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The Impact of Value Chain Analysis on the Global Competitiveness of Sudan Dairy Industry

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CHAPTER ONE: INTRODUCTION

a) Overview

Value chain analysis in the dairy industry is key to a comprehension of business sectors, their connections, the investment of various performing artists, and the basic imperatives. It is involved in the farthest point of the development of domesticated animals creation and thusly the intensity of smallholder ranchers. These agriculturists at present get just a little division of a definitive estimation of their yield, regardless of the fact that, in hypothesis, hazard and rewards ought to be shared down the chain. Hence, the paper will be focused on addressing the impact of value chain analysis on the dairy industry of Sudan, along with its global competitiveness. The association amongst milk and the general population of numbers on house of prayer help, on dividers of different structures the Sudan is antiquated. Archeological unearthing's and on little articles, for example, dairy animal's ringers. Cows were uncovered that human groups who lived in the real animals of Meroe. Indeed, even present-day Khartoum

range somewhere in the range of 5000 years back, the draining scene has been left for us in an awe raised domesticated animals, 80% of which were steers. Other common men conveying a draining bucket (precisely today's okra of munities who lived in Nubia in the most distant north of the woven palm leaf), exhibiting it to a ruler likefigure nation and in southern Egypt around 4000 years back of a lady situated before her cabin. Near her had a unique veneration for cows. These C-Group are set five half-gourds (like the garaa of Nubians covered the skulls of steers formally close today) or pots probably implied for dividing the human graves, and earth figures of dairy animals were the milk for handling. Most regular offerings they set on graves both traditional Greek scholars. In focal Sudan, in the Strabo (7 BC) expounded on Meroe. The last Jebel Moya custom (750–550 BC), individuals even creator specified that the Meroites ate cheddar and margarine in despite the fact that we don't have substantial evidence that the expansion to different nourishments. Individuals of Neolithic Khartoum, Nubia and Jebel Moya knew how to mature milk, it is hard to1.2.Milk in the present Sudanese society trust that in a tropical area like Sudan milk did not turn sour for men and ladies to taste. A timeline to Sudan regulations as economic perspective are as follows;

- 1960 - 1974 - a free market economic system and the emergence of modern commercial dairying
- 1974 - 1991 - the socialist regime that emphasized a centralized economic system and state farms
- 1991 to present - the current phase of free market and market liberalization

b) Research Objectives

- To analyze impact of value chain analysis on Sudan Dairy Industry
- To determine the role of value chain in the global competitiveness of Sudan Dairy Industry

c) Research Question(s)

- What is the impact of value chain analysis on the competitiveness of local Sudan Dairy Industry?
- What is the role of value chain in the global competitiveness of Sudan Dairy Industry?

d) Rationale of Research

The analyst of this exploration is intrigued on the examination of various basic achievement components

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with enhance and improve the execution of the value chain part in dairy industry. With the assistance of this exploration, specialist could recognize distinctive achievement variables through which associations in the value chain of dairy business could enhance their venture execution through preventive support. The researcher is required to complete this section in order to make the reader understand the rationale behind the topic which is selected. Through this research work people and organization will be aware with the current dairy conditions, the industry of Sudan is facing. Moreover, through this research work, several recommendations for improvement can be made, facilitating the nation, vigilantly.

e) *Significance of the Study*

A value chain is the set of activities performed by an organization from the relationships with suppliers and production cycles and sale to the stage of final distribution. In context to the topic, it is worth mentioning the importance of value chain in order to follow the various stages, supporting managers with financial information and reports that focus attention on factors that provide basic information to meet the established strategies. It is also important to monitor the performance of activities to decide which the key elements in the implementation are of programs more effective tactical and for the company to achieve its strategic goals. It is significant to carry out this research work in order to endow the readers with an awareness regarding the significance of value chain for the dairy industry of Sudan, bestowing them with a better competitive edge. The contribution of this study is based on the importance of understanding the chain value as a strategic measure to competitive advantage and achieving potential cost savings in the value chain members, leading to improved competitiveness of the whole value chain in the global market. Strategic cost management is a cost analysis seen in a broader context, in which the strategic elements become more conscious, explicit and formal. Thus, the cost analysis is used to develop superior strategies in order to gain competitive advantage in the industry, locally as well as globally.

f) *Outline of the Research Paper*

Chapter 1: it will encapsulate the research question and objectives in order to initiate the dissertation.

Chapter 2: this chapter will encapsulate the data collection through multiple secondary sources, in order to support the research work.

Chapter 3: this chapter will cover the research methodology to be used in order to conduct the research work thoroughly.

Chapter 4: this chapter will cover the discussion and analysis part to be done on the basis of extracted material from the secondary resources.

Chapter 5: this chapter will eventually cover the conclusion and appropriate recommendations for the research along with the research topic.

CHAPTER TWO: LITERATURE REVIEW

a) *Sudan Dairy Industry*

In accordance to Mohammed (2015), the private segment constitutes a critical part of the dairy area in Sudan. It is occupied with giving ranch inputs (food and veterinary medications), creature human services and drain handling and capacity hardware. It served as a vital business sector outlet for milk and drain items. Business processors are those receiving advanced innovation with the dominant part of their yield being purified milk in packs of 500 ml (Ibrahim et.al, 2014). Presently, there are more than 22 medium-and substantial scale dairy preparing organizations in Sudan with nine of them working in other major provincial urban areas. The private segment constitutes a critical part of the dairy area.

Mohammed, (2016), argued that, the detailing of the dairy advancement methodology concentrated on making a situation for numerous smallholder dairy ranchers to have admittance to business sectors trying to animate makers to build their generation to meet business sector requests and fulfill the business sector (Fernandez-Stark et.al, 2014). The main authority body managing dairy arrangements amid this period was "The Dairy Advancement Advisory Board" and had the sole assignment to apportion the assets created by World Nourishment Program (WFP) from powder milk for dairy advancement. Money related bolster used to go principally towards scavenge improvement, development of veterinary and administrations, and the supply of nourishes and veterinary inputs. Taking after the adjustments in strategy to permit the private division interest in dairy creation, preparing and showcasing, a few small and medium-scale dairy preparing commercial enterprises were set up around Sudan and other urban territories. It held its part as the essential performing artist in the dairy market (De Backer & Miroudot, 2014).

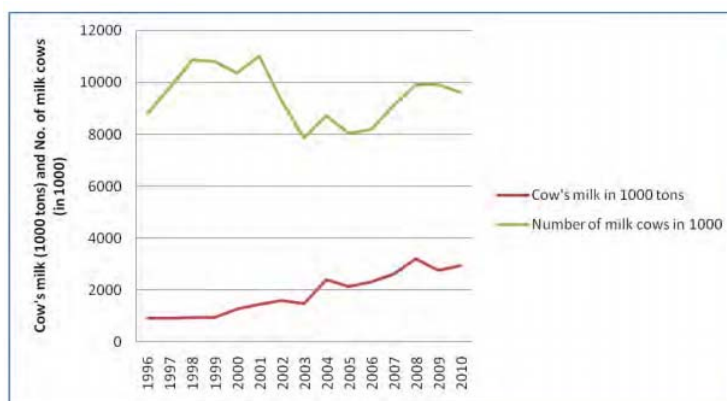
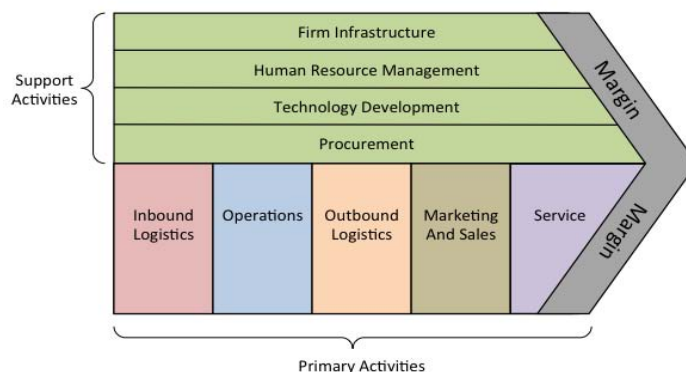


Figure 1: Cow Milk Production Yearly
(www.fao.org)

b) Porter's Value Chain

The Michael Porter Value Chain is a model that helps to analyze specific activities through which companies create value and competitive advantage. That is, a set of activities that an organization undertakes to create value for its customers. The way the activities of this chain are made determines the costs and affect profits. The Value Chain Model

originally proposed by Porter (1989) is a structure composed of two sets of activities that enable integrated organization to enhance its margin. The complexity of the operational activities of an educational institution, intensive hand skilled workforce, allows reflect about models and structures to assist in qualified educational offering.



The primary activities relate directly to the physical creation, sale, maintenance and support of a product or service. These primary generic activities are as follows:

- **Inbound logistics:** All processes related to receiving, inventory control, transportation marking. At this point, the relationships you have with suppliers is a decisive factor for creating value.
- **Operations:** includes machinery, packaging, assembly, equipment maintenance, testing and other value-creating activities that transform inputs into the final product to be sold to customers.
- **Outbound logistics:** the activities associated with the delivery of your product or customer service, including the collection, storage and distribution and can be internal or external to the organization.
- **Marketing and Sales:** Are the processes that the company uses to convince customers to buy your

products or services. Value creation sources here are the benefits it offers and how it transmits.

- **Service:** the activities that maintain and increase the value of products or services after purchase. Here include customer support, repair and / or installation services, training, upgrades, etc.

As stated Porter value activities are related by links within the string values, i.e., are relationships between the mode value as an activity is performed and the cost or performance another. The links are numerous, and some are common to several companies. The most obvious links are those between support activities and primary activities. A correct management of the value chain, most of the time, it becomes a competitive advantage, in that it contributes to improving the profitability of the enterprise, through the identification and elimination of activities that do not add value to the product. Therefore, working a production strategy considering as a parameter the

value chain can set the difference between the success and failure of a project, since it takes into account all stages of the production process.

c) Local Milk Production System and Value Chain

Fawi & Osman, (2016) stresses, in Sudan, the act of raising dairy creatures remained a corresponding action to yield generation. Profoundly implanted in the rustic life, dairy cultivating still is an indication of notoriety inside the horticulture division. It frames a fundamental part of the financial exercises in country ranges and assumes a strong part in relieving the impacts of neediness. It provides key nourishment things of day by day use, family wage, and livelihood for family and enlisted work. Kumar & Mohan, (2014) added that, smallholders owning land commit 10–20% of their edited range to feed trims and can give an extensive offer of their crowd's roughage necessities from this source, whilst landless families need to buy green grain and straws. The real scavenge products are multi-cut oats, hay, sorghum, sorghum x Sudan grass crossovers, maize, and millets (Dost, 2003). Yet, normal on-homestead search yields are low contrasted with yields acquired at exploration foundations and on all around oversaw ranches.

Enhanced search assortments and creation innovation have been moderate in achieving the little

scale ranches which represent the greater part of scavenge generation; seed creation has lingered behind plant reproducing. In a nation where arable land and access to water and watering system offices are the real restricting components to horticultural generation, escalation is the best way to meet the developing requirements for scrounges and animals items (De Backern & Miroudot, 2014). With dairy units becoming quickly, the interest for scavenge is expanding and accomplishing significance contrasted with different products. Different components act to discourage interest for dairy items. Numerous center and low-pay customers met at the study expressed that cost of milk is expanding quickly and they are discovering it progressively hard to buy treasured items. The most common approaches in Sudan are as follows;

- Traditional crop/livestock farms in rural areas
- Intensified dairy/crop livestock farms
- Crop/livestock farms with intensive cropping
- Specialized dairy farms
- Peri-urban farms in secondary towns
- Intra-urban dairy farms
- Urban dairy in secondary towns

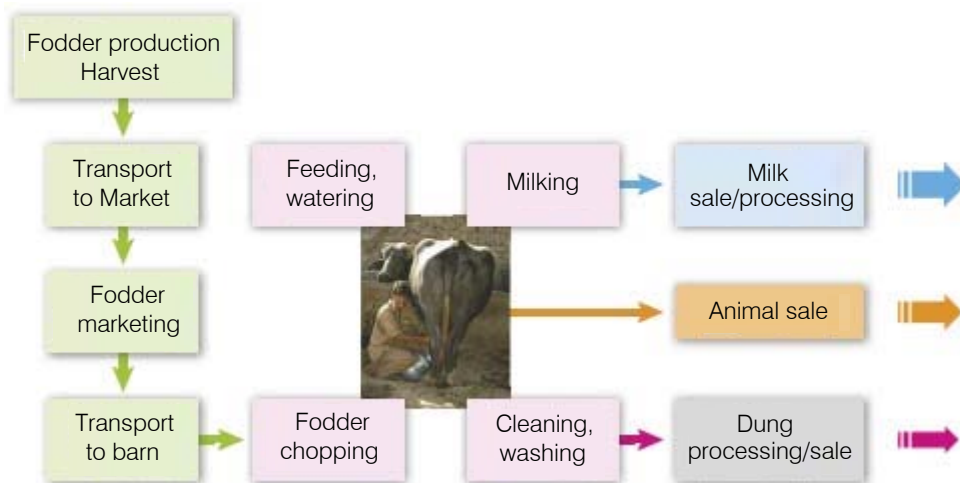


Figure 2: Schematic Value Chain of Sudan Dairy Industry
(www.fao.org)

d) Technological Intervention in Value Chain

Ahi & Searcy, (2013) explains that, technological advances and changes in the world economy in the last years resulted from globalization. The emergence of economic blocks, the emergence of new markets, among others - resulted in changes in the production process and competitive enterprises. They forced them to improve their competitive advantage through the adoption of innovative strategies in managing and negotiating with customers and providers. In order to support global competitive

advantage depends on the understanding of the value chain of a company and the way that the company falls within the general system of values. It requires a greater attention from the government to involve technological intervention in their value chain. This could help them in managing and improving their value chain, predominantly. The production chain - is a system composed of all the technical functions involved, from production to consumption of the products, in the case of dairy products.

The system concept facilitates the analysis of the strategies of the actors, the influence of the global scheme of each component of the structuring processes, etc. The production chain of milk in Sudan Zone, the milk chain is characterized mainly by being distant from major markets and domestic marketing centers, but close to urban areas, with significant market niches and demand for dairy products (Ali, 2016). In these niches, consumer behavior - as a result of economic and monetary policy established in the country - led to the emergence of dairy products industries: fresh cheese, yogurt, milk and butter drinks before scarce or imported, or even source illegal. The local dairy leverage these niche markets, highlighting the advantage of proximity to local urban centers, as their competitors in the Southeast Region, because of the high cost of freight. Sudanian agribusiness was also significantly affected by these transformations in the ways and means of production and organization of the chains (Fawi & Osman, 2016). In this context, among the productive chains that have suffered significant changes, it is the dairy chain, which becomes quite sensitive, given that some countries have different characteristics in relation to productivity. The milk is a product produced worldwide, but in different systems production and properties that can be small, medium or large. The dairy industry has low or moderate levels of technology, productivity and quality in some regions of the country. The social and economic aspect is another factor to be considered in view of the dairy industry employs a large number of people in the field.

e) *Collection, Bulking and Transportation*

In recent decades, the ratio of agricultural activities with the market (agribusiness) has undergone a significant transformation. In the current situation, where economic globalization is the watchword, the marketing and trade flows have to be considered very carefully, in a complex system of interconnected network or production chain (Kumar & Mohan, 2014). To compete in inter and sector extra plan, producers should pay attention to management of rural property, prioritizing the following important points: training,

professionalism and administrative and managerial competence, involving knowledge of market flows and marketing, with a strong commitment with the quality (raw materials, production processes, packaging, transport etc.). The training is not restricted to technology transfer or simple training but covers a more complete preparation, including professional awareness in search of insight and critical awareness of their needs, both from the point of view of subsistence and the expansion of agribusiness (Mohammed, 2015).

The positive effect of this strategy culminates with the development of human capital. Faced with this new reality of agribusiness, knowledge of supply chain flows is critical to the viability of rural property, in order to guarantee market and marketing of production. In the case of milk, the sector is going through difficult moments, it is important that the producer knows how to tread these flows, it is by examining the chain segments that can identify the limitations and activity bottlenecks, evaluate the prices of inputs, set competitive prices of products and find new markets and market niches, partnerships, research results and other "facilities" to compete in the market (Kumar & Mohan, 2014). Cluttered actions in the milk chain links hinder quality control, improvement of production systems, growth and structure of dairy production, and the generation of jobs, income and services in rural and urban areas. The poor management of the property and the lack of technical and managerial support are other limiting factors.

f) *Situational Analysis of Sudan Dairy Industry*

The impact of globalization in the formulation of business strategies is now a theme debate around the world. This one process is heavily influenced by technology, mainly as a facilitator of coordination and communication between the most distant and diverse workplaces. In this new competitive environment, production is seeking to improve the design products and processes to better leverage the ability to process them in different countries, enjoying the advantages that each offers, especially in terms of economies of scale and specialization of activities.

Strengths	Weaknesses
1. Milk production and consumption culture 2. Employment creation 3. Improving economic stability	1. Shortage of skilled labor 2. Lack of technological assistance 3. Rain based agricultutre 4. Shortage of land for dairy
Opportunities	Threats
1. Large diversity of population 2. Relatively cheap farmers 3. Conducive evironement for dairy	1. Seasonal mismatch of demand 2. Organic waste 3. Global competition 4. Illegally imported milk products

Mounting increasingly less present in the developed countries; and sales and services distributed throughout the world. To meet this new scenario, the international strategy production plan of Sudan should

aim globally as a country which must produce goods around the world to meet the needs of consumers in different regions in which it operates which requires

decisions on the setting of productive activities and how to coordinate them.

g) *Challenges for the Local Industry*

1. Lack of Empowerment
2. No Enabling environment
3. Weak Infrastructure
4. Unfair Equity
5. Information Constraints
6. Skill and Knowledge Constraint
7. Market Access Constraint

These are the major challenges the industry face, which impacts their global competitiveness to a greater extent. No fair distribution of income or natural resources are done, which automatically impacts the dairy systems. People are less skilled and possess no knowledge regarding an appropriate dairy functioning business. These challenges, all in all, affect the overall industry with a declining impact (Kumar & Mohan, 2014).

CHAPTER THREE: RESEARCH METHODOLOGY

The research implemented in the paper is secondary qualitative approach which relates to the systematic combination pertinent to qualitative study data from several selected studies to develop a single conclusion. Information accumulation is the procedure that is utilized to assemble information as for examination inquiries and exploration destinations of the expressed subject (Hair, 2015). Primarily, the second hand data will be extracted from online sources, in relevance to the topic.

a) *Research Design*

The research approach implemented in this research work is the qualitative secondary analysis. Later, this is done through content analysis in order to facilitate the entire research work with precision. The reason for this specific section of research design is to give the complete examination about the philosophy that was put into the practice to lead the entire exploration in the successful way (Hair, 2015). There are the two sorts of the methodologies that are for the most part used to direct the examination and these incorporate the subjective and the quantitative methodologies. The subjective examination deciphers the information in the viable way giving the comprehension with respect to the many-sided quality of the circumstance that exists. The subjective techniques essentially give the office of clarifying the basic circumstances by gathering the significant data giving the relationship between the diverse elements.

b) *Data Collection*

All that the sociological issue that we bring on ourselves, or the object that we need we will get ourselves if reliably nevertheless the issue of the

foundation of variables, any interpretation discernments and ideas to particular examination operations. The topic of the foundation of changes in Social Research, involves observations decipher into proof, at the end of the day, requires the move from the solid to the unique definition, it permits decides the order on these variables (Bryman and Bell, 2015). Web has been utilized as a noteworthy seeking device while getting to the open credible open and private libraries. Libraries have been gotten to utilizing the web to gather the optional information or writing that improves the comprehension of the specialist. Just those bona fide and solid data and discoveries have been gotten to by the specialist that was like the study under talk. Private and open libraries that have been gotten to for this study are ProQuest, Jstor, Emerald, Oxford and Phoenix.

c) *Validity and Reliability of Research*

Building legitimacy is a procedure of the connection between the instrument decided for the examination and development that has been concentrated on. The legitimacy is likewise exhibited from the point of view of outer and inward legitimacy.

The analyst will watched that an interior legitimacy is an item taking into account the nature of the first research and to some degree it could be evaluated relying on the nature of the strategy that has been utilized. As it has been watched already, the analyst herself or himself, is the genuine examination instrument for the exploration (Bryman and Bell, 2015). Every one of these clarifications and definitions restate the need of the analyst to keep out the judgmental mentality, assumptions, assuming state of mind and ought to stay as disconnected to the outcomes as would be prudent.

d) *Ethical Considerations*

The researcher is completely mindful of the moral issues required in this work. The obligation regarding all strategies and moral issues connected with the errand of the primary examiners. The decision of study subjects in light of the best specialized methodology and an assessment of the upside of the guarantee of the members and humankind in connection to the danger to be passed on by the members. This study is connected with an issue considered essential. Various moral issues are included amid the conduction of an exploration. Morals required in the exploration request that a portion of the contemplations which are normally viewed as standards of the examination, stick for the development of the procedure, the investigation and likely ramifications (Hair, 2015). On the off chance that the examination discoveries have a solid sponsorship, then the standards go about as a managing light. The status ought to be distinguished plainly while reporting the information, systems, strategies and production status. The data gathered for the exploration ought to from real

online web sources. The report ought to contain objectivity, which implies the specialist must not be one-sided while translating the information. In addition, there ought to be appreciation for secrecy and licensed innovation. Giving admiration to companions, being in charge of instructing and tutoring, lawful parts of the examination are among a portion of the moral issues ought to likewise be considered. Moreover, another viewpoint which is vital moral issues is while leading an examination or overview and getting others recognition on specific things, the specialist ought not constrain or impact the members of the exploration (Bryman and Bell, 2015).

e) *Research Approval*

In the exploration extend, the analyst must determine that it will be submitted to endorsement of the Ethics Committee of the organization where he works and the endorsement of the course of foundation which will be gathered the information. Should likewise clarify the subject's sign an assent frame Clear, expressing that they truly need to partake in that examination and know its targets and methodology. On the off chance that the subjects are unequipped for judgment fitting, this assent must be gotten from those dependable. The task exploration ought to be incorporated into an addition, the assent frame that the subject sign. This researcher consolidates the subjective examination and Qualitative all through the study. This is the most complex sort of triangulation, and numerous Sometimes it is to a great degree hard to apply in light of the fact that the premise of the ideal models of subjective exploration and Quantitative may struggle in a portion of the stages, making it difficult to concentrate on. For the study created here was utilized the prevailing and less overwhelming outline. The inquiry Quantitative is conceivable from a more extensive territory, and as has been created permitted better concentrate on the issue, traversing the contextual investigation, the response to the examination question.

CHAPTER FOUR: DISCUSSION AND ANALYSIS

a) *Discussion and Content Analysis*

Despite the fact that the day by day salary earned is peripheral, particularly from the low drain delivering nearby breed creatures, milk deals and domesticated animals proprietorship adds to sustenance security. The purchaser pays month to month while getting milk day by day added, Timmer et.al, (2014). This month to month money/deal exchange empowers ranchers to spare little measures of day by day pay for re-venture into family vocations or the buy of other domesticated animals. The value chain is defined as a sequence of activities that should contribute more on adding value to the addition of costs to the product. Activities of management of this value chain seek

reducing costs and improving delivery times of the products.

- *Value chain*: it is the set of activities that create value from the sources basic raw materials, through component suppliers until the product end handed to the consumer
- *Strategic positioning*: it involves external environmental opportunities, existing resources, setting goals and a set of action plans reach them; and
- *Driver's costs*: seek to understand the complex interaction of the set of drivers of action in costs in a given situation, divided into structural and running drivers.

The structural drivers are related to production scale, technology and scopes. Already driver's execution involves the ability to perform quality. It is understood that, for the case of supply chains, the most appropriate expression is the cost drivers. Thus expressing the real sense of what you want to refer with respect to resource appropriation to activities or ownership cost of activities to products or services (Schmeisser, 2013). Cost drivers are the structural determinants of cost of an activity, and differ according to the control a company exerts over them. They determine the behavior of costs within an activity, reflecting any links or interrelationships that affect it. As per the entire content analysis the following factors need to be considered and maintained, primarily.

- Economies of scale
- Learning
- The standard capacity utilization
- Links, interrelations
- Integration
- Time appropriate
- Discretionary policies
- Location
- Institutional factors

It appears that the understanding of the value chain becomes necessary to consolidate environmental relations between the companies in view of the interdependence of values and weights of each economic agent, which involves the success and survival of the company in marketplace (Stadtler, 2015). Economic globalization and open markets bring these features in everyday business activities. In this regard, we emphasize the importance of cost management for all points that add value to the product in the production chain. However, to be competitiveness study combined with the costs is due asking what the factor that determines the strategic positioning for that product: costs or product differentiation. This definition is important for economic agents may decide that goal should be pursued to achieve competitiveness. At competitive advantages are based on the production

scale with low cost and production differentiated also with unbeatable costs (Mohammed, 2016).

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

Value chain is defined as the network of different actors that generate relations collective force, which directly influence the marketing and business strategies, as well as the decision-making of the business. To better understand the chain, it is important to know the main structures that make up the network. The better the value chain will be assembled and understood, the better use of it would be executed in the industry. System actor is a subjective character component that represents an organized structure of a sub-base segment of activity. As an example, they cite an association of producers, a dairy farm, a dairy, a distributor, etc. As inducer of this structure, there is the actor's figure, without which there will be the generation of forces and direction (operation) to boost the chain flows. Technical function - This is a step in the process of production / processing / marketing. Thus, the fluid transport milk is a technical function. Considering the significant economic and social importance of dairy farming for the state, the government is required to take serious actions which could be implemented for the better fragmentation of dairy products, locally as well as regionally. Through this approach, they will be able to attain global, competitive advantage in the industry too. A well-organized value chain system and technologically advanced procedures would help the localities to improve their sources of earning through dairy industry, along with the enhancement of their feeble living standards.

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