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MARKET DETERMINANTS OF EXPORT PERFORMANCE AMONG SMES IN THE EXPORT SECTOR

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Abstract

In this paper, we screen for the market determinants of export performance among SMEs in the export sector in Ghana. We use Exploratory Factor Analysis to screen for constructs of the determinants and reduce the data to fewer variables using a quantitative research technique. A sample size of 45 SMEs is used. Stepwise linear regression analysis is used to examine the relationship between each determinant and export performance. The market determinants of export performance are product features, price, market targeting, distribution and promotion. These factors significantly predict export performance at 5% significance level ($p < .05$), with 98.8% of the total variation contributed. "Product features" is the most dominant determinant relative to other factors, with a variability of 92% accounted by it. Consequently, SMEs in the export sector need to improve the effectiveness of their marketing activities along the lines of product/brand packaging, pricing, market targeting, distribution and promotion.

Keywords: Marketing, market determinants, export performance, export sector, SMEs

INTRODUCTION

Marketing plays a critical role in the success of every business. Generally, marketing constitutes a framework of strategies and activities for designing, packaging, promoting and selling products and services. It enables a business to communicate to its target consumers, resulting in the consumers' patronage of its goods/services in a sustainably integrated marketplace. Yet, many have argued that the effect of marketing on a business depends on how well its practices and principles are developed and implemented (Yadav and Dabhade, 2013; Kotler and Armstrong, 2010). This means that the positive effect of marketing on a business is not automatic; it is contingent on the capability of the business to develop and implement

appropriate, suitable and sustainable marketing practices and principles. Leonidas et al. (2002, p. 55) argue that sustainable marketing practices and principles are those in harmony with the general market determinants of business performance.

Market determinants of business performance are simply the various marketing strategies and practices of the firm (Kotler and Armstrong, 2006; 2010). The expected characteristics of these determinants are their suitability and appropriateness in terms of the type of products and services and the dynamism in the taste and behaviour of target consumers (Kotler and Armstrong, 2010). These determinants are said to be implemented elements of the marketing mix, which involves product, pricing, promotion and distribution. Over the years, little attention has been given to how each of these determinants influences the performance of individual firms and sectors (Dueñas-Caparas, 2006; Brodrechtova, 2008), especially those making the largest impact on economic growth (Brodrechtova, 2008). In view of this argument, this study seeks to identify the market determinants of export performance among firms in Ghana.

The export sector plays a significant role in economic growth because balance of trade, exchange rate and GDP directly depend on it (Ayan and Percin, 2005; Adjei-Sasu and Agyir, 2010; Egyir et al., 2012). Empirical studies have shown that the performance of firms in this sector is largely influenced by marketing (Ayan and Percin, 2005; Adjei-Sasu and Agyir, 2010; Egyir et al., 2012; Boansi et al., 2014); thus the market determinants such as product, pricing, promotion and distribution. The few studies identified on this subject cut across both developed and developing country contexts. This indicates that the empirical evidence is not limited to one jurisdiction or economy. Nonetheless, the number of empirical studies forming a basis of this evidence is generally small. In the Ghanaian context, the paucity of literature on the subject is even more pronounced; thus a negligible number of empirical studies have examined market determinants of the performance of firms in the export sector in the country. This situation does not generate enough academic debate on the subject in a Ghanaian context and limits stakeholders' knowledge about marketing factors to consider in maximising the performance of export firms in Ghana. In essence, the situation limits the knowledge of entrepreneurs about sustainable marketing practices and strategies needed for the growth of their export businesses. This study seeks to identify the market determinants of export performance in Ghana using small and medium size enterprises (SMEs). The focus is on SMEs because virtually all export businesses in the country fall within this business sector. Moreover, businesses from other sectors embark on export as a minor business activity; hence their incorporation into this study would dilute the natural characteristics of the study's population. The Exploratory Factor Analysis is used in screening for the determinants, thus eliminating those which are trivial in the

context of export business in Ghana. This paper creates an avenue for communicating empirical evidence about the need to boost export performance in Ghana by embarking on rigorous and formal marketing in the sector.

Objective of the Study

The study identifies the market determinants of export performance among SMEs in the export sector in Ghana. The paper unveils factors of marketing which SMEs in the export sector must consider in achieving desired business performance. The paper contributes to academic debate on the subject and enlarges the public's knowledge on marketing determinants of export performance in a Ghanaian context. This study gives directions for conducting future research on the subject considering the fact that very few related studies exist on it.

LITERATURE REVIEW

Globally, export of goods and services is considered a major source of economic growth and employment. Hence economists would give priority to exports relative to imports because it favours balance of trade, exchange rate and gross domestic growth (GDP). There is however a school of thought that the expected impact of exports on exchange rate, balance of trade and the economy depends on the appropriateness of the marketing practice of export firms. Egyir et al. (2010) also argue that export is only possible when foreign buyers are willing to patronise goods and services of the local export firms. The willingness of foreign consumers to buy these services and goods depend on the marketing strategy of the local export firms. Naturally therefore, export businesses cannot sell if they are not able to secure foreign customer patronage by virtue of good marketing strategy. This argument forms the basis of the effect of market factors on export performance. Yet, other evidence exists.

Export performance is said to be influenced by market determinants on the basis of the need for foreign buyers to continue to patronise goods and services of exporters, and therefore guarantee continued exporting. This means that goods and services can only be exported from one local destination when foreign consumers exist and their existence is sustainable within the expected lifespan of the export business. Since exporting is a form of international trade, a more dynamic marketing strategy is needed to promote it. This idea is premised on the Dynamic Capabilities Approach theory (Protogerou, Caloghirou and Lioukas, 2011; Rugami and Aosa, 2013) which implies that export firms' dynamic capabilities are needed to influence customers' purchase decisions. In this context, the firms' dynamic capabilities should be able to design a suitable marketing strategy that informs and persuades customers and sustains their demand

for exported goods and services. According to Kotler and Armstrong (2010), this marketing strategy is a combination of all marketing determinants of business growth.

The marketing determinants of export performance are mainly items of the marketing mix (Kotler and Amstrong, 2006; 2010). Leonidou et al. (2002) are among the few researchers to identify these determinants, which are market targeting, nature of product, price, distribution and promotion. Market targeting is composed of market concentration, market spreading and market segmentation. Product features (that is, nature of product) is a factor made up of product/brand design, quality, branding, packaging/labelling, customer service, warranty, newness/uniqueness of product, product mix and product adaptation. Price is the third market determinant composed of pricing method, pricing strategy, sales terms, credit policy, currency strategy and price adaptation. Distributors/agents, sales representatives/office, merchants, direct buying, dealer support, delivery time and distribution adaptation make up distribution. Finally, advertising, sales promotion, personal selling, trade fairs, personal visits and promotion adaptation make up promotion.

A personal survey of related studies (for example, Ayan and Percin, 2005; Adjei-Sasu and Agyir, 2010; Egyir et al., 2012; Boansi et al., 2014) shows that these determinants remain the same from one jurisdiction to another, though a few of them have been given different names in some studies. For instance “market targeting” has been referred to in some studies as “market orientation” and “market approach”. This difference does not dilute or nullify the effect of the marketing determinants of export performance. Clearly, the empirical evidence points to one direction in all identifiable studies: drivers of export performance. With reference to Table 1, this evidence is not limited to one country or geographical area. The gap this study seek to fill in this paper is to provide empirical evidence from a Ghanaian point of view since related studies for this country are scarce. Moreover, the few studies available in a Ghanaian context have been limited to specific sectors such as Agriculture and the Arts (Adjei-Sasu and Egyir, 2010; Egyir et al., 2012; Boansi et al., 2014).

Table 1: Major Related Studies by Country and Geographical Region

Author(s)	Year	Country	Geographical region	Sector
Adjei-Sasu, F. & Egyir, I.S.	2010	Ghana	Africa	Agriculture; Horticulture
Ayan, T.Y. & Percin, S.	2005	Turkey	Europe	General
Boansi, D., OdilonKounagbéLokonon, B. & Appah, J.	2014	Ghana	Africa	Agriculture

Table 1...

Brodrechtova, Y.	2008	Slovakia	Europe	Agriculture
Carneiro, J., da Rocha, A. & da Silva, S.F.	2011	Brazil	South America	Manufacturing; multinationals
Dueñas-Caparas, M. T. S.	2006	Philippine	Asia	Manufacturing; arts and production
Edwards, L. & Alves, P.	2005	South Africa	Africa	General
Egyir, I.S., Mensah, E. C. & Agyei-Sasu, F.	2010	Ghana	Africa	Agriculture; Horticulture
Moghaddam, F.M., Hamid, A. B. B. A., Rasid, C.S.A. & Darestani, H.	2011	Iran	Asia	General
Oyeniyi, O.	2009	Nigeria	Africa	General
Leonidou, L.C., Katsikeas, C.S. & Samiee, S.	2002	Cyprus	Europe	General

Based on the empirical evidences identified on the subject, it is expected that all determinants, referred to as factors, to significantly affect export performance. The argument is that export performance is significantly influenced by marketing determinants in Ghana. The null and alternative hypotheses are phrased as follows.

Hypotheses

H_0: Not all identifiable market factors significantly influence market performance among SMEs in Ghana's export sector.

H_1: All identifiable market factors significantly influence market performance among SMEs in Ghana's export sector.

METHODOLOGY

The study employed a quantitative research technique in view of the need to test the hypotheses using inferential statistical tools. The general population of the study was SMEs in the export sector of Ghana. Yet, specifically information was solicited from Accra-based SMEs that have been in the export business for at least 5 years and could be contacted for information. The SMEs in Accra were used owing to lack of prior information about SMEs outside Accra and to make access to participants easier. Also, participating SMEs were required to have been in the export business for at least 5 years to ensure that their responses were driven by substantial experience in the sector.

A sample of 45 heads of the chosen SMEs (out of 95 in the target population) was used. This sample was determined using information from the Ghana Export Promotion Authority. The sample of participants was chosen using the balloting method of the simple random sampling technique. In essence, the sample size chosen was suitable to the resources available for the project and the total target population. In view of the appropriateness of the sampling theory of Krejcie and Morgan (1970), using the simple random sampling method makes the sample size sufficiently random and representative of the population.

Data was collected using a self-administered questionnaire. By using the self-administered questionnaire, response was made easier for participants since this type of instrument used had guidelines for respondents. Using the self-administered questionnaire also made it possible to collect data by hand delivery and e-mail, depending on which option a participant preferred. Export Performance and its determinants were measured using a scale and procedure by Leonidou et al. (2002). This scale and procedure was used because all recent related studies have used them to reach good and reliable findings. Moreover, the scale and procedure constitute an updated version of what existed. Although these scale and procedure were used, the study ensured that reliability and validity measures were taken. For instance, the questionnaire was submitted to a few research experts to review. After data collection, SPSS was used to test for the instrument's reliability and obtained a Cronbach's alpha of 0.921, which is an indicator of its strong reliability.

SPSS Version 21 is used for data analysis owing to the robustness of this new version. Exploratory Factor Analysis (EFA) is used to screen for items of the determinants and to reduce data to a size that could be handled without complications. The hypothesis of the study is tested using stepwise linear regression analysis to examine the effect of each determinant or factor on Export Performance.

ANALYSIS AND RESULTS

The results presented are based on the assumption that data used in this study is normally or approximately normally distributed. This assumption is a basic requirement for reaching valid conclusions with respect to the chosen statistical tools. Consequently for the study's conclusions to be valid, the normality and other assumptions must be satisfied. Table 2 shows results of the Shapiro-Wilk's test that is used to verify the normality of this study's data. Other assumptions are tested in the course of the analysis.

Table 2: Shapiro-Wilk's Test

Variable	Statistic	N	p-value
Export performance	0.342	45	0.643
Targeting	0.121	45	0.872
Product features	0.322	45	0.543
Price	0.211	45	0.764
Distribution	0.209	45	0.783
Promotion	0.123	45	0.879

Table 2 shows results of the Shapiro-Wilk's test of normality. The default null hypothesis of this test is that data associated with each variable in the table is normally or approximately normally distributed. To test this hypothesis, 5% significance level was used. At this level of significance, the null hypothesis is retained for each variable since $p < .05$ in each case. Thus the higher the p-value, the more normally distributed the data associated with the variable is. Therefore, all data employed in this study are normally distributed. This implies that a basis is established for reaching valid conclusions.

One key characteristic of the data used in this study is the fact that it is associated with many manifest variables at the level of "Determinants". In the light of this feature of the data, the researcher deemed it important to shrink the data with respect to "Determinants" variable to ease its analysis and to remove potentially trivial manifest variables from it. The Exploratory Factor Analysis (EFA) was used to achieve this goal (Tables 3 and 4).

Table 3: KMO & Bartlett's Tests

KMO	.892
Bartlett's Chi-square	132.33
Sig.	.000

Table 3 shows results of the KMO and Bartlett's tests. These two tests are used to verify the reliability of the EFA. For the EFA to be sufficiently reliable, its KMO must be 0.80 or more. Moreover, the Bartlett's test must be significant at a chosen level of significance. Evidently, these two criteria are satisfied. The Bartlett's test is highly significant at 5% significance level ($p = .000$), while the KMO is more than 0.80. Hence our EFA is sufficiently reliable. This is evidenced by the Anti-image correlations in Table 4. The general rule of thumb is that these correlations must be high; thus must be 0.70 or more if the EFA is to be sufficiently reliable. Apparently, all the anti-image correlations are more than 0.70.

Table 4: Factor Analysis Key Statistics

Construct	Manifest variables	Extraction values	Anti-image correlation	Variation (%)
Targeting	Market concentration	0.676	0.983	10.09
	Market spreading	0.893	0.893	
	Market segmentation	0.876	0.773	
Product	Design	0.904	0.987	39.32
	Quality	0.934	0.793	
	Branding	0.943	0.899	
	Packaging/labeling	0.911	0.897	
	Customer service	0.901	0.888	
	Warranty	0.822	0.901	
	Newness/uniqueness of product	0.782	0.786	
	Product mix	0.897	0.908	
	Product adaptation	0.798	0.822	
Price	Pricing method	0.843	0.891	27.09
	Pricing strategy	0.673	0.906	
	Sales terms	0.544	0.899	
	Credit policy	0.562	0.865	
	Currency strategy	0.862	0.811	
	Price adaptation	0.611	0.919	
Distribution	Distributors/agents	0.785	0.786	11.65
	Sales representatives/office	0.832	0.879	
	Merchants	0.563	0.901	
	Direct buying	0.785	0.922	
	Dealer support	0.821	0.933	
	Delivery time	0.672	0.912	
	Distribution adaptation	0.506	0.777	
Promotion	Advertising	0.906	0.807	10.31
	Sales promotion	0.875	0.911	
	Personal selling	0.862	0.987	
	Trade fairs	0.567	0.944	
	Personal visits	0.654	0.872	
	Promotion adaptation	0.522	0.891	
Total				98.46

Table 4 shows the latent variables to which "Determinants" data has been reduced to. "Determinants" is originally made up of 31 manifest variables. By using the EFA, these variables are reduced to 5 constructs or latent variables. The extraction values indicate how much a latent variable is related to by a manifest variable. The higher the extraction value the stronger the relationship between a construct and the manifest variable associated with it. The variation (%) is the amount of variability accounted by a factor relative to "Determinants". In this regard, "Product features" account for the highest variability of 39.3% in "Determinants", followed by "Price", whereas "Targeting" accounts for the lowest amount of variability.

The EFA model is very strong because a total of 98.4% of the variation is accounted. The extent to which each construct of "Determinants" predicts EP using a linear regression analysis is investigated below.

Table 5: Descriptive Statistics

Variable	Minimum	Maximum	Mean	Std. deviation
Export performance	4.000	9.000	5.733	1.195
Targeting	4.000	9.000	6.200	1.392
Product features	3.000	8.000	4.600	1.214
Price	3.000	6.000	4.067	0.863
Distribution	5.000	9.000	6.533	1.100
Promotion	2.000	5.000	2.933	0.780
N = 45				

Table 5 shows the descriptive statistics associated with "Determinants" and Export Performance. Among the constructs of "Determinants" extracted in the EFA, distribution (M = 6.53, SD = 1.10) has the highest mean score, followed by targeting (M = 6.2, SD = 1.39), with promotion having the lowest mean score (M = 2.93, SD = 0.78). It does not mean that price has the lowest level of importance with respect to firm performance or relative to other determinants; the mean scores indicate the extent to which each construct is practiced by the SMEs. In essence, distribution is the most practised activity among the constructs. Table 6 shows the correlation matrix of latent variables.

Table 6: Correlation Matrix

Variables	Targeting	Product feature	Price	Distribution	Promotion	Export performance
Targeting	**1.000**					
Product features	0.116	**1.000**				
Price	0.211	0.132	**1.000**			
Distribution	0.209	0.093	0.123	**1.000**		
Promotion	0.140	0.263	0.116	0.257	**1.000**	
Export performance	0.812	0.959	0.811	0.941	0.785	**1.000**

Table 6 shows the correlation matrix of latent variables in Table 5. From the table, each construct is positively correlated to EP at 5% significance level. Yet, product features has the highest correlation to EP (r = .959), followed by distribution (r = .941). Generally, EP is highly correlated to each construct, a situation that justifies the fact that EP is determined by the five latent variables extracted in the EFA.

In the next analysis, the constructs that predict EP is examined. But before this is done, there is the need to be sure that the predictors are not excessively correlated. Results in Table 7 help to find out if this requirement is satisfied.

Table 7: Collinearity Diagnostics

Statistic	Targeting	Product features	Price	Distribution	Promotion
Tolerance	0.879	0.105	0.181	0.178	0.236
VIF	2.594	7.575	5.510	6.321	4.244

Table 7 shows estimates of the Collinearity Diagnostics. Statistics in this table indicates whether predictors of EP are excessively correlated or not. As stated earlier, these predictors should not be related excessively. If this happens, the VIF values for the predictors will be more than 10 and this phenomenon will dent the reliability of the regression results. Since the VIF for each variable is less than 10, there is little collinearity among predictors. This ensures that the reliability of the results is not dented by high correlations among the predictors. Table 8 shows results of the stepwise linear regression.

Table 8: Extracted Predictors per Model

Model	Variables	Variable IN/OUT	Status	MSE	R^2	Adjusted R^2
1	Product features	Product features	IN	0.116	0.920	0.919
2	Product features/ Price	Price	IN	0.047	0.969	0.967
3	Product features/ Price/ Distribution	Distribution	IN	0.035	0.977	0.976
4	Product features/ Price/ Distribution/ Promotion	Promotion	IN	0.025	0.984	0.983
5	Targeting/ Product features/ Price/ Distribution/ Promotion	Targeting	IN	0.019	0.988	0.986

Model	Variables	Mallows' Cp	Akaike's AIC	Schwarz's SBC	Amemiya's PC
1	Product features	218.325	-94.875	-91.262	0.083
2	Product features / Price	63.433	-134.674	-129.254	0.034
3	Product features / Price / Distribution	36.666	-147.509	-140.283	0.026
4	Product features / Price / Distribution / Promotion	15.873	-162.169	-153.136	0.019
5	Targeting / Product features / Price / Distribution / Promotion	6.000	-172.129	-161.289	0.015

Table 8 shows significant predictors of EP. From the table, the first predictor of EP is product features. In the second model, price is added as a significant predictor of EP. By observing the fifth model, one can see that all the constructs formed in the EFA are significant predictors of EP. This means that product features, price, distribution, promotion and targeting are the drivers of EP (i.e. Export performance). Table 9 shows the overall summary of the model.

Table 9: Model Summary

Observations	45.000
Df	39.000
R^2	0.988
Adjusted R^2	0.986

Table 9 shows the model summary of the prediction of EP by the constructs formed in EFA. The model indicates that the 5 predictors or constructs account for 98.8% of the variation, reflecting a strong prediction of EP by the 5 latent variables. In the next table, the regression analysis is examined to see if it has helped to better predict EP from the five variables.

Table 10: ANOVA

Source	Df	Sum of squares	Mean squares	F	P value
Model	5	62.048	12.410	643.624	.000
Error	39	0.752	0.019		
Corrected Total	44	62.800			

Table 10 is an ANOVA test associated with the regression of EP from the five predictors. The goal of this test is to find out if the regression analysis has aided an improvement in the prediction of EP by the five constructs formed in the EFA. This enquiry is embarked on at 5% significance level. From the table, the ANOVA test is significant at the chosen significance level, $F(5, 39) = 643.6$, $p = .000$. This means that the linear regression analysis has empowered the study to predict EP. Table 11 shows the model parameters of the linear regression analysis.

Table 11: Model Parameters

Source	B	Standard error	t	Pr > |t|	Lower bound (95%)	Upper bound (95%)
Intercept	-0.131	0.167	-0.782	.439	-0.470	0.208
Targeting	-0.184	0.053	-3.446	.001	-0.292	-0.076
Product features	0.664	0.056	11.838	.000	0.551	0.778
Price	0.374	0.057	6.567	.000	0.259	0.489
Distribution	0.468	0.070	6.685	.000	0.326	0.609
Promotion	-0.213	0.055	-3.852	.000	-0.325	-0.101

Table 11 shows the coefficients of the prediction of Export Performance by the five predictors. From the table, all five independent variables significantly predict EP at 5% significance level. Yet, the prediction of EP by Targeting and Promotion is negative. This implies that SMEs in the export sector would need to restructure their promotions and market targeting activities to make a positive long-term effect on market performance. Based on the above results, it is worth concluding that Export Performance is significantly determined by the five marketing constructs, namely product features, price, distribution, promotion and targeting. Table 12 in the appendix shows manifest variables of the constructs reached in the EFA.

DISCUSSION

The market determinants of export performance among SMEs in Ghana are product features, price, market targeting, distribution and promotion. This finding is not a new development as it has been reached in previous studies. Moreover, the evidence can be traced to various geographical areas such as Europe (Leonidou, et al. 2002; Ayan and Percin, 2005; Brodrechtova, 2008), Africa (Adjei-Sasu and Egyir, 2010; Boansi et al. 2014; Edwards and Alves, 2005; Egyir, et al., 2010; Oyeniyi, 2009) and Asia (Moghaddam et al., 2011; Dueñas-Caparas, 2005). Although the survey of related studies may not have exhausted all studies, it covers a good number of the world's geographical regions. Generally, the spread of this result indicates that the effect of these factors on export performance is not limited to a particular country or jurisdiction. Our analysis show that all identifiable market factors significantly influence market performance among SMEs in Ghana's export sector.

Our hypotheses for the research were stated as follows:

H_0: Not all identifiable market factors significantly influence market performance among SMEs in Ghana's export sector.

H_1: All identifiable market factors significantly influence market performance among SMEs in Ghana's export sector.

We accordingly reject H_0 and accept H_1.

In the Ghanaian context, the determinants have been confirmed from the studies of Adjei-Sasu and Egyir (2010), Boansi et al. (2014) and Egyir, et al. (2010), though SMEs in specific subsectors were used in these studies. With reference to Table 1, these Ghanaian studies were focused on export of horticulture products. Hence previous evidence were only limited to horticulture or Agricultural products. With this study, it is evident that these determinants apply to export of other products in the SMEs sector. Since the export sector in Ghana is largely made up of SMEs, it is obvious our result reflects an industry-wide situation.

Previous findings are also confirmed in this study on the basis of "Product features" accounting for the highest variability of 39.3%. By observation, most of the previous studies (for example, Egyir, et al., 2010; Adjei-Sasu and Egyir, 2010; Leonidou, et al., 2002) bear this evidence, a situation that buttresses the argument that product features make the strongest effect on customers or consumers. However, researchers would need to use common notations for the manifest and latent variables since some of them refer to some of the factors in a different way. This situation makes it difficult to figure out the commonality in findings from the pool of previous studies.

CONCLUSION AND RECOMMENDATIONS

The market determinants of export performance are identified in the study. The determinants found are product features, price, market targeting, distribution and promotion. These determinants are originally made up of 31 manifest variables. Yet, EFA reduces them to 5 constructs or latent variables. “Product features” account for the highest variability of 39.3%, followed by “Price”, whereas “Targeting” accounts for the lowest amount of variability. The EFA model is very strong because a total of 98.4% of the variation is accounted. Clearly, all items used to measure “Determinants” of export performance are retained but are reduced to 5 latent variables to make data analysis easier.

Product features, price, market targeting, distribution and promotion significantly predict export performance at 5% significance level ($p < .05$), with 98.8% of the total variation contributed by all determinants. Thus no predictor is removed in the stepwise regression analysis. The first predictor in the stepwise regression analysis is “Product features”, with a variability of 92% accounted by it. If the five predictors account for a total variation of 98.8% and “Product features” alone accounts for 92% of the variation, then “Product features” could be seen as a dominant determinant of export performance relative to the other predictors. Invariably, “Product features” makes the highest effect on export performance relative to the other determinants. Clearly, the findings provide support for the alternative hypothesis that all identifiable market determinants significantly influence market performance among SMEs in Ghana’s export sector. The null hypothesis (H_0), that not all identifiable factors significantly influence market performance among SMEs in Ghana’s export sector, is therefore rejected.

Practically therefore, SMEs in the export sector need to improve the effectiveness of their marketing activities along the lines of product/brand packaging, pricing, market targeting, distribution and promotion. By so doing, they are likely to maximise their growth and financial sustainability. Since this study is one of the very few conducted on the subject from a Ghanaian context, researchers are encouraged to conduct more related studies. Future researches are also encouraged to introduce a comparative analysis of the subsectors (that is, agro products, arts, minerals, and so on) of the export sector in Ghana to identify how the effects of these determinants may differ from one sub-sector to another.

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APPENDIX

Table 12. Manifest Variables of Study Constructs

Construct	Sub-construct	Manifest variables
Marketing determinants	Targeting	Market concentration
		Market spreading
		Market segmentation
	Product	Design
		Quality
		Branding
		Packaging/labeling
		Customer service
		Warranty
		Newness/uniqueness of product
		Product mix
		Product adaptation
	Price	Pricing method
		Pricing strategy
		Sales terms
		Credit policy
		Currency strategy
		Price adaptation
	Distribution	Distributors/agents
		Sales representatives/office
		Merchants
		Direct buying
		Dealer support
		Delivery time
		Distribution adaptation
	Promotion	Advertising
		Sales promotion
		Personal selling
		Trade fairs
		Personal visits
		Promotion adaptations
Export performance	Sales	Export sales volume
		Export sales growth
		Export sales intensity
	Profit	Export profit levels
		Export profit contribution
	Market share	Export market share
		Other performance measure