

Export Promotions of Afghanistan to UK

By

Jamez Rodriguez

STATEMENT OF DEDICATION

I am dedicating this thesis to my God, my parents and other family members who provided their love and support at every stage of the research study. I also dedicate this thesis to my teachers who provided their support in accomplishing different tasks associated with a research study.

STATEMENT OF DECLARATION

Here I would like to declare that all the information included in this dissertation is based on my individual work without any help from any other party. This dissertation has not been submitted for any examination at academic as well as professional level previously. It is also representing my own views and they are not associated with any institution or individual member of the country.

Signature:

Date:

ACKNOWLEDGEMENT

I am very grateful to my parents and my teachers for showing their love, support and encouragement at every phase in my life. I am also thankful to my family and friends for being supportive and for motivating me which enabled me to accomplish my goals. I wish and express my gratitude to all my teachers and supervisors who guided me throughout my dissertation which has helped in compiling this dissertation. My teachers have provided me a lot of times in making me understand several things related to my research topic. I am thankful to all my teachers for guiding me and was always there when I needed them. This dissertation has become a learning experience for me where my teachers increased my knowledge at every stage of the thesis. This research dissertation was a very good learning experience for me as I enjoyed quality time with my friends and teachers.

ABSTRACT

Exporting is a very important factor for economic growth in all the countries of the world. Consequently, export promotion is a critical consideration for economic development within each country involved in trade. Export promotion is a policy that resulted due to liberalization and relaxation in policies due to which organizations belonging to developing countries are able to encourage exports in the country. This paper establishes the concept of export promotional activities and it represents questions which are essential issues in the sphere of export promotion. The main aim of the research study is to conduct an investigation related to the ways through which exports are promoted by Afghanistan in the economy of UK. This research study has taken into consideration mixed methodological approach where data was collected from secondary sources and from the primary source i.e. survey. The findings of the study have indicated different methods that can be used by organizations for promoting exports in UK. Further, it was also identified that use of information technology, personal contacts and intermediaries like wholesaler or retailers are one source through which exports can be promoted by organizations in UK from Afghanistan. However, there are several challenges that are still faced by organizations or relative authorities for promoting exports in UK.

TABLE OF CONTENT

| | |
|--|----|
| ABSTRACT | v |
| | |
| CHAPTER ONE: INTRODUCTION | 1 |
| 1.1 <i>Introduction</i> | 1 |
| 1.2 <i>Background of the Study</i> | 1 |
| 1.3 <i>Aims and Objectives</i> | 2 |
| 1.4 <i>Research Questions</i> | 2 |
| 1.5 <i>Research Hypothesis</i> | 3 |
| 1.6 <i>Research Design</i> | 3 |
| 1.7 <i>Significance of the Study</i> | 4 |
| 1.8 <i>Activities Table</i> | 4 |
| 1.8.1 <i>Gantt Chart</i> | 6 |
| | |
| CHAPTER TWO: LITERATURE REVIEW | 10 |
| 2.1 <i>Introduction</i> | 10 |
| 2.2 <i>Export Promotion</i> | 10 |
| 2.3 <i>Factors Influencing Export Promotions</i> | 12 |
| 2.3.1 Firm Characteristics..... | 12 |
| 2.3.2 Decision Maker's Characteristics | 12 |
| 2.3.3 <i>Market Knowledge</i> | 13 |
| 2.4 <i>Supply Chain Management & Value Chain</i> | 15 |
| 2.5 <i>Methods of Export Promotions</i> | 17 |
| 2.6 <i>Conclusion</i> | 22 |
| | |
| CHAPTER THREE: RESEARCH METHODOLOGY | 23 |
| 3.1 <i>Introduction</i> | 23 |
| 3.2 <i>Research Philosophy</i> | 23 |
| 3.3 <i>Inclusion & Exclusion Criteria</i> | 25 |
| 3.4 <i>Data Collection Methods</i> | 26 |
| 3.4.1 Qualitative Data | 27 |
| 3.4.2 Quantitative | 29 |
| 3.4.3 Survey | 30 |
| 3.5 <i>Sampling Technique</i> | 31 |
| 3.5.1 Sample size..... | 32 |
| 3.6 <i>Data Analysis</i> | 32 |
| 3.7 <i>Justification of Research Method</i> | 33 |
| 3.8 <i>Limitations</i> | 33 |
| 3.9 <i>Ethical Concerns</i> | 35 |
| 3.10 <i>Conclusion</i> | 36 |

| | |
|---|----|
| CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION | 37 |
| 4.1 <i>Introduction</i> | 37 |
| 4.3 <i>Survey Results</i> | 37 |
| 4.2 <i>Discussion</i> | 50 |
| CHAPTER FIVE: CONCLUSIONS & RECOMMENDATIONS | 59 |
| 5.1 <i>Conclusion</i> | 59 |
| 5.2 <i>Critical Evaluation of adopted Methodology</i> | 62 |
| 5.3 <i>Opportunities for Future Researchers</i> | 63 |
| REFERENCES | 64 |
| APPENDIX | 73 |

CHAPTER ONE: INTRODUCTION

1.1 Introduction

Exporters generally agree that despite technological developments still visiting foreign markets, remain a necessity for acquiring information and expand businesses overseas. These visits can take place with the help of Chamber of Commerce or any other Trade Associations. Therefore, a research study will facilitate in finding several other ways through which export promotions of Afghanistan can take place in UK.

1.2 Background of the Study

Several years ago, comprehensive investigation has been conducted related to the impact of overseas export missions that were performed by Afghanistan in different countries of the world. Global trends have encouraged the creation of an open environment for conducting international trade (Banomyong, 2010, p.nd). There has been an increased awareness related to the protectionist policies and these policies have an impact on the harmony of international trade relations between different trading partners of the world. However, GATT has played a vital role in reducing the trade barriers which has motivated and provided opportunities for the developing countries to export in developed countries of the world. In industrialized countries, various industry sectors have taken an advantage of an emerging global customer to spread extensively across borders. At the same time many programs have benefited developing countries to restructure their industry bases with having an emphasis on development of export. The opening of Eastern Bloc recently has contributed to a great extent for countries so that they can export and compete on world basis. Different Export Promotion programs take place in order to increase exports in different parts of the world. Further such measures facilitate Afghanistan in

increasing their global presence by exporting to developed countries like UK (Belloc & Di Maio, 2011, p.248).

1.3 Aims and Objectives

Empirical studies have been scarce; this study has a main objective that is to find out ways through which export promotion from Afghanistan can enhance in UK. And for this research following objectives has been formulated:

- To identify methods through which Afghanistan can export its product in UK;
- To investigate the relation between organization structure, knowledge and country characteristics for increasing export in UK;
- To evaluate the impact of outcomes on export performance over a time; and
- To examine the influence of Merger and Acquisitions on exporting companies from Afghanistan in UK.

1.4 Research Questions

On the basis of the above research aim and objectives; following are the research questions designed for the study. These are:

1. What are the methods that facilitate Afghanistan in increasing exports within UK economy?
2. What is the impact of different factors on the exports coming in the country?
3. What are the ways due to which there is an increase in exports within UK?
4. What is the role of supply chain management in increasing exports from Afghanistan in UK?

1.5 Research Hypothesis

The research hypothesis that is to be tested in this study is as following:

H_0 : Promotion techniques have an impact on exports from Afghanistan in UK;

H_1 : Promotion techniques do not have an impact on exports from Afghanistan in UK.

Statistical method of regression analysis will be used to test the hypothesis stated above.

1.6 Research Design

The proposed methodological approach that will be adopted for this study is mixed in which a combination of both qualitative and quantitative data will be conducted related to finding out the methods through which export is promoted in UK from Afghanistan. The research study conducted by Ghauri & Grohaug (2004, p.nd) has documented different research strategies for quantitative studies. The research data can either be primary or secondary. Primary data collection allows a researcher to obtain data directly from the respondents. Secondary data collection permits researchers to rely on the secondary sources of data. The secondary data will be collected from several sources like journals, articles, rules and regulations of the government and etc. (Horner & Minifie, 2011, p.303). Primary data sources include survey reports that are generated from distributing questionnaire in the target population of the study. This study gathers data from the primary subjects; therefore, the study employs primary data collection method. This is done to preserve the accuracy & reliability of the data.

In order to use primary technique, survey method is used by the researchers. Survey is the most common research method (Creswell & Clark, 2007, p.nd). There are many ways to collect survey data. It can be through telephonic interviews, questionnaires or online questionnaires. The target population for conducting survey will include managers working within organizations that

are involved in conducting export activities in UK from Afghanistan. Thus, the results generated from survey will be analyzed with the help of using statistical tool that is SPSS to the conclusions are drawn related to the topic of the study.

1.7 Significance of the Study

This study is mainly being conducted to address the Export Promotions that are used by Afghanistan in UK. The research will be able to provide important information related to supply chain management that is used in modern era for promoting exports in European markets especially UK. Further, the study will be able to provide significant information related to the factors that have an impact on export promotions initiated by Afghanistan in UK. Also, the study will be able to contribute in identifying the opportunities that are available for Afghanistan to bring improvement in their business environment. The study is also used as a guide for all the stakeholders so that they can bring changes in their product private quality standards in accordance with the requirements of European market. As a result, international competition will enhance the product quality standards in accordance with the European requirements. Therefore, it has been identified that this research study will provide information related to the promotional techniques that can enhance export and trading relations with developed countries like UK.

1.8 Activities Table

The following table provides us the table related to the time duration allocated to each of the activity performed for gathering information related to the main objectives of the study that is to conduct a qualitative analysis related to the Export promotions of Afghanistan to UK.

| <i>Research Topic: Export promotions of Afghanistan to UK</i> | | |
|--|-----------------|---|
| <i>Total Time for Proposed Research: 4 weeks</i> | | |
| Planned Tasks | Duration | Outcomes |
| Brainstorming for topic selection | 1st Week | Broader issues of interest |
| Researching for interested subject area | | Adequate knowledge of interested topics |
| Selecting a specific topic | | Arriving at specific topic |
| Arriving at aims and objectives | | sound research question as well as aims & objectives |
| Developing a research structure for the business development plan | | Detailed structure of the research proposal |
| Accumulating secondary data regarding the selected topic | 2nd Week | variety of information about the issue |
| Assimilating the most accurate and effectual data in literature review | | In depth analysis and insights of secondary data accumulated in literature review |
| Conducting primary techniques | | Analyzing the primary information collected, through observations, annual; reports, application of statistical tools and etc. |

| | | |
|--|----------|------------------------------------|
| Making of the first draft while illustrating research design & methodology as well | 3rd Week | First Draft |
| Making suitable amendments in first draft of the research proposal | 4th Week | Amendment in the research proposal |
| Presenting a final research proposal | | Final research proposal |

1.8.1 Gantt Chart

Following is the Gantt chart of activities which shows how a research will be conducted and thus, it provides a research plan for the study. It will also help in organizing our thesis so that research is completed within the deadline.

| | | | | | | | | | | | | | |
|----|----------------------------|--|--|--|--|--|--|--|--|--|--|--|--|
| 7 | Collect qualitative data | | | | | | | | | | | | |
| 8 | Analyze Data | | | | | | | | | | | | |
| 9 | Writing the Chapters | | | | | | | | | | | | |
| 10 | Illustration of references | | | | | | | | | | | | |
| 11 | Writing Abstract | | | | | | | | | | | | |
| 12 | Proof reading | | | | | | | | | | | | |
| 13 | Acknowledging the work | | | | | | | | | | | | |
| 14 | Inserting references | | | | | | | | | | | | |
| 15 | Submission of work | | | | | | | | | | | | |

1.9 Outline of Thesis

The outline that will be followed for this study will be based on the following chapters:

Chapter 1: will include introduction of the research by including the background related to the research topic, explaining the aims and objectives of the research, on the basis of the proposed research topic it will provide hypothesis of the study. This chapter also introduces the background related to the topic and thus lays out the structure followed for this thesis. The justification will be established in accordance with the reasons of why there has been an emphasis on export promotions from Afghanistan in UK over the past few years.

Chapter 2: will include literature review for the research and it will be based on the information collected from different secondary sources so that it can provide a guideline for the study. The body of literature will extensively contribute in the general area related to the export promotion activities from Afghanistan in UK. The literature review will take into consideration past and recent researches conducted on analyzing different promotion ways through export can

increase in UK from Afghanistan. This approach will facilitate researchers in providing a conclusion related to the topic of the study.

Chapter 3: This chapter will discuss the methodological approach that has been applied for conducting the research related to the thesis. It will provide detail related to the information collected by researchers from different sources of information. The definition criteria for export promotion will be chosen, examined and described. This section will draft methodology of the research and define the research approach used to collect information related to the research topic for this study. Also, the process behind selection of the data, its extraction and different sources related to the documents will be stated in detail. Therefore, this chapter will be concluded by explaining the limitations and ethical concerns behind the methods chosen for the study and this will enable the researchers to illustrate the conclusion in the chapter 5 of this thesis.

Chapter 4: will provide results and findings of the information collected for primary and secondary sources. Researchers will provide a detail description for the information either collected from secondary sources or collected through primary sources of information. On the basis of the information collected in the form of qualitative and quantities we will conclude whether the hypothesis is accepted or rejected. Therefore, a detailed explanation of export promotion in UK from Afghanistan will lead towards stating the findings for the research.

Chapter 5: This final chapter will provide conclusion and recommendation of the study. On the basis of all the information mentioned in different chapters we will draw conclusion for the research topic and will conclude by providing overall information related to export promotion of Afghanistan in UK. On the basis of the conclusion, certain recommendations will

be provided so that those weaknesses are not followed by other organizations and researchers in future.

1.10 Conclusion

Therefore, on the guidelines defined in this chapter further research will be conducted so that the main objective of the study is achieved. This section has facilitated in stating the main aims and identifying the research questions that are to be used for finding out the ways through which exports are promoted by Afghanistan in UK. Thus, this thesis will be able to fill the gap existing between previous researches and providing a research that has enhanced integrity or accuracy where it should still provide results in association with certain company issues specifically related to the ways through which exports can be promoted in UK.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The following section of the study provide researchers with different perspectives through mentioning studies that have conducted on the promotional activities used by Afghanistan for increasing exports in UK. The literature for the study is collected with the help of secondary sources such as magazines, articles, journals, articles and information available on different internet websites. Thus, the literature will guide researchers in achieving the main objective of the study that is to evaluate the promotions of exports within UK by Afghanistan.

2.2 Export Promotion

According to Belloc and Guerrieri (2008, p. 457) export promotion is defined as the public policy measures that enhance or improves exporting activities either from a firm, industry or from national perspective. It is an economic development instrument used by developing countries and for industrialized countries it is a way of strengthening the competitiveness of individual companies. Export promotion activities in developing countries used for overcoming the motivational, informational and resource barriers often encountered especially by the inexperienced exporters. Many export promotion activities that are used include four categories i.e. export information and advice; marketing support; promotional activities abroad and finance & guarantees. Although, Export Promotions are fairly similar among countries but they are administered in different manners. For example, some countries favour the centralized public administration; however, other countries involve sponsorship of the private sector. In most of the countries the responsibility for managing export promotions are left to the private sector such as Chamber of Commerce in the country.

Hence, it is identified that Export Promotions are designed in order to overcome the constraints faced especially by developing countries like Afghanistan (Bernard & Jensen, 2004, p.569). These shortages include information and financial shortages faced by organizations while they have the opportunity or need to expand their businesses internationally. Export promotion programs are popular for conducting overseas trade fairs and trade missions that are conducted in different countries of the world. The main reason due to which overseas trades are encouraged firm to develop their activities abroad by offering them the opportunities so that gain take place in hands on experience within the target market chosen for the study. It was identified that the impact of trade fairs on export outcomes and their use as export promotion tools have been significant in creating trading relations between Afghanistan and UK.

Several studies have been conducted in order to provide answers related to the questions being asked related to the effectiveness and efficiency of export promotion programs. It will be beneficial for conducting an evaluation of export promotion programs so that it can be used as a tool for improving existing programs, reallocation of resources to more profitable or popular programs or create programs in response to the industry requirements. It has been identified in the research study conducted by Brown (2008, p.nd) that export promotion programs are used for implementing successful export strategies in accordance with the market of UK. It has been analyzed that export promotion strategies that based upon managerial style of the owner's of a firm, limited resources and flexibility so that they are able to react to the environmental changes taking place in an economy.

2.3 Factors Influencing Export Promotions

Number of authors has conducted studies for finding out reasons that have direct or indirect impact on the export promotions taking place within a country. Several export decisions models have been used by exporters that have an impact on the decision making of exporters to introduce their product in other country's market. Among several variables some of the common variables are mentioned below that have an impact on export promotions done by Afghanistan in UK?

2.3.1 Firm Characteristics

The research study conducted by Clarke and George (2005, p.3617) have found that size and export attitude of organizations have a mixed impact on the export promotions by Afghanistan in UK. The study had identified that size influenced the amount of resources available; thus it had a positive role in propensity and expansion of firm's export. On the contrary, the research study conducted by Copeland and Brian (2008, p.64) has identified that instead of firm size, it was the management attitude that had an impact on the export success within other countries of the world. Consequently, it has been identified that firm size should not be considered as a major barrier to export activity. Instead, in order to achieve success firms should adjust their strategies to bring enhancement in their internal strengths and reduce their weaknesses. Thus, size would have an influence on the type of international strategies that firms should pursue for promoting their exports but not their performance.

2.3.2 Decision Maker's Characteristics

Foreign orientation of decision makers i.e. their openness towards international ventures have become the central point for the adoption of export as a firm's strategy for making further

expansion in foreign markets and success in the export markets of the world. The study conducted by David and Kneller (2003, p.nd) was able to identify that managers that are internationally minded and they are exposed to foreign environments or have international business experiences have a positive impact on the export promotions conducted by organizations in UK. Further, a research study conducted by Davide, Serti and Tommasi (2010, p. 424) was able to identify that knowledge and international experience have a drastic impact on the promotion programs or strategies that are adopted by organizations for introducing their product in UK market from Afghanistan. However, a research study was conducted by Egger, Peter and Thomas (2006, p.399) in which attitude of decision makers in exporting and non-exporting firms were not significantly different. Thus, the study concluded that foreign orientation act as a filter to internal and external stimuli which could result in negative or positive attitudes adopted by decision makers towards foreign expansion depending upon the past experiences of managers.

Another research was conducted by Galina and Iyigun (2004, p.29) in which it was found that commitment of decision makers towards exporting has a significant impact on the success towards export in other countries of the world. Such commitment often leads towards higher possibilities related to profitability of exporting. In addition, it was identified that perception of management and expectations related to exports have an impact on growth of firms, development in the market and profits that are to be generated from expansion of export activities.

2.3.3 Market Knowledge

The research study of Gençtürk, Esra and Kotabe (2001, p. 51) has identified that export promotion is linked with the market knowledge of the exporters. Knowledge is related to the

present & future demand and supply; competition & channels of distribution; payment conditions and transferability of currency are among foreign markets. It was identified that lack of market knowledge is significant in expanding or contributing towards failure of companies or etc. in the international marketplace. There are three types of knowledge that can facilitate institutions for increasing exports in other countries of the world. These include: objective knowledge, experiential and general knowledge. Objective knowledge is taught or acquired through use of already existing information; on the other hand experiential knowledge can be acquired through the personal experiences of the exporter. Thus, it has been identified that these types of knowledge are important for expanding the business or existence in other markets of the world. This knowledge also helps in formulating theoretical opportunities that fit in present and future activities. Also, different types of knowledge facilitate exporters in finding export assistance, doing market research and conducting marketing intelligence through which institutions can enter in foreign markets successfully.

It is also found in the research study that gathering of information from different sources will facilitate exporters in promoting exports within the economy of UK from Afghanistan. The study was also able to find out that visits to foreign markets help potential end users and distributors to gather accurate information related to the changes occurring in the business environment of a country. At the same time it is important that institutions also have to link the information with the decision making process in order to maximize the export performance. It is a very important factor in improving the export performance, based on quality of information and utilizing this information for promoting exports in other countries of the world (Gillespie and Liesl, 2004, p.462).

2.4 Supply Chain Management & Value Chain

Researchers have identified that supply chain management is one of the modern methods or strategies through which exports are promoted in different parts of the world. Several factors can bring positive change within the supply chain network of a country. There are different types of supply chain dynamics like geographical location that can play a very important role in enhancing the position of an organization. The research study conducted by Görg et al (2008, p.174) have identified that the main factors that have an influence on supply chain of exporters include cost associated with physical transfer of goods, transit time, safety of goods, uncertainty and security measures. The study was able to identify that these factors have an influence on the competitiveness of the internationally traded products which has made the Asian countries recognized for the high quality and low cost of the products. In Afghanistan supply chain dynamics are quite different for example security measures, infrastructure (mainly access to electricity and access to paved roads or streets), information flow, warehousing, storing packaging, transportation and access to airports. Thus, these are major reasons due to which Afghanistan can promote its products in UK.

Afghanistan is able to promote its exports through using different factors which are as following: getting macro level support from the government, purchasing power of customers, industrial climate existing within the country, availability of technology, improved quality of labour and management, competitive free environment and satisfaction of customers. Consequently, these factors attract different countries to increase their trade in UK and achieve a significant position within developed countries of the world. According to the research study of Harrison, Ann and Andres (2009, p.15261) it has found that value chain are activities which are necessary to bring a product or service from its conception, through different phases of

production, delivery to final end user and final disposal after use. Thus, conclusion states that production is one of the value added links due to which countries like Afghanistan can increase their value added links. It is identified that core competency is a value added factor due to which export promotions can be enhanced by Afghanistan in UK. It has been identified that different institutions can use research & development within their productions so that they are able to meet the international standards of UK set for the exports coming in their country. Also, organizations of Afghanistan must focus on designing and marketing in order to ensure that exports are promoted in the best manner within the markets of UK.

Internationalization is done through creation of networks that are done on the basis of knowledge through interactions between business partners and development of long lasting relations with other stakeholders in UK. The establishment of long-term relations are particularly important in promoting exports through availing the opportunities existing within international business environment of UK. However, geographical and psychological distances make it difficult for countries like Afghanistan to promote their exports in UK (Piñho et al (2010, p. 254). However, gathering of useful information has helped institutions to continue doing their business and promote exports in different sectors of UK economy.

According to the research study conducted by Hashim and Hassan (2008, p. 63) it has been examined that in order to increase exports it is important that Afghanistan should focus on developing a strong buyer and seller relations. Following figure illustrates that development of Buyer Seller Relationships starts from interacting or exchanging variables i.e. information, products or services and etc. Thus, its outcome, satisfaction and investments lead towards creation of commitments on the basis of which sellers can show commitment towards promotion of exports in other countries like UK. Although the whole process of building relations is time

consuming but it is worthwhile in the long-run. Hence, buyer seller relation is able to reduce the cost, increase the efficiency and lead towards generation of profits from promotion of exports in UK from Afghanistan. Long-term relationships also create barriers to entry within a network; therefore, it leads towards reducing the threat of increased competition within the international export market of UK.

International marketing plays a significant role in promoting exports within a new market in any part of the world. The research study conducted by Helmers et al (2009, p.1476) has identified that international marketing is concerned with planning and transactions that are conducted across national borders so that they are able to satisfy the objectives of individuals and organizations in other countries. Afghanistan is rich in agricultural products so use of international marketing will facilitate in satisfying the global customer needs as compared to other competitors in the agricultural market of UK. With this context, many agricultural firms while going for internationalization had to face number of decisions related to the market entry modes, marketing mix strategies and implementation of control strategies. Further, firms can use a variety of market entry strategies in order to internationalize so that they are able to promote Afghani exports in a successful manner within the agricultural and other markets of the world.

2.5 Methods of Export Promotions

In order to avail the opportunities existing in new market there are several export strategies that can be used by organizations, government and many other institutions for entering in across boundary markets. Typically, it has been identified that firms would start doing their business in a new market through an entry mode which is the least risky mode. The research study conducted by June and Collins-Dodd (2004, p. 474) has identified that the two major

export promotion channels identified are: indirect and direct exports. It has been identified that indirect export consists of selling an intermediary which is located in the manufacturer's own country. All the export activities are controlled by the intermediary. This mode provides an easy access to the export markets. However, it restricts the control of manufacturers over the promotion of its product in overseas market. On the contrary, there is another method which is the direct export that is consist on selling or promoting products with the help of agents or distributors within the foreign markets. In such cases, manufacturers or service providing firms have to deal with their foreign partners so that they are able to decide one of the best strategies in order to promote products in the export market of a country.

According to the research study conducted by Kichung (2010, p.nd) it has been examined that mostly institutions use direct export strategies for promoting exports in developed countries of the world. This strategy facilitate exporters as a local representative who is able to understand the needs of the markets, has relevant contacts and get feedbacks from market intelligence reports through which successful export promotions are conducted.

Another reason due to which this promotion strategy is used commonly is due to the low cost involved in this strategy, agents are paid on commission and distributors take the title of the goods. Consequently, no outlay of capital is required. It is also found that this mode of entry provides flexibility that can be adopted by exporters for designing promotion strategies towards changing the environment. Successful export promotions do not involve researching and selling within the foreign market but it encompasses the entire international marketing expertise. Generally, authors have stated that a planned and systematic export strategy is able to run for a longer time period. Such approaches involve screening, selection, strategically developments, implementations and controlling export promotion activities. Consequently, these approaches

have a positive impact on sustainable competitive advantage achieved by the Afghani 'exporters in the country (Lages, Luis and Montgomery, 2005, p.784).

It was mentioned in the research study of Lederman et al (2010, p.257) that trade balance is another promotional technique which is used for promoting exports in other countries of the world. The study was able to illustrate that trade balances have a direct impact on the exporting firms and the volume of exports generated by firms in Afghanistan. Another export promotion method that is used by developing countries is trade promotions. Trade promotions are government and inter government measures that increase value or volume of world trade by reducing restrictions or barriers to new entrants. At micro economic level, governments in less developed countries developed export promotion programs in order to encourage organizations or companies to export and promote their products in foreign markets.

Nowadays, many countries that are industrialized or developing have designed Export Promotion Programs for companies operating in their economy. These programs are similar on the basis of their characteristics and low levels of awareness among both exporters & potential exporters. However, the only difference between EPP's in both types of countries is within their administrative levels. A research study was conducted by Maddison (2013, p.nd) that was able to identify that EPP has facilitated exporters of Afghanistan to achieve their main objectives that includes: level of exports increased and as a result trade balances of Afghanistan improved. Promotion of export led towards increasing the chances of firm's survival and the companies by exporting in UK became more competitive within the world markets. Also, export promotion is able to recover the initial investment of a firm for operating in different economies i.e. national and international. Consequently, it is clear that Export Promotion programs have motivated several organizations within the economy of Afghanistan to get involve in export activities.

The research study conducted by Nuno and Katharine (2004, p.1044) has taken into consideration Porter's Five force model on the basis of which organizations in Afghanistan can facilitate in achieving benefits for themselves and their country while exporting in UK. In addition, Porter five forces included: bargaining power of the buyers, entry barriers, rivalry, substitutes and bargaining power of the suppliers. It is also important for the organizations that before entering in a new market they should identify rules of entry and exist so that they can promote export properly. According to the research conducted by Galina and Iyigun (2004, p.29) it has been stated that the Porter "five forces" framework have an impact on export strategy of a business and it is also important in finding out the several forces that determines the industry attractiveness to a newly entering organization.

The first main component of Five Forces model is competitive rivalry which increases the capability of organizations to understand actions of their competitor's and their marketing strategies in order to ensure that they are successful in promoting their exports in different sectors of UK. The degree on the basis of which rivalry exists among competitors varies between industries and different sectors of the market Egger, Peter and Thomas (2006, p. 399). Moreover, it is particularly important that export organizations of Afghanistan must have knowledge when developing a promotional strategy because size of the organization, market share, sales revenue and market values cannot simply assess the rivalry existing within an industry. Moreover, there are several factors that need to be analyzed in order to conduct an evaluation of competitive rivalry when exporting firms enter in a new market. Companies must understand that intensity of competitor's rivalry increases as a result of large number of firms, slow market growth rate, high fixed cost, high storage cost, low switching cost and low levels of product differentiation (Porter, 2010, p.nd).

Another important component of Five Forces model is threat from the new entrants as UK is a big market that has a lot of opportunities for many organizations operating in different economies of the world. The research study conducted by Kneller (2007, p. 134) have stated that new rivals may be prevented from entering into different sectors if the distribution channels are restricted. Thus, export business will increase the distributions and will reach to a larger market within domestic and international boundaries.

Third component of Five Forces model is threat of substitutes available within a market. It was stated in the research study of Salvador et al (2008, p.139) that threat of substitutes have an impact on the competitive environment for all the organizations exporting within different industries and have an influence on their availability so that firms are able to achieve profitability because consumers have a wide range of choices available i.e. local and international. As a result, it is important for Afghanistan organizations exporting in UK that they must charge an affordable price from the consumers so that they become loyal to their company and do not go for other substitutes available in already established economy of UK.

Moreover, bargaining power of customers is another five force factor that is to be considered by organizations while exporting in UK. There are several factors due to which there is an increase in the bargaining power of the customers such as: customers are more concentrated than sellers within an industry; switching cost for customers is very low; customers are well educated in regards with the product; customers are price sensitive; large portion of seller sales are made up of customer purchases; customer's own product or service is affected; there is less differentiation in products and threat of backward integration is very high (Roberto and Lopez (2006, p.12). Therefore, different international marketing methods or strategies are able to ensure success of export promotions from Afghanistan in UK.

2.6 Conclusion

Therefore, the literature collected from secondary sources has guided researchers in finding out different promotional activities that are conducted for promoting export in UK from Afghanistan. Thus, on the basis of the literature above we will be able to conclude the export promotions adopted by different institutions of Afghanistan in UK. On the basis of the literature review we will decide the research methodology that will be implemented in the study so that we are able to achieve the research objectives.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section of the research has provided information related to the method that is used for finding out information related to the research topic that is to find out the ways through which exports are promoted in a country. The methodology that is adopted by researchers is to gather information related to the topic of the study is based on mixed methodological approach where both qualitative and quantitative data is used for drawing conclusion. This research study is conducted by using qualitative methods so that the aim of the study is achieved. The study took into consideration Afghanistan companies for analyzing the ways these firms have adopted for promoting exports from Afghanistan to UK.

In addition, this section has become the foundation of the techniques that are applied in order to assess different export promoting methods used by companies within different sectors of Afghanistan in UK. An orderly process is conducted that will guide in organizing the study so that researchers are able to accomplish the main objective of the research as stated by Saunders et al (2009, p.nd). The method designed for the present research is based upon five stages which are as following: firstly recognize the issues of the study; secondly assemble the literature related to the research topic; third step is to gather data and fourth use methods to analyze all the data in terms of legal acts. Thus, on the basis of the data collected conclusion and recommendations for the study is provided related to evaluation of methods through exports are promoted from Afghanistan to UK.

3.2 Research Philosophy

In a wider perspective, there are two main research philosophies used by the researchers: Positivism & Anti-positivism. Positivism follows a quantitative research while Anti-positivism

follows a qualitative research design as it does not involve isolated evaluation of research objective (Saunders, Lewis and Thorhill, 2009, p.34). As researchers have selected the research philosophy of positivism, this calls for a quantitative research design. Therefore, mixed method allows the strengths of both of the research approaches to be combined for achieving the main objective of the study.

Another philosophical approach behind the adoption of qualitative and quantitative study is due to the fact it has several objectives that are significant for the researchers to include them in collecting data related to the topic of the study. Firstly, qualitative data is easily collected in large quantities due to which it is able to provide variation in the study and help researchers in considering all the factors that could have either direct or indirect impact on the accounting careers adopted by individuals in different countries of the world. The previous researches have provided different views related to the accounting career history, present accounting careers, factors influencing these careers and developments made in the accounting profession over the last few years. The third analytical objective behind the philosophy of qualitative study is that it helps in finding out past experiences of the researchers related to a certain research topic. Qualitative data is of immense importance for the researchers as it can be adjusted or edited according to the research aims and objectives in order to fulfil the purpose of the study (Saunders, Lewis and Thornhill, 2009, pp.34).

On the other hand, quantitative approach refers to quantifying the conclusion in terms of numerical data supporting the descriptive data included in the study. According to Muijis (2011, p. 11), “Quantitative methods offer empirical justification for the testing hypotheses”. A quantitative method allows a researcher to select a large sample population that is directly related

to the research topic. The quantitative method is used when the research has an aim to obtain mathematical conclusions of a research problem. In other words, this method is employed for collecting quantitative data related to the developments taking place within the accounting career in comparison to past years. It follows the implications of a mathematical & statistical design (Creswell, 2003, p.29). On the other hand, qualitative studies discover facts & relations in the research duration, providing ample room for subsequent discoveries in accordance with the topic of the study.

3.3 Inclusion & Exclusion Criteria

Following table shows the inclusion and exclusion criteria on the basis of which data was gathered related to the topic of the study.

| Inclusion Criteria | Exclusion Criteria |
|---|---|
| It was made sure that the articles and research material referred is up to date and for this purpose the references from the last twenty years were selected. | The commentary and the general reviews that could not be authenticated and whose validity and reliability could not be counter checked were excluded. |
| This secondary research only incorporated those researches that were published. | The studies and the articles that were found in any other language than English were excluded. |
| Every article and research paper referred incorporated were written using the primary research technique. | Papers and article that did not provide comprehensive evaluation and did not address the real topic of the current study were excluded. |

| | |
|--|--|
| Only those papers were referred that were found in the medium of English. | The unpublished literature was not incorporated in the current secondary research. |
| All the national as well as international studies were consulted in order to provide a wide and comprehensive account on the current topic of the study. | The studies and the articles published earlier than 20 years of time period were discarded from the review of literature and the discussion section of the research. |
| The current primary original articles that were published were incorporated. | Relevancy was the basic criteria followed in the current research. Irrelevant articles were also excluded from the current study. |

3.4 Data Collection Methods

Researchers have primarily two methods in order to collect data related to the topic chosen for the study. The two data collection techniques used for this research are: primary and secondary sources. These techniques are used by the researchers on the basis of the nature of every research. For this research, reason behind using the secondary sources is that qualitative information provides large amounts of data. The secondary sources of techniques enable researchers to collect data from journals, articles, business magazines and through many internet sources. The secondary data collected is a mixture of past and present data that will provide information related to the proposed topic of the study. The study will take into consideration the previous literature that was available on different internet sources and published in journals that have helped in developing a better analysis for the topic chosen for the study (Harper, 2011, p.83).

Some of the articles are taken from published business and management journals that are valid and consistent sources for collecting the information related to a research topic. Apart from journals, many articles were taken from the magazines that should analyze different export promoting methods adopted by companies in Afghanistan for entering in the export market. Another source through which data is collected nowadays is the source of website that have provided data related to four companies considered for identifying different export promoting methods applicable within international trade by developing countries for entering in developed economies of the world.

Another source through which data is collected is primary sources. Primary data collection methods enable researchers to obtain data directly from the respondents selected for the study. Also, it facilitates researchers for getting first hand information. In comparison, secondary data collection limits researchers to rely upon the studies that were conducted in the past. Moreover, secondary techniques include published reports of prior studies or available in the form of magazines, articles, journals and etc. This study utilizes information collected from primary and secondary sources in relation of this research topic.

3.4.1 Qualitative Data

First part of the study is based upon including qualitative data. The major methodology in the current study is qualitative approach which is to describe and explain features of the objective that are based on reality by collecting logical data on observable behaviours of samples and by considering this information to find out different export promotion methods. According to the research study conducted by Creswell (2009, p.nd) it is beneficial for researchers that they should use neutral and scientific language. Also, they must be used in qualitative research for

including the accurate facts in the study. Thus, it concludes that under qualitative method researchers have to express by accepting the data mentioned in prior studies. Furthermore, qualitative data provides information in general terms. As a result, by using neutral scientific language researchers are able to accomplish the goal of the current study. Qualitative data included in the study has several characteristics which are beneficial for the researchers as it facilitates in comparing the strengths, impact, relationships or as in case of this study that is identifying export promotion methods.

Some of the advantages for using qualitative data are stated below:

- Qualitative approach facilitates in increasing the authenticity and reliability of the data included related to a particular research topic.
- Qualitative information facilitates researchers in providing a conclusion related to exporting methods used by organizations of Afghanistan to enter in UK.
- The qualitative data in the form of previous researches and studies as mentioned in different articles, magazines, journals and on the internet will provide a detail description of the different methods that adopted by companies by Afghanistan for promoting exports in UK.
- Qualitative data will help in seeking to explore the phenomena by using instruments that are flexible and can be used for different research topics.
- This type of method has an eliciting style which encourages people to conduct their research on the relevant research topic and enable us to properly categorize their information according to the research questions designed.
- Another benefit behind the inclusion of qualitative methods is because it is not based on any structure and thus, includes free hand information from different authentic sources in relation to the topic of the study (Creswell, 2002, p.nd).

- Qualitative data facilitate researchers in achieving different objectives of the study by gathering information from different views.
- Also, qualitative data is easily collected in large quantities due to which it provides variation in the study and help in considering all the reasons due to which organizations operating in different parts of Afghanistan are adopting export promotions for entering in the economy of UK.
- Numerous viewpoints of previous researches are provided related to the different exporting methods that are used by organizations of Afghanistan especially for entering in different sectors of a country.
- Qualitative data has enabled researchers in finding out prior experiences related to a certain research topic. Consequently, qualitative data is of huge importance for the researchers as it can be adjusted or edited according to the research aims and objectives for fulfilling the purpose of the study (Muijis, 2011, p.11).

3.4.2 Quantitative

Another form of data included in the study is Quantitative information. Some of the advantageous for including quantitative research are as following: firstly, it includes testing and validating a phenomenon mentioned in the study. Secondly, testing hypothesis that are constructed before the data are collected; third it can generalize the research findings when the data is collected related to a firm and it is a very useful data for making predictions related to the relation between the variables. Quantitative research is able to establish a cause and affect relationships between the variables considered for the study. Furthermore, quantitative research is able to provide precise and numerical data on the basis of which relationship between the

exporting methods and development of a country can be identified. Another reason for including quantitative research is that data analysis is relatively less time consuming that is by using statistical software like SPSS. Quantitative research results are relatively independent of the researcher for example the statistical significance that leads towards reduction in biasness of the results. At last quantitative information provides highly credible information to the people so that they can take future decisions for the organizations considered for the study. Therefore, above are the two methods that are considered for this research.

3.4.3 Survey

There are different primary techniques through which data is collected for a research. Among these techniques one of the most common methods used by researchers is to conduct a survey. Survey provides information directly from the respondents selected for the study. There are many ways to collect survey data. It can be through telephonic interviews, questionnaires or online questionnaires. The main notion is to collect genuine data, which is free from bias. Bias can occur in telephonic surveys. People are familiar with questionnaires technique. Pencil and paper questionnaires have been very common in academic researches. However, data analysis and interpretation becomes very complicated.

There has been an increasing trend of conducting online surveys. There are some online survey services providing organizations which facilitate the survey procedure. These service providing institutions deliver the questionnaires online to a target population while ensuring privacy and confidentiality. There are many significance of survey. Firstly, a range of research questions can be examined using a survey questionnaire. Secondly, it is easy to generalize the survey findings. A large number of responses are recorded; therefore, the findings can be

generalized. Thirdly, this technique has relatively lower cost than other methods. Further, a survey safeguards the anonymity of the respondents and saves from potential biases.

Besides the benefits, it was mentioned in the research that a survey does not allow the researcher to control the environment. On contrary, Muijis (20011, p.11) conveyed that environmental control is not a significant concern for achieving the purpose of quantified results. This study employs survey techniques using an online web service, Survey Monkey. The web service delivers the questionnaire through email. The email carries a link which takes the respondents to the questionnaire. The responses are saved in the form of digital data. In this way, data management and interpretation becomes easy. Also, people can choose to fill the questionnaires at their ease.

3.5 Sampling Technique

The research study of Davies (2007, p.1224) it has been reflected that there are two types of sampling methods that are commonly used in many studies to select the population that contributes in the study through their responses. These sampling methods are random sampling method and purposive or non probability sampling method. Depending upon the nature of the study and its requirements, the researcher adopts the purposive sampling method to select the participants of the study. For this particular study, the researchers will adopt a random sampling method which is to be selected for including the participants for this study.

According to a research of Davies (2007, 1224) the study provided it emphasizes on the importance of selecting a sample criteria for conducting a research in order to ensure that sampling does not occur on the basis of biasness. This study was also able to provide benefits related to benefits of using sampling techniques that it helps to ensure the accuracy of data

collected as well as it helps in saving time and money. The sampling techniques available for use of the researchers are: firstly probability sampling and second non-probability sampling techniques. It has been decided that the most appropriate form of sampling technique for this study is non-probability sampling. Non-probability sampling would enable the researchers to select respondents individually for the study rather than the time-consuming, more expensive form of probability sampling. It is believed that non-probability would provide the opportunity to select the sample purposively and specifically for the present study.

3.5.1 Sample size

The sample population selected for the study is managers on different positions within organizations that are operating in organizations of Afghanistan and they are directly or indirectly involved in exporting activities. Sample population has been contacted with the help of telephone or online surveys.

3.6 Data Analysis

In order to analyze that data gathered statistical tools are used in the current research. Analysis of collected data is very important in order to acquire best outcomes for the study. The research study conducted by Muijis (2011, p. 11) it is noted that different analysis techniques are adopted by different studies. As for this study the researchers have selected quantitative research method in order to collect primary data. Therefore, to analyze the data collected from the survey the researchers have selected statistical tool SPSS to interpret and analyze the collected data. Using SPSS tool, the researchers were able to interpret the responses of the researcher and through careful analysis they were able to derive the findings for this study.

3.7 Justification of Research Method

The author decided against using qualitative research since researcher wants statistical truth and not just assumptions based on situations observed from the society. Qualitative approach that has dominated the research which is to describe and explain features of the objective that are based on reality by collecting logical data on observable behaviours of samples and by subjecting these data to statistical analysis. Further, implying scientific language lead towards stating the facts related to the study. Thus, it means that researchers must express data in accordance with studies that are accepted universally.

In this approach, in order to make generalisability and objectivity of the research it is emphasized that by using statistical information organizations will be able to achieve the objective of the research. Therefore, another justification for including both qualitative and quantitative data is to provide evidences related to all the information included in the literature review section of the study.

3.8 Limitations

Some of the limitations related to the methods used in the study are as following:

Firstly, Inclusion and exclusion criteria are based upon the individual skills of the researchers and they are influenced by the biasness of the researchers. Qualitative data is difficult to maintain, assess and demonstrate. Another limitation associated with the qualitative data is that volume is too difficult to manage and interpretation is time consuming. Many times qualitative data is not understood properly and might not be acceptable as quantitative data is

accepted. Further, qualitative data has issues related to the confidentiality when presenting findings.

On the contrary, quantitative research has several limitations similar to the qualitative research included in the study. Most important weakness of quantitative information is that researchers might miss out the phenomena occurring because of testing the hypothesis or focusing too much on a theory related to the topic chosen for the study. Another weakness of Quantitative information is that knowledge that is generated might be based on theoretical perspectives. There is a lot of possibility that many regulators might not be discussed properly in this thesis (Maxwell, 2005, p.nd).

There was very little time and cost available due to which number of variables was restricted but still researchers were able to find out the information related to the methods that are used for promoting exports from Afghanistan to UK. Researchers had to persuade them with the facts provided that will be used only for academic work before they presented out information but even with that they apprehended on to certain data with the reason that they cannot reveal some figures as a result of their business subtle nature. This had an effect on the research because we could not lay hands on all the statistics that was needed for the research. The assembly stage too suffered some complications as time was one of the major restrictions.

The researchers had to combine all the research works with academic as well which made it very tiresome to deal with. Apart from this, we could not dedicate much of our time for the research since theoretical work was also required to be satisfied. Similarly, statistical analysis has certain limitations that have become a hurdle in defining the methods chosen for promoting exports in the economy of UK by Afghanistan. The most important limitation related to statistical analysis is that it only considers limited amounts of variables and does not consider

factors that could have an impact on the data collected for the current research study. The results of statistical analysis cannot be interpreted for studies that are based on theoretical framework and thus true meaning of the study might not be understood completely.

3.9 Ethical Concerns

It is particularly important for the researchers that they must consider ethical issues while using methods and including data in the study. The researcher will take responsibility of all the procedures followed and the ethical issues that prevail in carrying out this research. The research study will be carried out in a way that the veracity of the research is maintained and the effects that tend to be negative would diminish the future research potential (Horner and Minifie, 2011, p.329). This research topic will be chosen based on the best scientific judgment and the assessment of the possible benefits to the respondents and also the society. The research study will be based on an intellectual issue.

The researcher will be aware of the possible effects that can be harmful in various circumstances and the method that has been adopted after consulting the experts and the colleagues. The research method will be completely justified. The research study will be conducted in a capable manner, in order to meet an objective of the research study without any biasness. The research study will be conducted with completely complying with the regulations and the rules and in accordance to the culture of the host and with full respect.

The investigators will tend to own the principle for ethics and made it clear to all those who were involved in the research. This allowed them to inform and collaborate with the researchers in a competent manner. The possible conflicts will be resolved even before the research began. The research study will try to avoid the excessive intrusion in the lives of the

communities and the individuals of the study. The informants' welfare will be the top most priority, dignity and the interests was protected all the time.

3.10 Conclusion

Therefore, this section of the study is able to identify to identify the methodological approach which is adopted in order to achieve the main objective of the study. A mixed methodological strategy has enable researchers in including both qualitative and quantitative data on the basis of which comparative analysis is conducted related to the developments taking place in the promoting activities for organizations to establish their position in the international market like UK.

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION

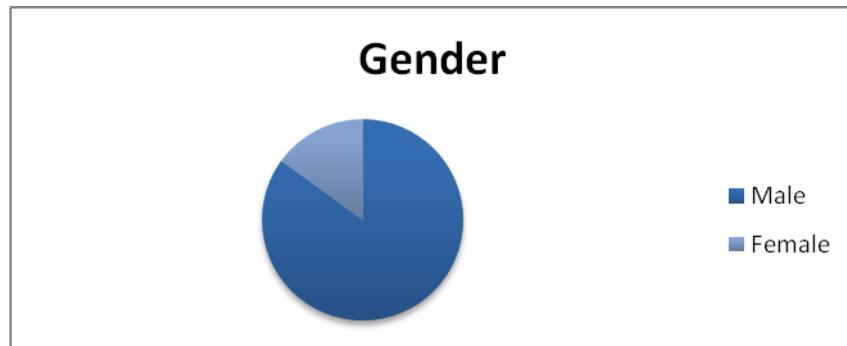
4.1 Introduction

This section is based upon the findings according to the research questions designed for the study. The literature review mentioned above was able to facilitate researchers in creating guidance for conducting the rest study so that future decisions can be made related to the identification of reasons for promoting exports in UK from Afghanistan. The methodological approach mentioned in the third chapter illustrates that in order to find out the quantitative information related to promotions of exports in UK by Afghanistan. The following chapter uses the research methodology selected for the current study in order to achieve the main objective that is to find out the changes occurring after promoting exports in UK on the economy of Afghanistan economy. Following are the results that were generated by using primary source technique of conducting a survey among the individuals that are working in firms that are involved in different exporting activities. A sample population of 100 respondents is considered for the following research study. Therefore, the results generated will facilitate in testing the hypothesis whether it is accepted or rejected.

4.3 Survey Results

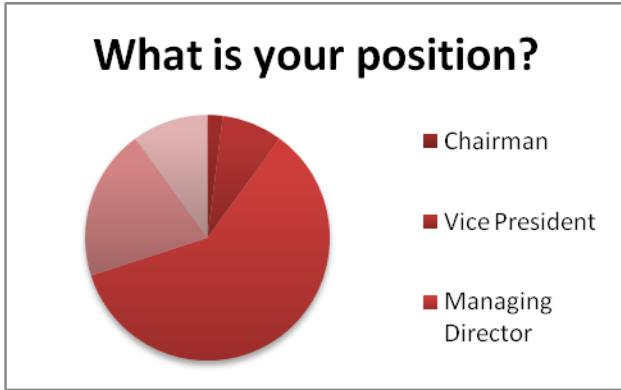
There are different statistical techniques used for presenting and interpreting the results generated from the survey conducted. First part of the questionnaire facilitated in understanding the demographics of this research study. Demographic division of the respondents was based upon males and females. Majority of the respondents were belonging from male gender i.e. 85 percent whereas only 15 percent of the individuals belonged to the female gender group.

| Gender | Male | Female |
|--------|------|--------|
| | 85% | 15% |



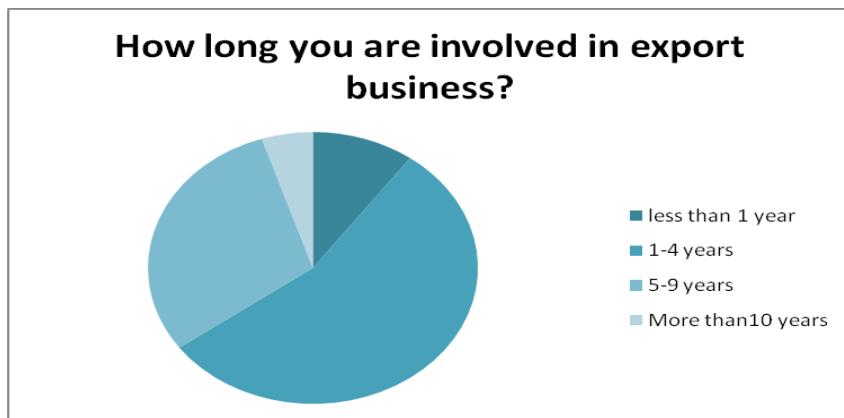
Respondents chosen for the study were employed at different positions within an organization. A large number of the respondents were people at the managing director position which was 60 percent. Other than that 20 percent of the sample population is 20 percent export managers, 8 percent of the respondents are Vice presidents and only 2 percent are at the Chairman position. 10 percent of the respondents belonged to different managerial positions at middle level of the management. These people were able to provide useful information as they were involved in decisions related to the export promotions in UK that are taken by organizations in Afghanistan. Their experiences are able to provide information that is important for achieving the objectives of this research.

| What is your position? | Chairman | Vice President | Managing Director | Export Manager | Other |
|------------------------|----------|----------------|-------------------|----------------|-------|
| | 2% | 8% | 60% | 20% | 10% |



Respondents were also asked about their involvement in the export business within different markets of the world. There were 10 percent of the respondents who stated that they have recently moved towards promotion of exports over the last year. 55 percent of the respondents stated that they are involved in promoting exports from 4 years. At the same time 30 percent of the respondents stated that their organization is involved in exporting business for more than 5 years. However, there are only 5 percent of the respondents who stated that their organizations are involved in export promotions more than a decade.

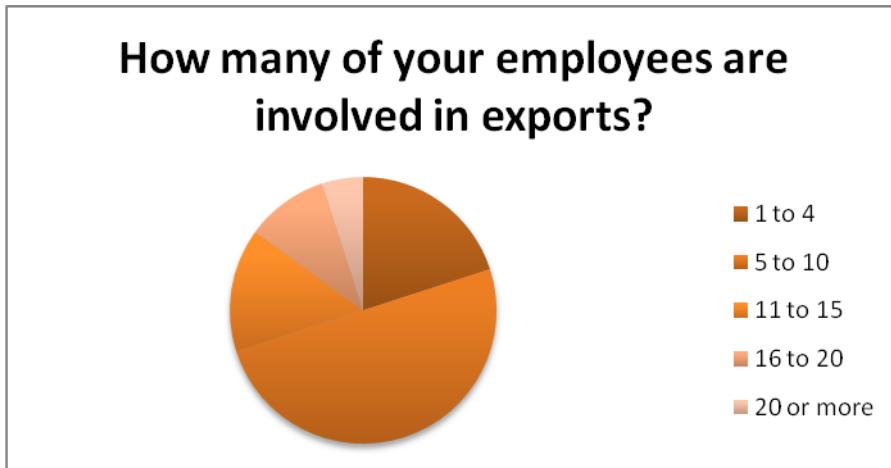
| How long you are involved in export business? | less than 1 year | 1-4 years | 5-9 years | More than 10 years |
|---|------------------|-----------|-----------|--------------------|
| | 10% | 55% | 30% | 5% |



It was also enquired by the respondents that what is the number of employees that are involved by an organization in the exporting activities. It was found from the 50 percent of

respondents that there are 5 to 10 employees that look after the promotional activities of exports for expanding the business in new markets of the world. 20 percent of the respondents state that maximum there are 4 employees that look after the exporting segment of a business. 15 percent of respondents stated that there are 11 to 15 employees, 10 percent stated that there are 16 to 20 employees and 5 percent stated that there are 20 or more employees that look for promoting exports in UK and other parts of the world.

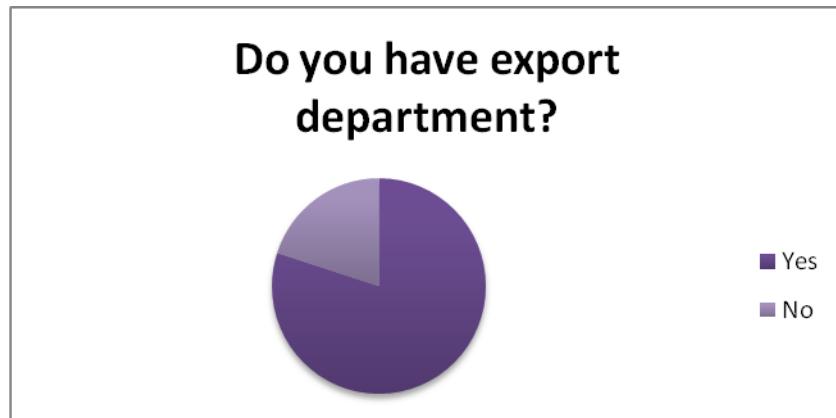
| How many of your employees are involved in exports? | 1 to 4 | 5 to 10 | 11 to 15 | 16 to 20 | 20 or more |
|---|--------|---------|----------|----------|------------|
| | 20% | 50% | 15% | 10% | 5% |



It is also asked from the customers that whether they treat export business activities as a separate business area or it is treated similarly as other businesses are treated. Thus, findings have stated that export activities have increased so much that they are treated as a separate department. There were 80 percent of the respondents who stated that yes there organization has a separate export department. However, only 20 percent of the respondents disagreed that there is no separate department for exporting activities. It has been identified that developing a separate

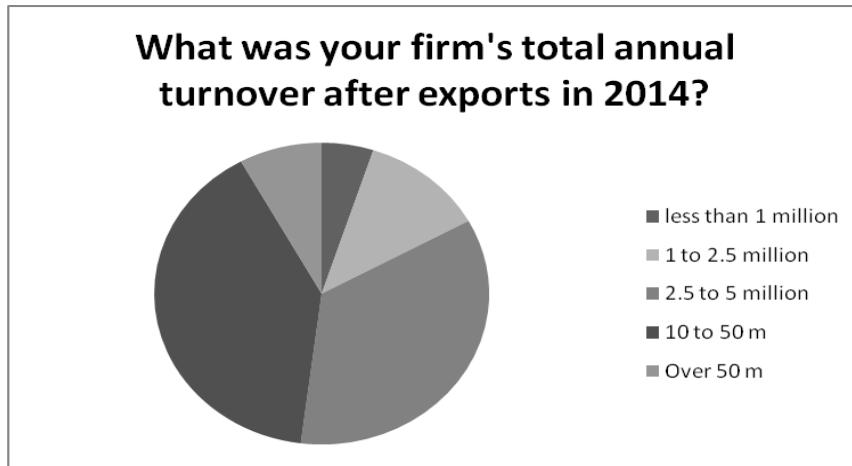
department help management of an organization to set their own targets so that a better performance is achieved.

| | | |
|--------------------------------|-----|-----|
| Do you have export department? | Yes | No |
| | 80% | 20% |



In order to find out that export promotion activities were beneficial for the organization or not. It was found from the respondents of majority people that yes it has a positive impact on the turnover rate of an organization. There were 40 percent of the respondents who stated that companies have been able to increase their turnover with 10 to 50 million. Similarly, 35 percent of the respondents have stated that turnover of their organization increased by 2.5 to 5 million. There are 12 percent of the people who have stated their organization's turnover increased by only 1 to 2.5 million as a result of promoting exports in UK. There were only 8 percent of the respondents who stated that their organization was among few firms that were able to earn more than 50 million due to increase in exports. However, there were only 5 percent of the respondents that have stated that there were only 5 percent of the respondents that were able to earn only 1 million or lesser amount.

| What was your firm's total annual turnover after exports in 2014? | less than 1 million | 1 to 2.5 million | 2.5 to 5 million | 10 to 50 million | Over 50 million |
|---|---------------------|------------------|------------------|------------------|-----------------|
| | 5% | 12% | 35% | 40% | 8% |



It was also asked by the respondents related to the impact of exports on turnovers in terms of percentage. It was found that there were 60 percent respondents who stated that export promotion activities have an impact of 11 to 14 percent on the turnover of organizations. Also, 25 percent of the respondents have stated that there turnover increased by 5 to 10 percent after involving in export promotions. There were respondents who stated that there was a minor impact of export activities on the turnover rate of firm. On the other hand, there were 15 to 20 percent of the respondents who stated that there was a significant impact of export promotions in UK as there turnover increased by 5 percent.

| How has your firm's total annual turnover changed over past three years after involving in exports, in percentages? | 1-4% | 5-10% | 11-14% | 15-20% |
|---|------|-------|--------|--------|
| | 10% | 25% | 60% | 5% |

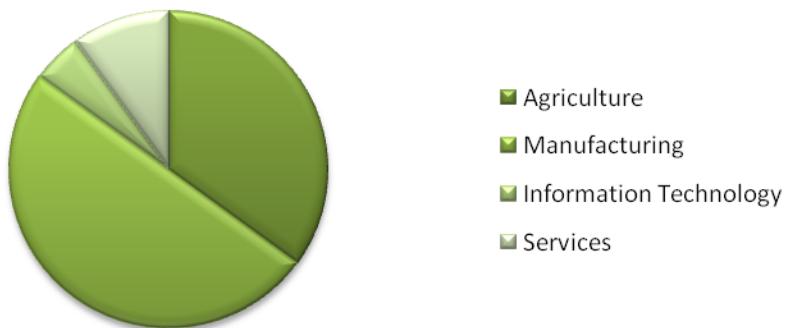
How has your firm's total annual turnover changed over past three years after involving in exports, in percentages?



Export promotions can take place in different business areas. Thus, respondents were asked about the different sectors that are mostly targeted by organizations of Afghanistan for promoting exports. There were 50 percent of the respondents who have stated that two sectors that are opted for promoting exports include agriculture and manufacturing. 35 percent and 50 percent respondents Moreover, there were 10 percent of the respondents who stated that service industry was also used for making export promotion activities within an organization. In addition, there were 5 percent of the respondents stated that information technology industry is accessed by organizations for promoting Afghanistan products or services in the economy of UK.

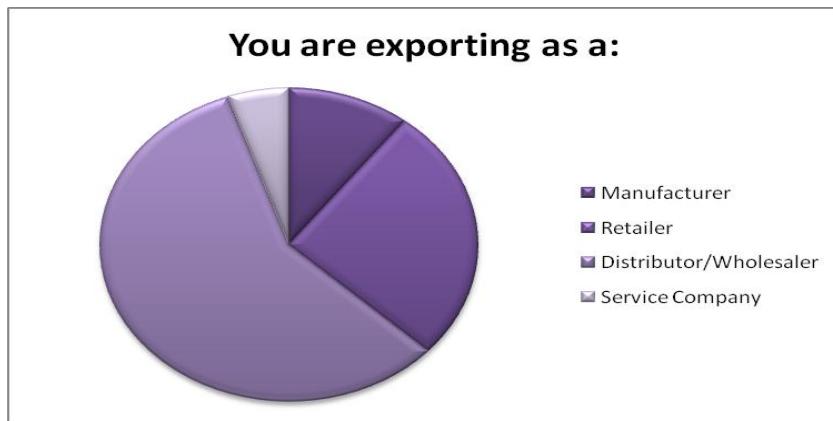
| Which Industry sector does your firm concentrate on for export promotions in UK by Afghanistan? | Agriculture | Manufacturing | Information Technology | Services |
|---|-------------|---------------|------------------------|----------|
| | 35% | 50% | 5% | 10% |

Which Industry sector does your firm concentrate on for export promotions in UK from Afghanistan.



There are different distribution channels that are used by organizations for promoting their business within different economies of the world. It was found that there are 55 percent of the respondents who stated that it is through wholesalers or distributors through which export promotion activities are conducted in the economy of UK. At the same time there are 25 percent of the respondents who stated that organizations act as retailers for promoting exports in UK. 18 percent of the respondents stated that they promote exports with the help of manufacturers and service companies.

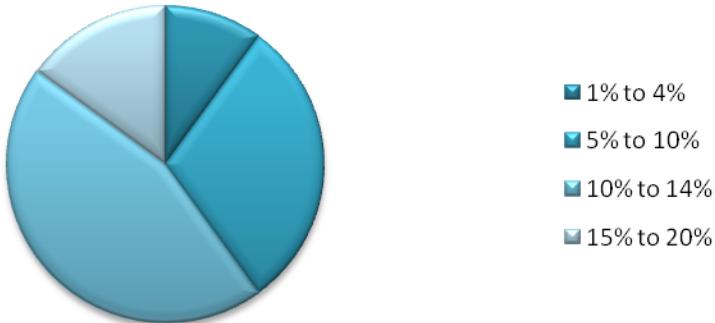
| You are exporting as a: | Manufacturer | Retailer | Distributor/Wholesaler | Service Company |
|-------------------------|--------------|----------|------------------------|-----------------|
| | 10% | 25% | 55% | 5% |



Respondents were asked about the utilization of resources for promoting exports in UK from Afghanistan. There were 45 percent of the respondents who stated that organizations utilize 10 to 14 percent of their financial resources for export promotions in UK. 30 percent of respondents stated that organizations use 5 to 10 percent of their financial resources for exporting their products or services in UK. There were 15 percent of the respondents who stated that 15 to 20 percent individuals utilize their financial resources for promoting exports in UK.

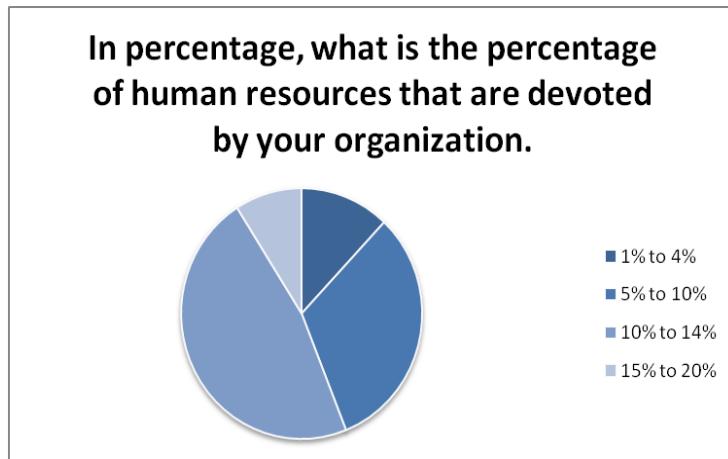
| In percentage, what is the percentage of financial resources that are devoted by your organization? | 1% to 4% | 5% to 10% | 10% to 14% | 15% to 20% |
|---|----------|-----------|------------|------------|
| | 10% | 30% | 45% | 15% |

In percentage, what is the percentage of financial resources that are devoted by your organization.



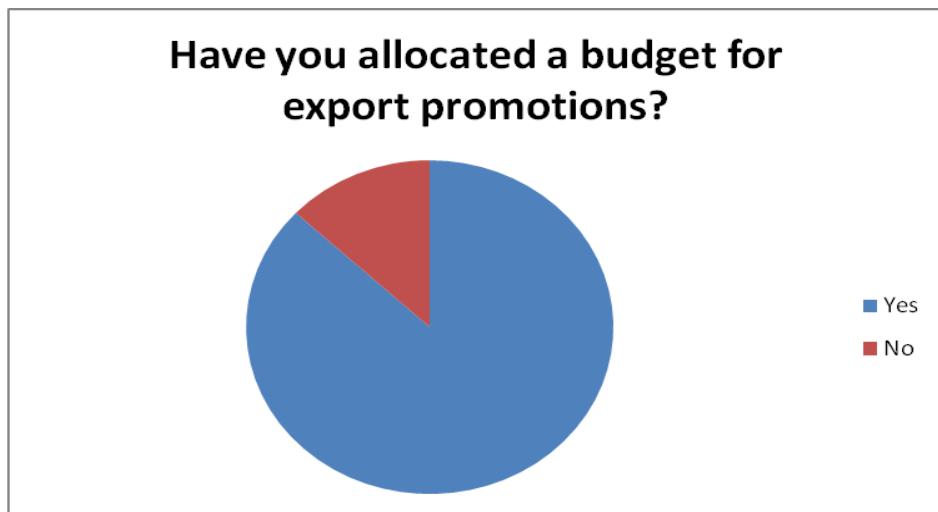
On the other hand, Respondents chosen for the study were also asked about the utilization of human resources for promoting exports in UK. There were 47 percent of the respondents who stated that organizations also use there human resources for promoting exports in UK. It was illustrated by 47 percent of the respondents that organizations utilize 10% to 14% of there human resources for promoting exports in UK or any other foreign market of the world. There were 32 percent of the respondents who stated that organizations utilize there 5 to 10 percent of human resources. Further, there were 12 percent of the respondents who stated that organizations use 1 to 4 percent of their human resources; and there are 9 percent of the respondents who stated that organizations extensivley use their human resources for promoting exports in UK from Afghanistan.

| In percentage, what is the percentage of human resources that are devoted by your organization? | 1% to 4% | 5% to 10% | 10% to 14% | 15% to 20% |
|---|----------|-----------|------------|------------|
| | 12% | 32% | 47% | 9% |



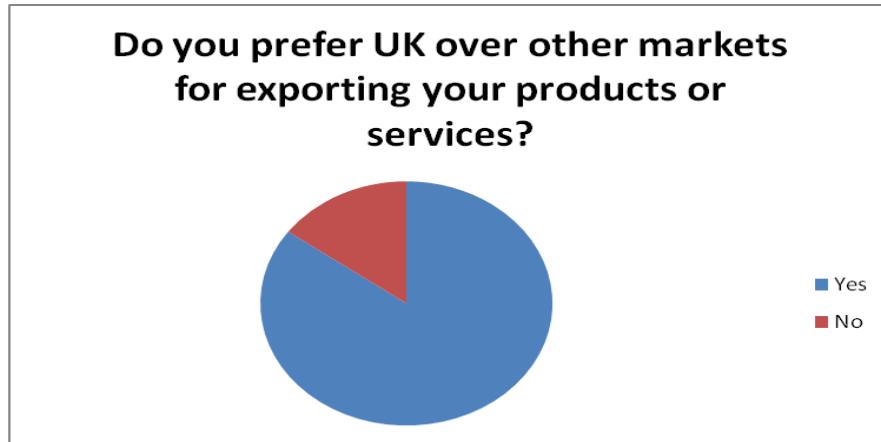
Respondents view was also taken regarding the allocation of budget for export promotion activities. There were 87 percent of the respondents who stated that companies do have allocated a certain amount of budget for export promotion activities taking place in UK. However, there are still many companies that do not allocate budget for export promotions which was stated by 13 percent respondents.

| Have you allocated a budget for export promotions? | Yes | No |
|--|-----|-----|
| | 87% | 13% |



It was also asked by the respondents that is UK highly preferred over other markets for exporting products and services. There were 85 percent of the respondents who stated that UK is one of the most preferred countries in the world. On the other hand, 15 percent of the respondents stated that UK is not the preferred markets for many countries still in the world.

| | | |
|--|-----|-----|
| Do you prefer UK over other markets for exporting your products or services? | Yes | No |
| | 85% | 15% |



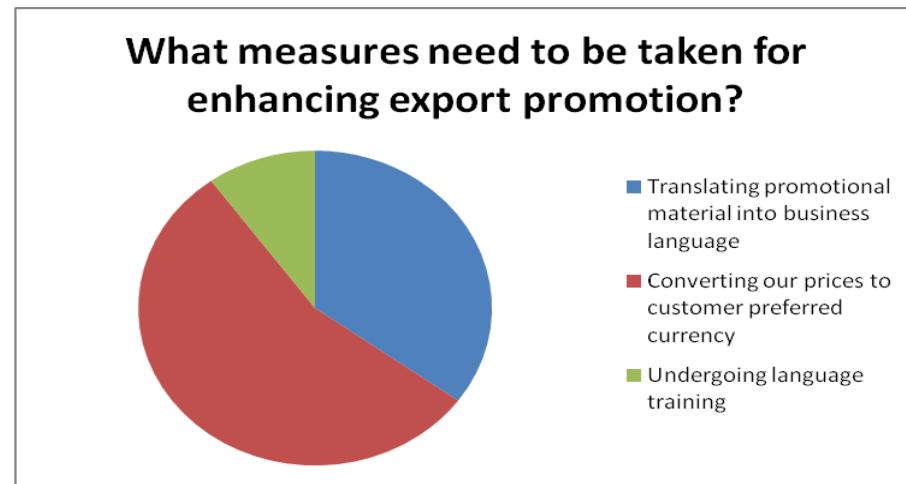
It has been identified from the responses that there are several methods that are adopted by organizations for promoting exports in the economy of UK. There were 40 percent of the respondents who stated that accessing through websites or promoting through websites is one the popular and most beneficial methods for organizations today. Apart from this there 39 percent of the respondents stated that arranging meetings with potential clients is also another method that is used by the organizations of Afghanistan to promote exports in the economy of UK. On the other hand, 15 percent of the respondents stated that conducting researches is also another method that is adopted by organizations for promoting exports. At last, there were only 6 percent of the respondents who stated that developing marketing plans is able to facilitate organizations in Afghanistan to promote their products in UK.

| | | | | |
|--|----------------------------|---|----------------------------|----------------------------|
| What are the methods adopted by Your organization in order to promote exports in UK? | Researching Target markets | Arranging meetings with potential clients | accessing through websites | developing marketing plans |
| | 15% | 39% | 40% | 6% |



In the end, respondents were asked about the measures that should be taken by the management of an organization for bringing enhancement in their export promotions. Respondents gave their view that most important method that should be adopted is to convert their prices to customer preferred currency. 55 percent of the respondents chose this measure that could be adopted for bringing improvement in the export promotion activities. Then it was identified by 35 percent of the individuals that translation promotional material into business language is another important method that can be adopted by organizations for bringing improvement in their export promotion activities. On the other hand, there were 10 percent respondents who stated that undergoing language training is important for organizations especially in Afghanistan to improve their promotions of export in the economy of UK.

| | | | |
|--|---|--|------------------------------|
| What measures need to be taken for enhancing export promotion? | Translating promotional material into business language | Converting our prices to customer preferred currency | Undergoing language training |
| | 35% | 55% | 10% |



Therefore, on the basis of the above responses it was identified that over the past few years export promotions have increased from Afghanistan into UK. The results illustrated above has identified different promotional methods that are adopted and that are to be adopted for bringing improvement in the export promotions from Afghanistan into UK. The above results have illustrated that UK due to diversified sectors in their economy that provides opportunities for new enterants from all over the world. The findings of the above results are supporting the literature mentioned in the above sections of the study.

4.2 Discussion

The findings and analysis drawn from the data mentioned in the above sections is able to illustrate that changes occurring in the global trends have led towards creation of an open environment for international trade activities. Developing countries have become more aware

about the policies that have restricted trade activities previously in developed countries (Den Ber, 2005, p.nd). Hence, industrialized countries have provided opportunities to emerging economies for conducting trade activities across borders. Thus, changes in the rules and regulations have benefited many developing countries to restructure their industry base with an emphasis on developing exports. European market openings have contributed to a greater number of countries on a worldwide basis. This new trading environment has encouraged countries to encourage exports. As a result, export promotion programmes have been designed by countries for assisting organizations to fulfil their export potentials in a better manner (Giancarlo, 2006, p.nd).

It has been analyzed that most of the countries i.e. industrialized and developing have offer such export promotion programmes that have benefited countries all around the world. The findings mentioned in the above section have identified that success of export promotion programs is based upon the information sources that help in making decisions within the firm. It has also been identified that export promotion activities adopted by Afghanistan have facilitated the organizations in increasing their accessibility within the UK market. Further, quality of information is also perceived as an important tool on the basis of which organizations can penetrate in a better manner within economies like UK (Giles, et al, 2000, p.nd). The study also examined that use of information can help in reducing the difficulty and involves cost of implementing the export promotion activities adopted by an organization. In context with export promotion, it has been identified that awareness and use of available sources of information has brought improvement in export activities conducted by organizations of Afghanistan in UK. Findings mentioned in the above section of the study have identified that organizations are more focused on arranging personal meetings or making personal visits to the foreign markets so that they are able to acquire information that is useful for entering across the border boundaries.

Therefore, such informations have a high value to the end users and distributors that are able to increase exports in their trade balance.

Furthermore, the research study conducted by Haqjo (2010, p.nd) have found that there two main important channels that are adopted by organizations in Afghanistan for entering the UK market. Indirect export as discussed above consists of selling an intermediary which is located in the country of the manufacturers. These intermediaries have the responsibility of taking care of all the export activities. It is through this mode organizations are able to get a easy access to the export markets. Thus, such an export promotion authority increases the access control of exporter for marketing its produte overseas in different economies.

On the other hand, findings of the study are also able to illustrate that many eport promotion activities are conducted through direct export promotion activities that consists of sale through selling with the help of agents or distribiitors availilable in the economy of UK. Consequently, disrect channels for promotiing expotrs have being able to facilitate organization in developing their, Having increasing control enhances the success associated with such an export promotion strategy (Ibrahim, 2002, p.nd). These methods also give local representative which guiden organizations in understanding the foreign market easily amd have relevant contacts which facilitate in capturing the opportunities available in the market. The theoretical information stated above illustrates that exporting firm can decide the local representative with the level of involvement and controlling marketing strategy that is maintained by each partner. In addition, a research study conducted by Jawed (2010, p.nd) has also identified that for export promotions agency agreements are also made that are short or medium and at the same time such agreements can be easily altered or cancelled due to their expiry data or when other problems

occur. Consequently, it has been found that these channels provide flexibility for adapting strategies designed according to the changes occurring in the environment.

It is also discussed in the literature mentioned above that successful exporting does not only involve researching foreign markets and selling them but it focuses on the entire spectrum of international marketing expertise to be implemented for ensuring better promotion of exports. Generally, there are several researchers (Klapper & Leora, (2006, p.nd) who have favoured that a planned and systematic strategy with a medium to longterm time horizon plays a very important role in promoting export in a right manner so that all opportunities are availed significantly. Further, it has been discussed in the research study of Lederman et al (2008, p.nd) that export promotion is also based on screening and selection, development of strategy, implementation and controlling of export activities. The literature mentioned in above section of this study have emphasised on the need for rigorous marketing research to support the export decisions taken especially by the organizations operating in the economy of Afghanistan. Therefore, in order to increase exports in developed countries it is very important for organizations that they must conduct extensive research about the market they want to enter within the economy of UK.

It has been analyzed that UK after recovering well from the financial crisis of 2008 till 2010 has increased the number of opportunities available in various sectors of the country. Therefore, companies due to globalization have adopted methods such as licensing and joint ventures for increasing their involvement in foreign market of UK (Marc, 2007, p.nd). Such programs encourage exporters to increase their involvement in foreign markets successfully. The government in UK is among few countries that encourage exports especially from developing countries by offering programs that alleviate different types of barriers for example motivational, informational and operational. Literature collected from various sources was also able to

examine that export promotion programs facilitate organizations in creating association of companies between the developed and developing countries for making a permanent presence in the foreign markets. It is also identified that in the research study of Marsden (2010, p.nd) that training should be provided to foreign executives which is another way of promoting trade in a country and within its businesses.

Findings from primary sources were able to provide first hand information related to the topic of the study which is to find out the export promotion activities in UK from Afghanistan. Firstly, it was identified the ratio of companies in Afghanistan that were involved in exporting . Thus, a large number of majority was able to identify that majority of the organizations are involved in exporting to overseas markets like UK that have provided large number of opportunities for companies present in the developing nations of the world (Philip and Luc de Wulf, 2002, p.160). Similarly, it was also found from the responses of the sample population that whether companies in Afghanistan have a separate export department or not. On the basis of the responses it was identified that organizations in Afghanistan previously were not making efforts but due to increase in globalization these companies have started there focus on developing a separate export department so that it can look after all the exporting activities and at the same time adopt ways through which export can be promoted in UK for Afghanistan.

Further, findings have shown that many organizations have got involved in export business for last few years as there were changes in the trade regulations all over the world. There were several methods as discussed in the literature above that were chosen by organizations of Afghanistan to promote their exports in different sectors of the economy of UK. The findings have also stated that organizations are increasing the number of employees in the exporting activities so that more concentration or focus can be emphasized on promoting

exporting activities in UK from Afghanistan. It was also analyzed from the data collected above that a large number of financial resources are devoted by organizations so that best export promotional activities are adopted. Increasing investment enable organizations to gain competitiveness and sustainability while running their operations in foreign market. Survey findings supported the literature mentioned above that export promotions to have a positive impact on the turnover and global presence of an organization.

On the basis of the data gathered it was analyzed that companies in Afghanistan have witnessed drastic increase in their revenues especially after exports rose in 2014 due to effective utilization of several export promotional techniques. Apart from allocating resources, companies have now started to allocate a particular budget for promoting export activities in the economy of UK from Afghanistan. This allocation of budget has enabled organizations in accomplishing their goals or objectives for promoting exports of Afghanistan in UK.

After the revival of UK economy from financial crisis of 2008, 2009 and 2010 there are several industries that are providing offers for new entrants either local or abroad for availing the opportunities so that exports coming in UK are able to contribute positively towards the development of their economy. As emphasized by the researchers mentioned in literature review section it has been identified that organizations belonging from developing countries like Afghanistan are not able to promote their exports with the help of retailers or wholesalers for distributing their products in the market of UK (Ricardo and Rodrik, 2003, p. 603). Still organizations of Afghanistan have to cover a long distance for existing physically in the economy of UK.

It was identified from the sample population chosen that among many other European markets; United Kingdom is one of the most preferred countries especially by developing

countries like Afghanistan in the world. UK economy has a lot of sectors that are able to provide opportunities for the developing countries to promote their exports and attract local customers.

Organizations of Afghanistan have a lot of opportunity in the agricultural sector as UK has limited resources for growing their vegetables that are extremely healthy for the people (Riley, 2009, p.nd). Moreover, manufacturing industry also encourage new entrants to avail the opportunities available. However, Afghanistan has to bring improvement in the quality of their products in order to meet the international standards while exporting in UK.

Organizations in Afghanistan have devoted a certain amount of their financial and human resources for promoting exporting activities in the economy of UK. The findings mentioned in the above study has discussed that many organizations have devoted an equal amount of both the resources for increasing exports and enhancing their quality while promoting exports in the international market. However, it has been discussed from the primary and secondary sources that there are several measures need to be taken for enhancing the export promotions in the economy of UK. It has been identified that organizations should utilize the information for availing the market opportunities, creating product ideas and finding out the competitors existing in the international and local market all over the world (Roberto, 2004, p.383).

Further, it was also found that it is very important for organizations that they must get updated information about the environment within the market of UK economy that is through creating direct personal contacts or meetings with the potential customers, agents, associations within the industries and government officials in a country. Another way for collecting information is through sharing of experiences with other participants that are directly or indirectly involved in export promotion activities. Many organizations in order to ensure that their promotional activities are successful; they conduct an evaluation of distribution and sales

opportunities within the target market of a country. At last another way of bringing improvement in the export promotional activities is through increasing the visibility in the target market through creating new contacts with individuals or groups that are able to facilitate an organization in achieving their mission (Salvador et al, 2008, p.139).

To sum up, it is illustrated that export promotions play a critical in long-run growth by providing a variety circle for investment, bringing innovation and reducing poverty within different economies of the world. As a result of promoting exports many countries have transitioned from being depending on primary products towards becoming very important manufacturing exporting (Kneller, 2007, p.134). Thus, these transition record export growth within a country and overall development of a country. Opportunities available in UK are extremely varied and sectors having high potential face differences across both the countries. These differences are reflected in terms of factor endowment, location advantages and scale effects on the enterants from all over the world. Growth of exports within a country is directly related with growth of the country and poverty reduction which differs under different cases. Afghanistan still has to generate full benefits of globalization and they are lagging behind many other developing countries in the world. In this context, Afghanistan or similar developing countries can bring enhancement in their weak economies as a result of promoting exports in some of the major markets of the world.

The study has identified that foreign assistance is another way for developing exports in all sectors which is the fundamental requirement for overcoming constraints related to supply of exports and failure of governance that have held back these countries so far. All over the world and especially in UK policies related to trade have evolved and institutional exports have been identified that are able to examine the export opportunities that are to be used for generating higher

benefits for an organization. Four major sectors that are targeted by developing countries in particular are: traditional primary exports, non-traditional agricultural exports and finally manufacturing in tourism industry (Chaudhry and Batstone, 2001, p.75).

It has been identified that exports made by developing countries like Afghanistan are dominating by the primary products and favourable movements have played a very important role in boosting exports; generating revenues and encouraging inward flow of foreign direct investment. In the long-run it is being expected that developing countries will be able to promote their exports also in the manufacturing sector of an economy (Lederman et al, 2010, p.257). Therefore, it is important for organizations that they must enhance their coherence for bringing sustainable development and reducing poverty by promoting exports in the global economy by including the regional approaches. However, developing countries are able to face several challenges associated with the method used for exporting products in the economy of UK.

CHAPTER FIVE: CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusion

An increasing number of organizations have provided benefits from integration taking place in the global economy through growth and diversification of exports. This chapter provides a highlight of the major findings that were investigated within this study. This research study has facilitated in finding out different ways through which export promotions of Afghanistan can take place in UK. This study is able to achieve the objectives that are to be achieved from this study which includes: to identify ways through which Afghanistan can export its product in UK; to investigate the relation between organization structure, knowledge and country characteristics for increasing export in UK; to evaluate the impact of outcomes on export performance over a time; and to examine the influence of merger and acquisitions on exporting companies from Afghanistan in UK.

It is evident that export strategy is only one of the main factors that contribute towards growth of a country; though there is a strong relation between the export growth and economic development of a country. Success within export promotion demands strong leadership and commitment from all the stakeholders that are all involved in a more integrated and coordinated approach towards assistance in export. The proposed methodological approach that has been adopted for this study is mixed in which a combination of both qualitative and quantitative is conducted related to finding out the ways through which export is promoted in UK from Afghanistan. Primary data sources include survey reports that are generated from distributing questionnaire in the target population of the study. This study gathers data from the primary subjects. Therefore, the study employs primary data collection method. This is done to preserve the accuracy & reliability of the data. The target population for conducting survey has included

managers working within organizations that are involved in conducting export activities in UK from Afghanistan. The research will be able to provide important information related to supply chain management that is used in modern era for promoting exports in European markets especially UK. Further, the study is able to provide significant information related to the factors that have an impact on export promotions initiated by Afghanistan in UK. Also, the study has been able to contribute in identifying the opportunities that are available for Afghanistan to bring improvement in their business environment.

On the basis of the findings mentioned in this study it has been analyzed that in many countries it is the collaboration between the government and entrants in the private sector that are involved in formulating a national export promotion strategy which facilitates organizations in overcoming the exporting barriers and involve more businesses in exporting. As an export promotional is used as an instrument at the macro level; thus it is important that a national competitive strategy have different orientations at each stage of economic development within exporting and importing country. Moreover, at micro level firms have strategy for bringing betterment in countries that are involved in exporting transactions.

Literature mentioned in the study is able to state that export promotion is one of the most important parts of a commercial policy of many countries. Export promotion facilitates organizations in Afghanistan that they must carry out an active trade policy for example policy, rule, and commercial policy under social, economic and political conditions. It is one of the main aims of government in both developing and developed countries that exports should increase. The main reason behind promoting exports is to increase the growth level of an organization. Previously, export promotion was directly or indirectly related with the trade liberalization and reduction in intervention from the government within an economy. However, these views have

changed recently and nowadays trends have been changing as there is no government intervention and free trade that have encouraged for foreign companies to run their business in their society. Further, export promotion strategies have given a strong base to a weak economic structure of a developing country and as a result it has facilitated organizations to enter in a new market for a longer period of time.

There are several evidences available that shows how export promotion activities are able to guide organizations in entering a new market effectively. Many researchers have mentioned in their literature that export promotion is an activity that has both good and bad affect on the performance of exports in different economies of the world like UK. Literature mentioned above is also able to indicate that there is a positive relation between various export promotions and development of a country. Over the years a large debate is going on related to the benefits associated with the adoption of export promotion activities and their impact on the development of a country.

Apart from the benefits associated with export promotion but there are many challenges ahead that have become an obstacle for organizations in Afghanistan to promote their exports in UK. Firstly, export promotion activities are improving but still the private and public sector capabilities are weak. In addition, these capabilities demand too much due to the rapidly changing and increasing a complex international environment. Secondly, developing countries are not able to promote their exports extensively due to poor infrastructure in Afghanistan as a result of which companies present in the country are not able to adopt an effective export promotion strategy.

The findings mentioned in the study were able to state that while exporting in developed countries like UK; it is very important for organizations in Afghanistan that they will have to

design a strategy on the basis of which quality standards are complied. Therefore, developing countries exporters comply with increasingly demanding international quality, healthy and safety standards. Results of survey were in accordance with the literature mentioned above that found changes in the attitude of organization towards promoting exports in developed economies of the world for example UK. The findings were able to illustrate that organizations in recent times have developed a separate export department which has an aim of increasing the global presence of organizations within a much competitive environment. The results were also able to illustrate that over the past five years there has been a drastic increase in the revenues that are generated from implementing exporting activities. Further, organizations have used their financial and human skills so that accurate information is gathered related to the market in which organizations are trying to penetrate so that export products & services are promoted within the economy.

In order to conclude it is clear that there is a positive relation between export promotion activities and bringing stability to their market position. Some of the common ways through which export promotions are to be conducted includes: using websites, through arranging personal meetings with the potential customers and through using intermediaries e.g. wholesalers, retailers and etc. These methods lead towards an effective and efficient implementation of export promotion activities that lead towards an increase in the international presence of organizations belonging from developing countries of the world.

5.2 Critical Evaluation of adopted Methodology

The methods adopted for the research study are based upon the qualitative and quantitative methods as stated in the chapter 3 and 4 of the study. The processes are effective for the research questions, the questionnaire conducted is focused and it is relevant with the research

questions. The processes followed have enabled us in finding out the main objective of the study and the hypothesis is based upon the realism prospective which is true as it is able to read the minds of the respondents. The study conducted by Saunders, Lewis and Thornhill (2009, pp.34) enable researchers in adopting a deductive approach which is based upon the hypothesis and enables us to follow the steps that facilitate us in anticipating the outcome of the study. The findings of chapter 4 on the other hand are able to anticipate that the outcome of the study is been able to meet the expectation of the research. However, there are number of outcomes that are unexpected but still they are within the scope of the study as mentioned in the first chapter of the study.

5.3 Opportunities for Future Researchers

There are several measures as a result of which future researchers will be able to increase the diversification of the study on the basis of which many other areas can be covered. It is recommended to the future researchers that they should ensure availability of funds and time so that an in-depth study is conducted for finding out past and current challenges faced. It is also recommended to the future researchers that they should not rely only on information collected from one primary technique but instead they should use further more primary sources so that limitations of one technique should overcome by including different types of techniques. It is also recommended that more field research or observations should be included in future researches so that reliability of the data should increase and valid information is gathered related to the topic of research. Future researchers should also ensure that they should provide all the data by fulfilling the ethical responsibilities by keeping the data confidential so that no legal or social issues are created.

REFERENCES

Ali, Yunus M, (2006), 'Barriers to Export and Export Promotion Programs: Insights from SME Managers', Mimeo, Queensland University of Technology, data retrieved from https://anzmac.org/conference_archive/2006/documents/Ali_Yunus.pdf

Banomyong, R. (2010). Supply Chain Dynamics in Asia. ADBI Working Paper 184, Tokyo, data retrieved from <http://www.econstor.eu/handle/10419/53629>

Barrios, Salvador, Holger Görg and Eric Strobl, E, (2003), 'Explaining Firms Export Behaviour R&D, Spillovers and the Destination Market', Oxford Bulletin of Economics and Statistics, Vol. 65, no 4, pp 475-496, data retrieved from <http://onlinelibrary.wiley.com/doi/10.1111/1468-0084.t01-1-00058/full>

Bell, Jim, Rod McNaughton, and Sarah Bennett, (2000), 'Export Assistance: 'The New Zealand Way', Advances in International Marketing, Supplement 1, and pp 179-203.

Belloc, M., & Di Maio, M. (2011) Survey of the literature on successful strategies and practices for export promotion by developing countries, International Growth Centre, Working Paper, 11, 0248, data retrieved from http://www.theigc.org/sites/default/files/11_0248_belloc-di_maio_final_hr1.pdf

Belloc, Marianna and Paolo Guerrieri, (2008), 'Special Interest Groups and Trade Policy in the EU', Open Economies Review, Vol 19, no 4, pp 457-478, data retrieved from <http://link.springer.com/article/10.1007/s11079-007-9012-1>

Bernard, A. B., & Jensen, J. B. (2004), "Why some firms export", Review of Economics and Statistics, 86(2), 561-569, data retrieved from <http://www.mitpressjournals.org/doi/abs/10.1162/003465304323031111>

Brown, D. (2008). Afghanistan Markets its Pomegranates. MSNBC. United States. Retrieved from msnbc.com: <http://www.msnbc.msn.com>

Clarke, George R G, (2005), 'Beyond Tariffs and Quotas: Why Don't African Manufacturers Export More?' World Bank Policy Research Working Paper, 3617, data retrieved from http://papers.ssrn.com/sol3/papers.cfm?abstract_id=754924

Copeland, Brian R, (2008), 'Is There a Case for Trade and Investment Promotion Policy?' in Trade Policy Research 2007 edited by Dan Ciuriak (Ottawa: Foreign Affairs and International Trade Canada), pp 1-64.

Creswell, J. (2002). Educational research: Planning, conducting, and evaluating quantitative and qualitative research. Upper River Saddle, NJ: Pearson Education.

Creswell, J. W. (2009). Research design: Qualitative, quantitative, and mixed methods approach (3rd Ed.). Thousand Oaks, CA: Sage.
http://scholar.google.co.uk/scholar_url?hl=en&q=http://www.researchgate.net/publication/31763471_Research_Design__Qualitative_Quantitative_and_Mixed_Methods_Approaches__J.W._Creswell/file/3deec51a7b7a147c99.pdf&sa=X&scisig=AAGBfm2VvrHKOXUvs0qEou7nQ5weFWx1TA&oi=scholarr&ei=59aRUrfdNMfl4QTQ7oGQDQ&sqi=2&ved=0CCcQgAMoATAA

Creswell, J. W. (2009). Research design: Qualitative, quantitative, and mixed methods approach (3rd ed.). Thousand Oaks, CA: Sage.
http://scholar.google.co.uk/scholar_url?hl=en&q=http://www.researchgate.net/publication/31763471_Research_Design__Qualitative_Quantitative_and_Mixed_Methods_Approaches__J.W._Creswell/file/3deec51a7b7a147c99.pdf&sa=X&scisig=AAGBfm2VvrHKOXUvs0qEou7nQ5weFWx1TA&oi=scholarr&ei=59aRUrfdNMfl4QTQ7oGQDQ&sqi=2&ved=0CCcQgAMoATAA

XUvs0qEou7nQ5weFWx1TA&oi=scholarr&ei=59aURfdNMfl4QTQ7oGQDQ&sqi=2
 &ved=0CCcQgAMoATAA

David, G. and Kneller, R. (2003), 'Exporting, Productivity and Agglomeration: A Matched Difference in Difference Analysis of Matched Firms', GEP Research Paper, 03/45, Leverhulme Centre for Research on Globalization and Economic Policy, University of Nottingham, data retrieved from
<http://www.sciencedirect.com/science/article/pii/S0014292107001055>

Davide, C., Serti, F. and Tommasi, C., (2010), 'Firms in International Trade, Importers and Exporters Heterogeneity in the Italian Manufacturing Industry', The World Economy, Vol 33, no 3, pp 424-457.

Davies, M. (2007), 'Doing a successful research project: Using qualitative or quantitative methods', New York, NY: Palgrave Macmillan

Den Ber, M. Van., Boomsm, M., Cucco, I., Cuna, L., Janssen, N., Moustie, P., Prota, L., Purcell, T., Smith, D., Wijk, S. V. (2005), Making Value Chain Work Better for the Poor. Vietnam. Market for the Poor, Retrieved from, from www.valuechains4poor.org

Egger, Peter and Thomas, (2006), 'Public Export Credit Guarantees and Foreign Trade Structure: Evidence from Austria', The World Economy, Vol 29, no 4, pp 399-418, data retrieved from <http://onlinelibrary.wiley.com/doi/10.1111/j.1467-9701.2006.00790.x/abstract>

Galina, A. and Iyigun, M.F., (2004), 'The Export Skill Content, Learning by Exporting and Economic Growth', Economic Letters, Vol. 84, no 1, pp 29-34, data retrieved from
<http://www.sciencedirect.com/science/article/pii/S0165176504000278>

Gençtürk, Esra F and Kotabe, M., (2001), 'The Effect of Export Assistance Program Usage on Export Performance: A Contingency Explanation', Journal of International Marketing,

Vol. 9, pp 51-72, data retrieved from

<http://journals.ama.org/doi/abs/10.1509/jimk.9.2.51.19886>

Ghauri, P., Grohaug, K., (2004), Research Methods in Business Studies, a Practical Guide,

Prentice Hall <http://mdh.diva-portal.org/smash/get/diva2:15006/FULLTEXT01.pdf>

Giancarlo, G. (2006), "International Trade: Theory and Policy" (Berlin: Springer-Verlag), data retrieved from <http://link.springer.com/book/10.1007/978-3-642-37314-5>

Giles, Judith A. and Cara L Williams, (2000), 'Export-Led Growth: A Survey of the Empirical Literature and Some Non-causality Results Part I', Econometrics Working Papers 0001, data retrieved from <http://www.tandfonline.com/doi/abs/10.1080/09638190050086177>

Gillespie, Kate and Liesl Riddle, (2004), 'Export Promotion Organization Emergence and Development: A Call to Research', International Marketing Review, Vol 21, no 4-5, pp 462-473, data retrieved from

<http://www.emeraldinsight.com/journals.htm?articleid=855578&show=abstract>

Görg, Holger, Michael Henry and Eric Strobl, (2008), 'Grant Support and Exporting Activity: Evidence from Irish Manufacturing', Review of Economics and Statistics, Vol 90, no 1, pp168-174, data retrieved from

<http://www.mitpressjournals.org/doi/abs/10.1162/rest.90.1.168>

Haqjo, M. Q. (2010), About Afghanistan Chamber of Commerce & Industries (ACCI). Retrieved from (ACCI) : <http://www.acci.org.af>

Harper, D. (2011), Choosing a qualitative research method, Qualitative research methods in mental health and psychotherapy: A guide for students and practitioners, 83, data retrieved from

<http://books.google.co.uk/books?hl=en&lr=&id=HdbYbN5Tw90C&oi=fnd&pg=PA83&>

dq=research+method&ots=_s9sjEabJ8&sig=WwiFIMU8eWr7MtpX77S7VbErCTU#v=o
nepage&q=research%20method&f=false

Harrison, Ann and Andres Rodríguez-Clare, (2009), 'Trade, Foreign Investment, and Industrial Policy for Developing Countries', NBER Working Papers, p.15261, data retrieved from <http://www.nber.org/papers/w15261>

Hashim, M. K. and Hassan, R. (2008), 'Internationalization of SMEs: Options, Incentives, Problems and Business Strategy' Malaysian Management Review, Vol 43, no 1, pp 63-76, data retrieved from

<http://portal.mim.org.my/resources/mmr/2008/Internationalisation%20of%20SMEs.pdf>

Helmers, Christian and Natalia Trofimenko, (2009), 'Export Subsidies in a Heterogeneous Firms Framework', Kiel Working Paper, p.1476, data retrieved from <http://www.econstor.eu/bitstream/10419/24872/1/589826921.PDF>

Horner, J., and Minifie, D.F., (2011), "Research Ethics I: Responsible Conduct of Research (RCR)—Historical and Contemporary Issues Pertaining to Human and Animal Experimentation", Research Integrity Supplement, Journal of Speech, Language, and Hearing Research, Vol.54, pp.303-329 data retrieved from

<http://jslhr.asha.org/cgi/content/short/54/1/S303>

Ibrahimi, J. (2002), Accelerating Sustainable Agriculture Project (ASAP). USAID. Kabul, Indian Institute of Materials Management, Dynamics of Supply Chain in Developing Nation. Retrieved from: http://www.iimm.org/knowledge_bank/1_dsc-in-developing-nation.htm

Jawed, A. (2010), About Export Promotion Agency of Afghanistan (EPAA), Export Promotion Agency of Afghanistan, Kabul, Retrieved from: <http://www.epaa.org.af>

June, F. and Collins-Dodd, C., (2004), 'Impact of Export Promotion Programs on Firm Competencies, Strategies and Performance: The Case of Canadian High-technology SMEs', International Marketing Review, Vol 21, pp 474-495, data retrieved from <http://www.emeraldinsight.com/doi/abs/10.1108/02651330410547153>

Kichung, K. (2010), 'Overseas Network of Export Promotion Agency and Export Performance: the Korean Case', Contemporary Economic Policy, data retrieved from <https://www.kdevelopedia.org/mnt/idas/asset/2012/01/30/DOC/PDF/04201201300000232070781.pdf>

Klapper, Leora, (2006), 'Export Financing for SMEs: The Role of Factoring', Trade Note 26, International Trade Department, World Bank, data retrieved from <https://www.kdevelopedia.org/mnt/idas/asset/2012/01/30/DOC/PDF/04201201300000232070781.pdf>

Kneller, R., (2007), 'Firm Heterogeneity, Exporting and Foreign Direct Investment', Economic Journal, Vol 117, pp 134-161, data retrieved from <http://onlinelibrary.wiley.com/doi/10.1111/j.1468-0297.2007.02018.x/full>

Lages, Luis F and David B Montgomery, (2005), 'The Relationship between Export Assistance and Performance Improvement in Portuguese Export Ventures: An Empirical Test of the Mediating Role of Pricing Strategy Adaptation', European Journal of Marketing, Vol 39, no 7/8, pp 755-784, data retrieved from http://prof.fe.unl.pt/~lflages/papers/Lages_Montgomery_2005_Export_Assistance.pdf

Lederman, D., Olarreaga, M., & Payton, L. (2010), Export promotion agencies: Do they work?, Journal of Development Economics, 91(2), 257-265, data retrieved from <http://www.sciencedirect.com/science/article/pii/S0304387809000935>

Lederman, Daniel, Marcelo Olarreaga and Lucy Payton, (2008), 'Export Promotion Agencies: What Works and What Doesn't', CEPR Discussion Paper, DP5810, data retrieved from <https://openknowledge.worldbank.com/handle/10986/4670>

Maddison, A. (2013), Economic progress and policy in developing countries, Routledge, data retrieved from

http://books.google.co.uk/books?hl=en&lr=&id=3ZJTAQAAQBAJ&oi=fnd&pg=PP1&dq=export+promotions+by+developing+countries+in+UK&ots=4GRbICiewH&sig=PUcJLxipjyKkieQ4kLrOkz3JmQ&redir_esc=y

Marc, B. (2007), 'Releasing Export Constraints: the Role of Governments', draft Framework Paper for the AERC Collaborative Research Project on Export Supply Constraints in Africa, Nairobi.

Marsden, M. (2010), Opportunities and Constraints in Central and South Asian Trade Flow - Perspectives from Afghan Traders in Tajikistan, Norwegian Institute of International Affairs, Norway

Mind Tool. (2009), Porter's Five Forces. Mind Tool. United Kingdom. Retrieved 2011, from Mind Tool: http://www.mindtools.com/pages/article/newTMC_08.htm

Muijis, D., (2011), "Doing Quantitative Research in Education with SPSS", SAGE Publications, 2nd Edition, pp. 11 data retrieved from http://books.google.co.uk/books?hl=en&lr=&id=apFMQHF768EC&oi=fnd&pg=PR5&dq=Muijs,+2011,+research+methods&ots=Wtqkt2i780&sig=F3Kr-QTGCAxifiwU0_efVq1zEr1s#v=onepage&q=Muijs%2C%202011%2C%20research%20methods&f=false

Nuno Sousa and Katharine Wakelin, (2004), 'Do Domestic Firms Learn to Export from Multinationals?', European Journal of Political Economy, Vol. 20, pp 1027-1044, data retrieved from <http://www.eea-esem.com/papers/eea-esem/eea2002/1077/Export%20paper%20-%20DG,%20NS%20and%20KW.pdf>

Philip, E. and Luc de Wulf, (2002), 'Export Development Policies and Institutions', in Development, Trade, pp 160-170, data retrieved from [http://books.google.co.uk/books?hl=en&lr=&id=JyM4fo7GlxkC&oi=fnd&pg=PR11&dq=Philip,+E.+and+Luc+de+Wulf,+%\(2002\),+E2%80%98Export+Development+Policies+and+Institutions%20%99,+in+Development&ots=AzxEkaB83P&sig=e8b3iKhu9xFnQHd1iFh7ctmFKbg#v=onepage&q&f=false](http://books.google.co.uk/books?hl=en&lr=&id=JyM4fo7GlxkC&oi=fnd&pg=PR11&dq=Philip,+E.+and+Luc+de+Wulf,+%(2002),+E2%80%98Export+Development+Policies+and+Institutions%20%99,+in+Development&ots=AzxEkaB83P&sig=e8b3iKhu9xFnQHd1iFh7ctmFKbg#v=onepage&q&f=false)

Piñho, Jose C and Lurdes Martins, (2010), 'Exporting Barriers: Insights from Portuguese Small and Medium-sized Exporters and Non-exporters', Journal of International Entrepreneurship, Vol 8, pp 254–272.

Porter, M. E. (2010). Strategic Management. Quick MBA. United Kingdom. Retrieved 7 18, 2011, from Quick MBA: <http://www.quickmba.com>

Ricardo, H. and Rodrik, D., (2003), 'Economic Development as Self-Discovery', Journal of Development Economics, Vol. 72, no 2, pp 603-633, data retrieved from http://policydialogue.org/files/events/Hausmann_and_Rodrik_EcDev_as_self-discovery_1.pdf

Riley, J. (2009), Strategy: Value chain analysis. Tutor to You. United Kingdom, Supply Chain Management: data retrieved from http://tutor2u.net/business/strategy/value_chain_analysis.htm

Roberto, A. and Lopez, R. (2006), 'Is Exporting a Source of Productivity Spillovers?' CAEPR Working Paper, p. 012, Bloomington: Indiana University.

Roberto, A., (2004), 'Sources of Export Success in Small and Medium-Sized Enterprises: The Impact of Public Programs', International Business Review, Vol 13, no 3, pp 383-400.

Salvador, G., Llorca, R. and Jose A Martínez Serrano, J., (2008), 'Measuring the Impact of Regional Export Promotion: The Spanish Case', Papers in Regional Science, Vol 87, no 1, p.139-147.

Saunders, M., Lewis, P. and Thorhill, A., (2009), "Research Methods for Business Students", Financial Times/Prentice Hill, 5th Edition, pp.34 data retrieved from http://doha.ac.mu/ebooks/Research%20Methods/ResearchMethodsForBusinessStudents_Saunders.pdf

Schmeer, K. (2007), Stakeholder Analysis Guidelines, World Bank, United States. Retrieved from <http://www1.worldbank.org/publicsector/anticorrupt/PoliticalEconomy/PDFVersion.pdf>

Shiv Chaudhry and Steven Batstone, (2001), 'An Investigation into the Overseas Expansion of Small Asian-Owned UK Firms', Small Business Economics, Vol 16, pp 75-94

APPENDIX

| Questionnaire | | | | | |
|---|---------------------|------------------|------------------------|--------------------|------------|
| Gender | Male | Female | | | |
| | 85% | 15% | | | |
| What is your position? | Chairman | Vice President | Managing Director | Export Manager | Other |
| | 2% | 8% | 60% | 20% | 10% |
| Are you presently exporting to overseas markets? | Yes | No | | | |
| | 75% | 25% | | | |
| Do you have export department? | Yes | No | | | |
| | 80% | 20% | | | |
| How long you are involved in export business? | less than 1 year | 1-4 years | 5-9 years | More than 10 years | |
| | 10% | 55% | 30% | 5% | |
| How many of your employees are involved in exports? | 1 to 4 | 5 to 10 | 11 to 15 | 16 to 20 | 20 or more |
| | 20% | 50% | 15% | 10% | 5% |
| What was your firm's total annual turnover after exports in 2014? | less than 1 million | 1 to 2.5 million | 2.5 to 5 million | 10 to 50 m | Over 50 m |
| | 5% | 12% | 35% | 40% | 8% |
| How has your firm's total annual turnover changed over past three years after involving in exports, in percentages? | 1-4% | 5-10% | 11-14% | 15-20% | |
| | 10% | 25% | 60% | 5% | |
| Which Industry sector does your firm concentrate on for export promotions in UK from Afghanistan? | Agriculture | Manufacturing | Information Technology | Services | |
| | 35% | 50% | 5% | 10% | |
| You are exporting as a: | Manufacturer | Retailer | Distributor/Wholesaler | Service Company | |
| | 10% | 25% | 55% | 5% | |
| Have you allocated a budget for export promotions? | Yes | No | | | |
| | 87% | 13% | | | |
| Do you prefer UK over other | Yes | No | | | |

| | | | | | |
|---|---|--|------------------------------|----------------------------|------|
| markets for exporting your products or services? | 85% | 15% | | | |
| In percentage, what is the percentage of financial resources that are devoted by your organization? | 1% to 4% | 5% to 10% | 10% to 14% | 15% to 20% | |
| In percentage, what is the percentage of human resources that are devoted by your organization? | 10% | 30% | 45% | 15% | |
| What are the methods adopted by Your organization in order to promote exports in UK? | 1% to 4% | 5% to 10% | 10% to 14% | 15% to 20% | |
| | 12% | 32% | 47% | 9% | |
| What measures need to be taken for enhancing export promotion? | Researching Target markets | Arranging meetings with potential clients | accessing through websites | developing marketing plans | |
| | 15% | 39% | 40% | 6% | 100% |
| | Translating promotional material into business language | Converting our prices to customer preferred currency | Undergoing language training | | |
| | 35% | 55% | 10% | | |