They should continuously engage with suppliers and strive to meet the required quantity of pulses with standards. They should buy pulses from suppliers with market price. Moreover, these companies need to detect the regulation and procedures, market conditions related to imported countries. These companies need to know the market conditions, regulations and procedures applying by the pulses importing countries. On behalf of the pulses export companies, MPBMSMA should communicate with the Ministry of Commerce and connect with economic attaches sent by that ministry to get market information, market research papers of pulses importing countries.

To overcome macro-environment barriers of pulses export companies, the pulses export companies should get better trade financing. They did not obtain sufficient bank loan to overcome their financial barriers and have access to sufficient capital that they could

become competitive globally. Ministry of Commerce should provide sufficient trade financing and assistance and simplify export regulations for pulses export companies. They should learn how to overcome issues including exchange rate problems, high freight costs, financing and unexpected changes of imported countries.

5.3 Need for Further Research

This research identified some limitations that might restrict the result of a collected data set, findings and analysis, time constraints, and other factors. Some of these limitations were intentionally set to confine the research scope; some might be only drop-in respondents who were not potential ones, which would result in an inaccurate study. The selected sample size is 218 respondents. This sample size is not sure to cover the whole country and not even Yangon's exporters' export barriers on competitiveness and performance of pulses export companies in Myanmar. The framework examined the export barriers, including internal forces and external forces, company-related barriers, product-related barriers, industry-related barriers, market-related barriers, and macro-environment barriers, on export competitiveness, which leads to the export performance of pulses export companies in Myanmar. The study found that most of the respondents who exported pulses were residents of Yangon. Therefore, further studies should be conducted to compare export barriers, competitiveness, and performance of pulses export companies from different regions. Then more demographic factors could be added for further research. Moreover, researchers should find pulses export companies' barriers in other pulses export companies in Myanmar to understand more.

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APPENDIX A

QUESTIONNAIRES

Dear Pulses Exporter,

I am a student from the Yangon University of Economics, Department of Management Studies, Master of Business Administration Program.

This survey questionnaire is conducted for the academic purpose of partial fulfillment of the requirements of a Master of Business Administration. This survey questionnaire aims to analyze exports barriers to competitiveness and performance of pulses export companies in Myanmar.

I kindly request that you take fifteen (15) minutes to respond to the questionnaire by marking the box that best represents your opinion sincerely and truthfully.

I would like to inform you that this questionnaire is very anonymous, and your responses will be used not only for academics but also for solving your export barriers. In addition, all the data will be treated with maximum confidentiality. Finally, I would like to thank you for your time and cooperation.

Yours Faithfully,

…….

Mrs. Hnin Sandar

Roll No-33

EMBA-II (Naypyitaw)

Section (A)

Demographic Profile

Please put a tick mark on the racket of the correct answer to the following questions.

1. Background Information of the Respondent

1.1 Gender of the respondent

Male ☐ Female ☐

1.2 Indicate your age group

25 years or Less ☐

26-35 years ☐

36-45 years ☐

46-55 years ☐

55 years above ☐

1.3 Educational Level

Diploma ☐

Degree ☐

Master ☐

PhD. ☐

Other ☐

(Please Specify) …….

1.4 What is your position in your company?

MD ☐

CEO ☐

Director ☐

Manager ☐

1.5 How Long have you been in exporting pulses?

- Less than 2 years ☐
- 2-5 years ☐
- 6-10 years ☐
- Over 10 years ☐

1.6 Where do you buy pulses for export?

- Farmer ☐
- Rural Collector ☐
- Urban Collector ☐
- Broker sales Centre ☐
- Exporter ☐

1.7 Three countries where you export pulses are: -

(From more to less) ----------1, ----------2, ----------3

1.8 Where did you get the investment for export

- Your own money ☐
- Loan ☐
- Both of your own money and Loan ☐

1.9 If done with a Loan, your source of loan is: -

- Loan from Bank ☐
- Loan from your friend ☐
- Loan from your relatives ☐
- Loan from your parents ☐

1.10 How many employees do you have to carry out export?

- Less than 5 employees ☐
- 10-5 employees ☐
- 15-10 employees ☐
- More than 15 employees ☐

Section II

Export Performance Determinants

This section deals with determinants of Export performance. Therefore, based on your exposure on pulses export, please rate the significance of each indicator in determining the export performance.

Instruction: Based on the scale below, please tick the number of your choice to indicate the extent you agree or disagree with the given statement.

(Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

Internal Forces

(i) Company-Related Barriers

Sr.No.	Statements	1	2	3	4	5
1	I have knowledge about export procedures and practices.					
2	I have experience in planning and executing export operations.					
3	There is specific information regarding foreign agents, distributors and prospective buyers.					
4	There is high cost of capital to finance exports.					
5	There are private sector firms providing credit.					
6	There is trained and qualified personnel in export marketing.					

(ii) Product Related Barriers

Sr.No.	Statements	1	2	3	4	5
1	There is adequate skill to adapt products for foreign markets.					
2	We have ability to supply require quantity of pulses on continuous basis.					
3	Farmers have post-harvest technologies know how to keep the quality of the product.					
4	There is no difficulty in meeting export packaging and labeling requirements.					
5	Our company has product quality problem.					
6	Our pulses meet importers' pulses quality standards.					

External Forces

(i) Industry Barriers

Sr.No.	Statements	1	2	3	4	5
1	Our company is easy to initiate export operations.					
2	There are domestic experts in export consulting in Myanmar.					
3	There is easy in making shipment arrangement and meeting delivery dates.					
4	There is strong competition from other foreign Exporter in potential markets.					
5	There are private sector firms providing export services					
6	Technology is an essential source of comparative advantage over Myanmar pulses exporters**.**					

(ii) Market Barriers

Sr.No.	Statements	1	2	3	4	5
1	We have pricing knowledge for foreign markets.					
2	There is sufficient foreign demand for pulses.					
3	It is very easy to communicate with overseas customer.					
4	Our company product has good image in foreign markets.					
5	Pulses export procedures are easy in Myanmar.					
6	There is strong competition from domestic exporters in the foreign market.					

(iii) Macro-Environment Barriers

Sr.No.	Statements	1	2	3	4	5
1	There is better trade financing for pulses exporting companies.					
2	There are export promotion programs sponsored by the government.					
3	There are high freight costs to foreign markets.					
4	There is no red tape in public institutions.					
5	There is government assistance in overcoming export barriers.					
6	It is easy to follow export regulation on exchange rate of Myanmar government.					

Section III: Export Competitiveness of Export Companies in Myanmar

Export Competitiveness

Sr.No.	Statements	1	2	3	4	5
1	Our company gets the largest pulses market share in international market among other export companies					
2	Price fluctuation or price change affect the export competitiveness of our company.					
3	We can overcome that lack of competitive prices and fierce competition in export market is a big barrier to pulses export.					
4	Our company has adequate financial and human resources.					
5	There are extensive export documentation requirements for pulses export.					
6	Our company has strong competition among pulses exporters in international market.					

Section IV: Export Performance of Export Companies in Myanmar

Export Performance

Sr.No.	Statements	1	2	3	4	5
1	Our company is expanding pulses export regularly.					
2	Our company get a lot of profit from pulses export.					
3	The total sales of pulses of our company are higher than last year.					
4	The Myanmar government is developing a national export strategy to improve the export of pulses.					
5	Export Performance has been influenced by Export competitiveness in Exporter's perceptions.					
6	There is strong performance of pulses export in our company.					

Thank You So Much for Your Participation!

APPENDIX B

STASTICAL OUTPUT

Regression Analysis Result for Export Forces on Export Competitiveness of Pulses Export Companies in Myanmar

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.560[a]	.314	.308	.50357	.314	49.240	2	215	.000	1.531

a. Predictors: (Constant), ExternalBarriersMean, InternalBarriersMean

b. Dependent Variable: Export CompetitvenessMean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.973	2	12.486	49.240	.000[b]
	Residual	54.521	215	.254		
	Total	79.494	217			

a. Dependent Variable: Export CompetitvenessMean

b. Predictors: (Constant), ExternalBarriersMean, InternalBarriersMean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.508	.389		3.881	.000	.742	2.274					
	InternalBarriersMean	-.312	.117	-.186	-2.663	.008	-.542	-.081	.195	-.179	-.150	.655	1.527
	ExternalBarriersMean	.961	.103	.649	9.301	.000	.757	1.164	.540	.536	.525	.655	1.527

a. Dependent Variable: Export CompetitvenessMean

Regression Analysis Result for Internal Forces on Export Competitiveness of Pulses Export Companies in Myanmar

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.242[a]	.059	.050	.59000	.059	6.681	2	215	.002	1.349

a. Predictors: (Constant), Pro,Realted BarrierMean, Co.Related BarrierMean

b. Dependent Variable: Export CompetitvenessMean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.652	2	2.326	6.681	.002[b]
	Residual	74.842	215	.348		
	Total	79.494	217			

a. Dependent Variable: Export CompetitvenessMean

b. Predictors: (Constant), Pro,Realted BarrierMean, Co.Related BarrierMean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.939	.430		6.839	.000	2.092	3.786					
	Co.Related BarrierMean	-.056	.117	-.036	-.480	.632	-.286	.174	.088	-.033	-.032	.767	1.304
	Pro,Realted BarrierMean	.349	.102	.257	3.405	.001	.147	.550	.240	.226	.225	.767	1.304

a. Dependent Variable: Export CompetitvenessMean

Regression Analysis Result for External Forces on Export Competitiveness of Pulses Export Companies in Myanmar

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.603[a]	.364	.355	.48606	.364	40.824	3	214	.000	1.453

a. Predictors: (Constant), MarcoEnvironmentBarrierMean, Indusry Barrier Mean, Markert BarrierMean

b. Dependent Variable: Export CompetitvenessMean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.935	3	9.645	40.824	.000[b]
	Residual	50.559	214	.236		
	Total	79.494	217			

a. Dependent Variable: Export CompetitvenessMean

b. Predictors: (Constant), MarcoEnvironmentBarrierMean, Indusry Barrier Mean, Markert BarrierMean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.541	.345		4.469	.000	.861	2.220					
	Indusry Barrier Mean	-.034	.071	-.027	-.478	.633	-.173	.106	.054	-.033	-.026	.958	1.044
	Markert BarrierMean	.412	.066	.414	6.250	.000	.282	.542	.563	.393	.341	.678	1.475
	MarcoEnvironmentBarrierMean	.273	.069	.267	3.962	.000	.137	.409	.496	.261	.216	.655	1.528

a. Dependent Variable: Export CompetitvenessMean

Regression Analysis Result for the effect of Export Competitiveness on Export Performance of Pulses Export Companies in Myanmar

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.621[a]	.385	.383	.48558	.385	135.494	1	216	.000	1.793

a. Predictors: (Constant), Export CompetitvenessMean

b. Dependent Variable: Export PerformanceMean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.948	1	31.948	135.494	.000[b]
	Residual	50.930	216	.236		
	Total	82.878	217			

a. Dependent Variable: Export PerformanceMean

b. Predictors: (Constant), Export CompetitvenessMean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.501	.223		6.726	.000	1.061	1.941					
	Export CompetitvenessMean	.634	.054	.621	11.640	.000	.527	.741	.621	.621	.621	1.000	1.000

a. Dependent Variable: Export PerformanceMean