

The Role Of Strategic Planning In Developing Sudanese Exports A Case Study For The Gum Arabic Company

Dr. Muram Ahmed Ali El Tayeb

Assistant Professor of Public Administration - King
Khalid University, Saudi Arabia. Department of Administrative
Sciences - Al-Imam Al-Hadi College, Sudan.

E-mail : moram1177@gmail.com

ABSTRACT:

The study aimed to identify the role of strategic planning in the development of Sudanese exports, for the Gum Arabic Company. And to identify the clarity of the concept of strategic planning and its practical practice in the Gum Arabic Company. The problem was represented in the following main question: Are there obstacles facing the strategic planning process in the Gum Arabic Company and the Sudanese export development process? The study tested the following hypotheses: There is a statistically significant relationship between strategic planning and the development of Sudanese exports, and is there a statistically significant relationship between strategic planning and the requirements of international markets. According to a descriptive analytical approach, a questionnaire was designed to collect data from the study population of (120) employees, at a rate of (100%) of the total distributed questionnaires. The data was analyzed using the (Spss) program, as a number of statistical methods were used to verify the validity of the hypothesis. The study came out with the most important results: There is a fluctuation in the value of non-oil exports during the study period, which is attributed to the fluctuation of international prices in addition to the existing economic policies. The study concluded with the following: Removing the barriers that hinder the export process in all its administrative and legal aspects.

Keywords: strategic planning - development - export development.

INTRODUCTION:

In light of the development and expansion of the global economy and with the phenomenon of economic globalization, and the resulting freedom of movement of production elements, as a result of technological and economic developments and globalization, and due to the increase in the speed, temptation and complexity of business environment variables, there has been increased interest in the need to plan to deal with it. Successful institutions are the ones that understand the variables of its external environment and the forces of competition in the beauty of its activity, and identify the sources of strength and weaknesses in its internal environment, and thus it can build effective strategies that contribute to achieving its goals. In order to ensure this positive Interaction with environmental variables, it is imperative for the Gum Arabic Company to rely on strategic planning in its management and in its dealings with environmental variables.

Due to the multiplicity of changes in the world's wealth and resources, technological transformation, industrialization, and specialization in international relations have increased interest in international markets. All these forces have led to the establishment of global marketing companies, designing products to suit international markets themselves, and searching for new markets in pursuit of new profits and opportunities. Thus, the export sector is considered one of the important priority economic sectors in developing countries, because export represents the main axis of the economic development process of any developing country, as it is the main source of financing national development plans from the revenues of foreign resources, and thus exports are considered the most important major source of foreign exchange for all countries of the world. Sudan is the largest producer of gum Arabic in the world, and gum Arabic is one of the four most important agricultural exports in Sudan, along with livestock, cotton and sesame. This evaluation study comes to reveal the role of strategic planning in developing Sudanese exports. It is a case study of a Sudanese company that represents a model whose results can be generalized to benefit from them in the development of companies and the extent of their impact on the development of exports in the rest of the Sudanese companies.

Research problem:

Strategic planning is considered one of the most important factors that help develop the development of Sudanese exports, but there are some obstacles facing the strategic planning process represented in the fluctuation of the Sudanese production of gum arabic, which leads to the non-continuation of exports and the failure of the state to achieve its goal related to the development of exports. Hence the loss of foreign markets as a result of that outage. Accordingly, the research problem can be identified in the following main question: Are there obstacles facing the strategic planning process in the Gum Arabic Company and the process of developing Sudanese exports?

1- Is there a relationship between regular export of gum arabic and survival in international markets?

2-What is the role of strategic planning in developing the company's export development?

Hypotheses: The hypotheses of the study can be tested as follows

1-There is a statistically significant relationship between strategic planning and the development of Sudanese exports.

2-There is a statistically significant relationship between strategic planning and the requirements of international markets.

Research importance: The importance of this research is due to the following:

1- It is a field study of one of the most important products in which Sudan can have a preferential advantage that achieves a large surplus of hard currency.

2- It is looking into the shortcomings and weaknesses that lead to the fluctuation of Sudan's presence in the global gum market, which may lead to its exit.

Research objectives: This research seeks to achieve the following objectives:

1- Recognizing the role of strategic planning in developing the company's export development, and knowing its effectiveness and impact on performance and productivity.

2- Shedding light on the dilemmas facing the export of gum Arabic inside and outside Sudan.

Conceptual Framework

Strategic Planning:

Strategy:

"In Strategy it is important to see distant things as if they were close and to take a distanced view of close things" (Musashi 2009). The term of Strategy is derived from the Greek word strategic, which means generalship. In the military, strategy is defined as the deployment of troops before the actually engaging of enemy (Nickols, 2012) In Game.

Definition of Strategic:

Strategic is defined as relating to strategy. Also, it means "of great significance or importance". All organizations should have strategic plans addressing matters of great importance for every business unit and functional unit, most of strategic plans are long-term but there are also short-term ones (Nickols, 2011).

Strategy is a skill needed to succeed in business, being clear and aware of an organization's goals and resources, and combining the two in response to a dynamic environment.

Definition of Planning:

Planning can be seen at different levels in our life, from simple decisions by individuals and families to complex ones by businesses and governments. Planning doesn't mean making decisions, planners help decision-makers by providing necessary information and identifying best activities to achieve best results (Littman, 2013).

The researcher believes that planning is important for the interest of organizations and workflow, and helps to produce distinguished and effective performance for the organization, by studying strategic goals and directing resources and efforts to implement them professionally. There are specific guidelines for planning, it is about doing what is right for the tasks.

Strategic Planning:

Various writers and scholars explained strategic planning in different but complementary ways. Strategic planning defined as a management process used by both private and public organizations to allocate resources properly to improve their strategic performance and financial situation (ACCA, 2008).

Strategic planning processes study the organization present situation, how it will grow and change, its desired objectives and goals, and how it will achieve its mission (Gates, 2010). Strategic planning is a way of preparing for the future by trying to simulate the future. Janet defined strategic planning as 'the overall planning helps to see the big picture of the situation and how to achieve desired objectives (Shapiro,2001).

Upper-level management is responsible for doing strategic planning, when strategic plan is approved, lower-level managers implement it by preparing an operating plan.

The common techniques of strategic planning are (Nickols, 2011):

- * Identifying the organization's mission and strategy.
- * Establishing financial and non-financial objectives.
- * Preparing plans which identify necessary actions to achieve desired objectives.
- * Allocating resources based on strategy and goals,
- * Reviewing performance, checking results and progress, and making necessary changes and adjustments in the plans to achieve objectives,
- * Re-evaluation strategy, goals and objectives periodically at all levels,

The Importance of Strategic Planning

- Strategic planning helps to understand the current situation and this will help to make plans for the future because the environment is changing rapidly and unexpectedly.

Strategic planning also has a main role to help for long term -performance and growth.

- Moreover, strategic planning illustrates the main goals, defines orientation and objectives, helps to clarify main issues and allocation of resources, and motivates people.

The Evolution of Strategic Planning

The concept of Strategic Planning developed since man needed to get from one point to another. Strategic planning has military origins in ancient Greek civilization (Bayuk, 2012). In the 1920s, Harvard Business School developed the Harvard policy Model, one of the first strategic planning methodologies for business. The systematic assessment of Strengths, Weaknesses, Opportunities, and threats or SWOT Analysis came from the Harvard policy Model (Blackerby, 1994).

Sudanese export development

Definition of Export Development:

Many writers and researchers in economics have shown several definitions of the concept of export development, which are as follows:

Hassan (2016 AD) defined development as: “a process of comprehensive or partial continuous development that takes various forms aimed at advancing the human condition to well-being, stability and development in accordance with its economic, social and intellectual needs and capabilities.” Al-Jubouri (2018) referred to exports as “the process of flowing a group of goods and services that are surplus to the state’s need to foreign markets, in order to achieve financial returns, often in hard currencies to improve economic performance and address imbalances that occur in the balance of payments.” Bani Sama’in Wazir (2017) believes that exports are “the process of crossing goods and services from the national borders to the foreign borders.”

The researcher defines exports as: the main port for transferring all goods and services that are surplus to the state's need and are exported to foreign markets, with the aim of achieving added value, spreading and economic growth for the state.

Importance of Exports for Economic Development:

Exports play an influencing role on the economic growth of the country as a whole. Through export, it is possible to provide the foreign currency needed to purchase capital goods on which economic development is built. In general, the role and importance of exports in development can be highlighted through the following points: (Al-Rikabi, 2016).

1- Increasing the state's financial resources from foreign exchange, reducing the deficit and fluctuations in the state's trade balance.

2- Increasing the balances with the central bank of the state from the reserves in free currencies, which creates the external balance of the state. and stability in exchange rates. Contribute to achieving economic stability.

3- Obtaining raw materials and technology necessary for the economic development process.

From the foregoing, the researcher believes that in the recent period, and after the rule of free global trade and competition laws, the importance of exports has increased. Each country is trying to find a large market share in global trade, and for that purpose it harnesses all its available material and technological capabilities.

Export Promotion Policy in Sudan:

After oil left the list of Sudanese exports after the separation of the state of South Sudan from the state of Sudan, Sudanese non-oil exports formed the backbone of the Sudanese economy, which called on the state to pay attention to the products of the agricultural sector and also to pay attention to the quality and specifications of Sudanese goods, in order to increase its competitiveness abroad, and thus increase Export revenue, which leads to supporting and stimulating the product and thus increasing production and productivity. Therefore, the state has sought to take advantage of all available capabilities to obtain maximum productivity of exportable goods, crops and services to obtain foreign currencies to advance growth and development in the country. The policy in the field of exports has aimed at the following: (Al-Karm, 2012 AD).

1- Organizing and following up the export movement with the aim of solving, monitoring and evaluating problems facing exports.

2- Coordinating with the relevant authorities to increase the production and productivity of strategic commodities for export (livestock, gum arabic, minerals, cotton and oilseeds), in addition to rehabilitating the necessary infrastructure for export purposes, the comparative advantage that achieves

added value, and working to reduce the cost of Sudanese exports to enable them to compete in global markets.

3- Keeping pace with global markets and adopting a comfortable policy in terms of payment that enables exports to reach global markets.

4- The triple emergency program, which aims to increase the production of commodities such as sugar, fuel, oilseeds and their products, medicines, livestock, cotton, gum Arabic and gold (in order to substitute imports for these commodities).

Previous studies:

1- Hamad, (2017 AD), conducted a study aimed at identifying “measuring the competitiveness of gum Arabic exports,” a case study of Sudan in the period (2000-2016), and the researcher followed the standard descriptive approach. The researcher reached a number of results, the most important of which are: There is a direct relationship between production and the competitiveness of gum Arabic exports. The fluctuation and deterioration of production had a clear impact on weakening the competitiveness of gum Arabic exports. The study also recommended: Adopting modern methods in the production of gum Arabic by introducing modern mechanisms in the production process to contribute to increasing the quantity produced and preventing loss.

2- Muhammad, (2014 AD) study entitled: “Assessing the Impact of Export Policies on Upgrading the Performance of Sudanese Exports.” According to a descriptive and analytical approach, the importance of the study comes from the role played by the export promotion policy in the performance of Sudanese exports, as government policies in the field of export and the directives it provides in the light of “general and detailed” information can contribute effectively to the promotion of this sector through its development. There are a number of controls and conditions that must be followed in order to achieve the desired goal. The result of the study was: the inability of Sudanese exports to compete globally due to their low quality and high prices as a result of their high production costs. The study recommended: the necessity of adopting export development policies on export-oriented production according to the required specifications from foreign markets.

3- Study (Abbas, 2012) entitled: Causality between exports and economic Johansen selection and Granger causal relations were used to determine short-range and long-range causality. The result of co-integration reveals the existence of one positive integral equation. The short-run and long-run causality test results from GDP to exports. The results showed that the growth in production in the short and long term only leads to the growth of exports. The study recommended that the government should try to develop the production side, which in the long term can develop trade and the economy. Growth; Investigating suitable trade policy for Pakistan.

4- Omar Study, (2013). Entitled: "Strategic Planning: Theoretical Framework and Practical Reality in the Algerian Small and Medium Enterprises", according to a descriptive and analytical approach, this research aims to study the extent of application of MSM in Setif in particular and in Algeria in general to strategic planning, especially in light of the openness witnessed by the national economy, including extrapolation of trends. In this field, the most important ways to help limit and overcome the impact of these restrictions will be reached.

What distinguishes the current study from previous studies:

It was revealed from a review of previous studies with the different environments in which they were conducted, the different nature of the activities of the organizations in which they were applied, the diversity of the variables that were dealt with and the multiplicity of statistical methods used to obtain and analyze data. This study agreed with previous studies in some aspects, such as the theoretical literature related to the concept of strategic planning and the development of Sudanese exports. On the other hand, it is possible to note the similarity in the use of the descriptive analytical approach with the use of the questionnaire as a tool for each of them, and these studies differ from the current study in that it came with the variable of export development only, but the current study adopted the variable of strategic planning and that strengthens the study.

Study methodology:

Based on the nature of the study and its objectives, the researcher adopted the descriptive analytical approach for its suitability for the purposes of the study, and it expresses the problem of the study in quantity and quality as it is in reality. Where this approach is not limited to describing the phenomenon, but includes analyzing, measuring and changing

data and reaching an accurate description that describes the phenomenon or problem and its results.

Study population and sample:

The study community means the total group of elements that the researcher seeks to generalize the results related to the studied problem, where the study community is the employees of the Gum Arabic Company. Due to the small size of the study population, a comprehensive survey method was used for the entire study population. As for the study sample, it was selected from some individuals in a manner commensurate with the job titles, as the researcher distributed (120) questionnaires to the targeted. The response of (120) individuals, i.e. the percentage of the questionnaire retrieved, amounted to (100%). This high percentage leads to acceptance of the results of the study and thus its generalization to the study community.

Stability and validity:

In order to verify the validity of the instrument of this study, the researcher presented it to a group of specialized arbitrators. Faculty members at King Khalid University have a variety of experiences in the field of business administration. This is to ensure the accuracy and integrity of its language and content, and to express an opinion on the validity of the themes and paragraphs that come under each axis. In the light of the suggestions that the researcher drew from these arbitrators, the necessary amendments were made to them and produced in their final form. A test of the reliability of the tool "Reliability Analysis" was carried out by calculating the value of the "Cronbach's-Alpha" coefficient. For all the axes included in this questionnaire, the following table shows the results of this procedure.

honesty and persistence

honesty	constancy	Number of sentences
0.82	0.67	48

Source: Prepared by researchers, questionnaire data, 2021.

The researcher notes through the table that the validity of the questionnaire is 82%, meaning that the questionnaire has a good stability coefficient, and this is what achieves the

purposes of the research and makes the statistical analysis acceptable.

The statistical methods used:

To achieve the objectives of the study and verify its hypothesis, a number of statistical programs were used using the Statistical Package for Social Sciences (SPSS). Descriptive Statistics: to describe the characteristics of the study vocabulary, through the frequency distribution of the phrases of the questionnaire paragraphs, in order to identify the frequency distribution of the respondents' answers to the phrases of the study hypotheses, and the arithmetic mean of arranging the phrases according to their importance to the results of the study, the standard deviation, and the importance ratios for describing the study variables And arrange them according to their relative importance. Cronbach's-Alpha scale analysis of internal consistency, in order to determine the stability coefficient of the tool used in measuring the variables. Degrees of freedom were also used, which are the options that were answered by the respondents minus one, and they are used to read the tabular values. For the specific test, and a Kai-square test to measure the extent to which the observed frequencies approach or depart from the expected frequencies, that is, it is the difference between the obtained frequencies and the expected frequencies. Personal data represented by gender, age, educational qualification, job position and years of experience.

View and analyze the results of the study:

Description of the characteristics of the study sample: The following is a presentation of the personal and functional variables of the study sample:

Table No. (1): Frequency distribution of sample members by gender.

ratio	Repetition	variable
57.5%	69	male
42.5%	51	feminine
100%	120	total

Source: Prepared by researchers, questionnaire data, 2021.

From the table and figure (1), we note that the majority of the sample were males, as their number was 69, at a rate of 57.5%,

while the number of females was 51, at a rate of 42.5%, according to the estimates of the sample size. This indicates that the company attracts more males than females, due to the nature of the company's work.

Table No. (2) Frequency distribution of respondents according to age.

ratio	Repetition	variable
48,3	58	20 and less than 30 years old
35,0	42	30 and less than 40 years old
9,2	11	40 and less than 50 years old
7.5	9	50 years and over
100	120	total

Source: Prepared by researchers, questionnaire data, 2021.

From Table No. (2), we notice that the majority of the respondents are from the age group (20 and less than 30 while the age group 48,3% years), where their percentage was (30 and less than 40 years) accounted for 35.0%, the age group (40 and less than 50) accounted for 9.2%, while the age group 50 and over accounted for only 7.5%, according to the sample size estimates. It is noticeable that most of the respondents, according to age, are in the youth stage, which is giving, maturity and giving (20 and less than 30 years). This means that the Gum Arabic Company has a diversity in age groups, which are positive indicators for it.

Table No. (3) Frequency distribution of respondents according to educational qualification.

ratio	Repetition	variable
7,5	9	secondary
74,2	89	Bachelor's
5,8	7	Postgraduate diploma

9,2	11	Master's
3,3	4	Ph.D
0	0	Other write it
100	120	total

Source: Prepared by researchers, questionnaire data, 2021.

From the data of Table No. (3), the results show that the percentage of workers with a secondary education level was only (7.5%) of the study sample. The table also shows that the majority of the respondents in the sample were holders of "Bachelor's" with a percentage of (74.2%), holders of "postgraduate diploma" with a percentage of (5.8%), holders of "Master's" with a percentage of (9.2%), and finally holders of a PhD qualification with a percentage (3.3% of the study sample. This indicates that there is an educational qualification for the employees in the company, as most of the sample have university qualifications or above. There is no doubt that these are the most capable and effective in developing and implementing plans and policies that achieve goals and lead to the development of work and the improvement of performance, and this indicates that the employees of the Sudanese Gum Arabic Company have a great degree of knowledge, awareness and experience.

ratio	Repetition	variable
40,8	49	administration
19,2	23	accounting
3,3	4	Economy
14,2	17	Planning Department
19,2	23	Financial and banking studies
3,3	4	business management
0	0	Other write it

100	120	total
-----	-----	-------

Source: Prepared by researchers, questionnaire data, 2021.

From Table No. (4) we note that the majority of the respondents specialized in management, where their percentage was 40.8%, while accounting was 19.2%, economics was 3.3%, Planning Department were 14.2%, financial and banking studies were 19.2%, management Business accounted for 3.3%. Of the above, the researcher notes that the highest percentage included accounting, financial and banking studies, and they are the category that the study targets to express their opinion on the subject, and the company relies on them to monitor its funds.

Table No. (5) Frequency distribution of respondents according to job title.

ratio	Repetition	variable
7,5	9	accountant
3,3	4	Financial Manager
19,2	23	Director of the Department
10	12	projects manager
60,0	72	Other write it
100	120	total

Source: Prepared by researchers, questionnaire data, 2021.

From Table (5), we note that the majority of respondents whose job titles are employees and heads of departments were 60%, while accountants were 7.5%, financial managers were 3.3%, department managers were 19.2%, and project managers were 10%. according to sample size estimates. From the foregoing, the researcher notes that the highest percentage of respondents included employees and heads of departments, and they are the target group of the study because they work to carry out work and closely monitor it.

Table No. (6) Frequency distribution of respondents according to years of experience.

ratio	Repetition	variable
-------	------------	----------

30,8	37	Less than 5 years old
50	60	5 and less than 10 years old
7,5	9	10 and less than 15 years old
9,2	11	15 and less than 20 years old
2,5	3	20 years and over
100	120	total

Source: Prepared by researchers, questionnaire data, 2021.

From Table No. (6) we note that the majority of individuals with years of experience are (5 and less than 10 years), where their percentage was 50%, while (less than 5 years) their percentage was 30.8%, while (10 and less than 15) their percentage was 7.5%, while (15 and less (20 years old) their percentage reached 9.2%, while (20 years and over) their percentage reached 2.53%, according to the sample size estimates. From the foregoing, the researcher notes that the highest percentage included the respondents whose years of experience were (5 and less than 10 years). The researcher can attribute the result to the fact that the company's management must take care and preserve these experiences, especially most of them in the stages of giving, maturity and giving, which is the stage of youth.

basic information

First: Field practice of strategic planning in the company:

Table No. (7) Arithmetic means and standard deviations to answer the statements related to the necessary methodological steps in strategic planning:

ferry direction	Relative importance	standard deviation S.D	Arithmetic mean M	A / Mission and objectives
Strongly agree	91.8%	0.965	4.59	The institution has a clear and understandable message.
consent	78%	0.895	3.90	The company's message is reflected in the actions of individuals and customers alike.
consent	71.2%	0.762	3.56	The company sets clear goals that it seeks to achieve in light of the available capabilities.
consent	77.8%	0.614	3.89	The company analyzes internal environmental factors to identify sources of strength and weaknesses.
consent	79,7%	0,647	3,89	total

Source: Prepared by researchers, questionnaire data, 2021.

From the data of Table No. (7), it is clear that the company has a clear and understandable message. According to the response of the respondents, where the arithmetic mean value was (3.89.) with a standard deviation (0.647). This indicates that there are clear goals that the company seeks to achieve in light of the available capabilities. The researcher attributes this result to the fact that the company provides the required needs that are commensurate with the work.

Table No. (8) Arithmetic means and standard deviations to answer the statements related to senior management support:

ferry directi on	Relativ e import ance	stan dard devia tion S.D	Arithme tic Mean M	B / support of senior management
Strong ly agree	88.4%	1.02 5	4.402	Effective planning helps senior management in making decisions in the company.
Strong ly agree	91.5%	1.05 4	4.575	Senior management is interested in developing the company's planning methods.
conse nt	70.4%	0.95 4	3.521	The administrative method used and prevailing in the company is effective.
conse nt	79.6%	0.98 1	3.981	Senior management is interested in my opinions and suggestions about using the company's planning methods.
conse nt	%82	0.80 2	4.11	total

Source: Prepared by researchers, questionnaire data, 2021.

From the data of Table No. (8), it is clear that the administrative method used and prevailing in the company is effective. According to the respondents' answer, the arithmetic mean value was (4.11) with a standard deviation of (.802). This indicates that the senior management is interested in the opinions and suggestions of employees about developing the planning methods used in the company.

Obstacles to implementing strategic planning in the company:

Table No. (9) The arithmetic means and standard deviations to answer the statements related to the obstacles to strategic planning:

Source: Prepared by researchers, questionnaire data, 2021.

ferry direct ion	Relati ve impo rtanc e	standard deviation S.D	Arithme tic Mean M	C/ Obstacles:
Stron gly agree	85.2 %	0.745	4.251	Management's interest in quick and immediate profits being more important to the company than planning for the future.
conse nt	79.5 %	0.914	3.978	Absence of information system affects strategic planning.
Stron gly agree	85.2 %	0.147	4.251	The intensity and intensity of competition with foreign products and the difficulty of obtaining information related to them.
Stron gly agree	88.42 %	1.015	4.421	Instability of government policies and change in laws and legislation.
Stron gly agree	84,5 . %	0,564.	4,22.	total

From the data of Table No. (9), it is clear that management cares about quick and immediate gains, being more important to the company than planning for the future. According to the response of the respondents, where the value of the arithmetic (.0564) mean was (4.22), with a standard deviation of.

Table No. (10) The arithmetic means and standard deviations to answer the statements related to the degree of flexibility.

ferry direction	Relative importance	standard deviation S.D	Arithmetic Mean M	d/ degree of flexibility
consent	70.4%	1.251	3.521	The plan can be modified easily.
Strongly agree	86.5%	1.027	4.325	The plan used by the company is adapted to its requirements.
Strongly agree	85.2%	0.985	.4,281	The necessary modifications can be made to the plan to meet developments.
neutral	64.8%	0.789	3.244	There is an understanding among the employees to deal with the plan used.
consent	76,7 %	0,810.	3,84	total

Source: Prepared by researchers, questionnaire data, 2021.

From the data of Table No. (10), it is clear that the administration can easily amend the plan. According to the response of the respondents, the value of the arithmetic mean was (3.84), with a standard deviation of (0.810). This indicates that there is an understanding among the employees to deal with the plan used.

Second: Developing Sudanese exports:

Table No. (11) Arithmetic means and standard deviations to answer the statements related to providing informational support:

ferry dire ctio n	Relat ive impo rtanc e	standar d deviatio n S.D	Arithm etic Mean M	A/ Providing informational support
Stro ngly agre e	85.6 %	1.258	4.253	The information provided by the system contributes to the classification of exports.
cons ent	71.2 %	0.956	3.561	Decisions are made on the basis of information that is available and has credibility.
cons ent	72.5 %	0.767	3.627	The company relies on information provided by the company's information system.
cons ent	68.2 %	1.047	3.412	The information provided is accurate and sufficient.
cons ent	74,% 3	0,805.	.3,71	total

Source: Prepared by researchers, questionnaire data, 2021.

From the data of Table No. (11), it is clear that the management provides programs and information in the appropriate quantity and accuracy in the company. According to the response of the respondents, the value of the arithmetic mean was (3.71), with a standard deviation of (0.805). This indicates that the information provided by the system is available, reliable and contributes to the classification of exports.

Table No. (12) Arithmetic means and standard deviations to answer the statements related to the development of the human element:

ferry directi on	Relat ive impo rtanc e	standard deviation S.D	Arithmet ic Mean M	b/ Qualified human element
consen t	80.2 %	0.695	4.014	The company provides qualified human resources to carry out the strategic planning process.
Neutra l	64.6 %	0.769	3.231	The company's employees have sufficient ability to deal with planning operations.
neutral	65.2 %	1.356	3.251	Training and qualification programs for the company's human cadre commensurate with the nature of the work.
consen t	79.1 %	1.257	3.958	The company's employees participate in the design and development of the system.
consen t	. 72,% 2	0,815.	3,61.	total

Source: Prepared by researchers, questionnaire data, 2021.

From the data of Table No. (12), it is clear that the company provides training programs, and the employees have sufficient ability to deal with planning operations. According to the response of the respondents, the value of the arithmetic mean was (3.61) with a standard deviation of (0.815). This indicates that the company's human cadre training and qualification programs are commensurate with the nature of work.

Table No. (13) Arithmetic means and standard deviations to answer the statements related to promotion:

ferr y dire ctio n	Relat ive imp ortanc e	standar d deviatio n S.D	Arithm etic Mean M	C/ Export Promotion:
Neu tral	62.9 %	1.235	3.145	Electronic publishing contributes to increasing the distribution of gum arabic
neut ral	67.1 %	0.919	3.358	Administrative policies help increase distribution outlets for gum arabic
Stro ngly agre e	85.2 %	0.945	4.251	E-commerce contributes to the marketing of gum arabic
Neu tral	65.9 %	1.325	3.298	The company's marketing policy is in line with global changes to promote gum arabic
neut ral	. 70,% 2	0,884.	.3,513	total

Source: Prepared by researchers, questionnaire data, 2021.

From the data of Table No. (13), it is clear that electronic publishing contributes to increasing the distribution of the gum arabic commodity. According to the response of the respondents, the arithmetic mean value was (3.513) with a standard deviation of (0.884). This indicates that the company's marketing policy is in line with global changes to promote gum Arabic.

ferry direc tion	Rela tive imp orta nce	standard deviation S.D	Arithm etic Mean M	:d/ financial support
Stron gly agre e	84.6 %	1.781	4.231	Top management provides the necessary financial support for the use of corporate planning.
cons ent	73.1 %	1.022	3.659	The company's policies are effective in increasing its foreign exchange earnings
cons ent	75.7 %	0.892	3.789	The company benefits from investing the proceeds of the issue to generate additional profits
neutr al	59.8 %	1.238	2.954	The company's financial policies contribute to raising the production of gum arabic
cons ent	. 73,% 3	0,986.	.3,65	total

Source: Prepared by researchers, questionnaire data, 2021.

From the data of Table No. (14), it is clear that the senior management provides the necessary financial support for the use of the company's planning system. According to the response of the respondents, the value of the arithmetic mean was (3.65), with a standard deviation of (0.986). This indicates that the company's financial policies contribute to raising the production of gum Arabic.

Hypothesis Testing: The study hypotheses can be tested as follows:

The first hypothesis: There is a statistically significant relationship between management information systems and the development of Sudanese exports.

In order to test the validity of the previous hypothesis or its invalidity, the chi-square method was used to study the correlation, to measure the impact of each dimension of

management information systems on the development of Sudanese exports, as shown in the following table:

Table No. (15) results of chi-square analysis to study the correlation between the study variables (Chi-square) strategic planning and its role in developing the development of Sudanese exports.

Sig Moral level	Df degrees of freedom	value Chi-square	Strategic Planning	M
0.000	3	0.653 a	Mission and objectives	1
0.000	3	0.452 a	Senior management support	2
0.010	3	0.581 a	Obstacles	3
0.000	3	0.694b	degree of flexibility	4

Source: Prepared by researchers, questionnaire data, 2021.

It is clear from the statistical results presented in Table No. : (15) that

The chi-square value for all expressions of the (message and goals) dimension was (0.653a) at the level of significance (0.000), which is less than the level of significance (0.05). This means that there are statistically significant differences between the answers of the respondents. As for the chi-square value for all expressions of the (senior management support) dimension (a 0.452) at the level of significance (0.000), which is less than the level of significance (0.05). This means that there are statistically significant differences between the answers of the respondents. The chi-square value for all expressions of the (obstacles) dimension was (0.581a) at a significant level (0.010). It is less than the significance level (0.05). This means that there are statistically significant differences between the answers of the respondents. The chi-square value for all expressions of the (degree of flexibility) dimension was (0.694a) at the level of significance (0.000), which is less than the level of significance (0.05). This means that there are statistically significant differences between the answers of the respondents. From the foregoing, it is concluded that the hypothesis of the study stating that: (There is a statistically significant relationship between strategic planning and the development of Sudanese exports) has been validated and accepted in all statements that measure the hypothesis.

The second hypothesis: There is a statistically significant relationship between strategic planning and the requirements of international markets.

In order to test the validity of the previous hypothesis or its invalidity, the chi-square method was used to study the correlation, to measure the impact of each dimension of strategic planning on the development of Sudanese exports, as shown in the following table:

Table No. (16) The results of chi-square analysis to study the association between study variables (Chi-square).

To measure the role of strategic planning in developing Sudanese exports.

Moral level Sig	Df degrees of freedom	value Chi- square	Sudanese export development.	M
0.000	3	0.541a	Provide informational support	1
0.000	3	0.871a	qualified human element	2
0.012	3	0.488a	Export promotion	3
0.010	3	0.560a	Financial support	4

Source: Prepared by researchers, questionnaire data, 2020

It is clear from the statistical results presented in Table No. (16) that:

The chi-square value for all expressions of the dimension (providing informational support) was (0.541a) at the level of significance (0.000), which is less than the level of significance (0.05). This means that there are statistically significant differences between the answers of the respondents. The chi-square value for all expressions of the (qualifying human element) dimension was (0.871a) at the level of significance (0.000), which is less than the level of significance (0.05). This means that there are statistically significant differences between the answers of the respondents. As for the value of the chi-square for all expressions of the (export promotion) dimension, it was (0.488a) at the level of significance (0.012),

which is less than the level of significance (0.05). This means that there are statistically significant differences between the answers of the respondents. The value of the chi-square for all expressions also reached the (financial support) dimension (0.560a) is at a significant level (0.010), which is lower than the significant level (0.05), which means that there are statistically significant differences between the answers of the respondents.

From the foregoing, it is concluded that the study hypothesis that: (There is a statistically significant relationship between management information systems and the requirements of international markets) has been validated and accepted in all statements that measure the hypothesis.

Discussing the results of the study hypotheses:

The results obtained through testing the hypotheses of the study will be discussed as follows:

First: Discussing the results of testing the first hypothesis:

The results of the statistical analysis of the dimensions of strategic planning showed that the statistical significance of all dimensions (message and objectives, senior management support, obstacles and degree of flexibility) of the model was proven in light of the results of using the chi-square method to study correlation, to measure the impact of each dimension of strategic planning in developing development exports. Accordingly, there is a statistically significant effect, at the level of significance (0.05), for the dimensions of strategic planning in developing the development of Sudanese exports.

The researcher interpreted this result by saying that strategic planning has a statistically significant effect on developing the development of Sudanese exports, and this means that the company has effective and appropriate strategic planning to accomplish the required work needs, and the senior management has great interest in the ideas and opinions presented by their subordinates with the aim of motivating them to work seriously, and their participation in Making some decisions, which makes employees feel self-esteem and appreciate their efforts.

Discussing the results of the second hypothesis test:

The results of the statistical analysis of the dimensions of export development showed that the statistical significance of

all dimensions (providing information support, the human element, export promotion and the financial support dimension) of the model was proven in light of the results of using the chi-square method to study the correlation, to measure the impact of each dimension of export development. Accordingly, there is a statistically significant effect at the level of significance (0.05) for the dimensions of export development.

The researcher interpreted this result by saying that the development of exports has a statistically significant effect between strategic planning and the requirements of international markets. This means that the administration relies on the plan presented by the planning department of the company because it is available, accurate, sufficient, credible, and contributes to the classification of exports, and the workers have sufficient ability to deal with the presented plan. This indicates that the company's human cadre training and qualification programs are commensurate with the nature of work.

Findings and recommendations

First: Results: Among the most important findings of the researcher are the following:

1-The negative impact of monetary and financial policies, which resulted in a rise in the exchange rate of free currencies against the Sudanese pound, and the emergence of inflation, which negatively affected the export revenue.

2-The multiplicity of fees and taxes and the high cost of exports weakened the external competition.

3-Absence of serious scientific research, information, data and active cadres in the export sector.

4-Double the amount of financing and the high costs of production and export weakened its competition in the global markets.

Second: Recommendations: Based on the study, the researcher recommends the following:

1-Actual expansion in the scope of foreign markets, provided that the expansion is based on the extent of the benefit of the

new market and not just adding a larger number of markets that we deal with.

2-Develop a strategy for the development of non-oil exports that works on the greatest possible benefit from agricultural and industrial products, while providing the necessary financing for them.

3-Raising the competitiveness of producers and exporters to access foreign markets with high quality products and reasonable prices through the establishment of quality control laboratories.

4- Removing barriers that impede the export process in all its administrative and legal aspects.

5- Adopting financing policies that help in promoting medium and long-term financing in order to stimulate economic activities at the agricultural level.

References

- Abbas, S. (2012). Causality between exports and economic growth; Investigating suitable trade policy for Pakistan Eurasian Journal of Business and Economics. (5).91- 98.
- Al-Jubouri, Maher Majeed (2018). "The Impact of Industrial Exports on the Jordanian Trade Balance", Unpublished Master Thesis, Faculty of Economics and Administrative Sciences, Al al-Bayt University, Jordan.
- Musashi, M. (2009). The Book of Five Rings: Classic Treaty on Military Strategy. Oxford England; Infinite Ideas Limited.
- Al-Rikabi, Mahdi Othman, (2016). "Vision on the Development and Development of Sudanese Exports," Banker Magazine, Issue 80, pp. 33-39, Sudan.
- ACCA (2008). Strategic planning, England. Available from;

<http://WWW.chinaacc.com/upload/html/2013/06/27/lixingcun2659e181b0b84d078c53d74ed7188064.pdf>. Accessed in July 2013.
- Bayuk, N. (2012). Historical Background of Strategic Planning. Available from:
<http://culturalclassics.blogspot.com>. Accessed in September 2013.
- Blackerby, P. (1994). History of Strategic Planning. Armed Forces Comptroller magazine. Texas. Vol. 39, No, 1 /1994. pp (23-24).

- Bin Sma'in, Hayat Wazir, Rayan (2017). "Non-oil Exports and Economic Growth", Algeria Case Study, Industrial Economics Journal, Issue 12, pp. 188-199, Algeria.
- Fouad, Hussein Hassan (2016 AD) "Concepts of Development and Sustainable Development", Shafiq Ahmed Shafiq and others: Social Development, Cairo: Faculty of Social Services, Helwan University.
- Gates, L. (2010): Strategic Planning with Critical Success Factors and Future Scenarios: An Integrated Strategic Planning Framework.
- Hamad, Abdel-Baqi Ibrahim Othman (2017 AD). "Measuring the Competitiveness of Gum Arabic Exports," a case study of Sudan, a published master's thesis, College of Graduate Studies, Al-Neelain University.
- Litman, T. (March, 2013). planning Principles and Practices. Victoria Transport Policy Institute. Canada Available from: <http://WWW.vtpi.org/planning.pdf>. Accessed in August 2013.
- Nickols, F. (2011). Strategy, Strategic Management, Strategic Planning and Strategic Thinking Available from: http://WWW.nickols.us/strategy_etc.pdf. Accessed in August 2013.
- Nickols, F. (2012). Strategy: Definitions and Meaning. Available from: http://WWW.nickols.us/strategy_definition.htm. Accessed in June 2013.
- Omar, Ben Sedira (2013). "Strategic Planning: Theoretical Framework and Practical Reality in the Algerian Small and Medium Enterprises", Journal of Economic Sciences and Management Sciences - University of Setif 1, (vol.13), pp. 229-272.
- Saad, Abdullah Al-Karam (2012 AD). "Challenges of the Sudanese Economy after the Separation", Sudanese Journal of Diplomatic Studies, published by the National Center for Diplomatic Studies, Ministry of Foreign Affairs, Issue 10, Sudan Currency Press Company Ltd., Khartoum.
- Saeed, Ahmed Suleiman Muhammad (2014 AD). A scientific paper entitled "Evaluating the Impact of Export Policies in Upgrading the Performance of Sudanese Exports" Journal of Postgraduate Studies - Al-Neelain University (vol. 6), (p. 21).
- Software Engineering Institute. Available from http://resources.sei.cmu.edu/asset_files/TechnicalReport/2010_005_001_15296.pdf Accessed in August 2013.
- Shapiro, J. (2001). Toolkit on Overview of Planning. Johannesburg, South Africa. Available from: <http://WWW.civicus.org>. Accessed in July 2013.