

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

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Abstract

The paper will be aimed at addressing the analysis of value chain of Sudan Dairy industry. Sudan has been facing plenty of challenges in terms of their dairy industry, it being the core earning source for their people. This importance is evident in the quantity and representation of value chain components represented by producers and industry that they are specific, without considering the distributors. The integration of markets and governmental support for the country would create an increasing standardization of demands consumers, the spread of productive activity around the world. The systematic transition in the dairy industry would begin to develop international strategies focusing on the specifics of different regions in which they operate. Therefore, a better and improved value chain procedure would positively complement the Sudan dairy industry, endowing their people with better employment opportunities too. The research approach used in the paper is based on secondary qualitative design. This approach enabled the researcher to extract relevant information regarding the topic, efficiently.

21

22 **Index terms**— Sudan dairy industry, endowing.

23 range somewhere in the range of 5000 years back, the draining scene has been left for us in an awe raised
24 domesticated animals, 80% of which were steers. Other common men conveying a draining bucket (precisely
25 today's okra of munities who lived in Nubia in the most distant north of the woven palm leaf), exhibiting it to a
26 ruler like figure nation and in southern Egypt around 4000 years back of a lady situated before her cabin. Near
27 her had a unique veneration for cows. These C-Group are set five half-gourds (like the garaa of Nubians covered
28 the skulls of steers formally close today) or pots probably implied for dividing the human graves, and earth
29 figures of dairy animals were the milk for handling. Most regular offerings they set on graves both traditional
30 Greek scholars. In focal Sudan, in the Strabo (7 BC) expounded on Meroe. The last Jebel Moya custom (750-550
31 BC), individuals even creator specified that the Meroites ate cheddar and margarine in despite the fact that we
32 don't have substantial evidence that the expansion to different nourishments. Individuals of Neolithic Khartoum,
33 Nubia and Jebel Moya knew how to mature milk, it is hard to 1.2. Milk in the present Sudanese society trust that
34 in a tropical area like Sudan milk did not turn sour for men and ladies to taste. A timeline to Sudan regulations
35 as economic perspective are as follows;

36 ? 1960 -1974 -a free market economic system and the emergence of modern commercial dairying ? 1974 -1991
37 -the socialist regime that emphasized a centralized economic system and state farms ? 1991 to present -the
38 current phase of free market and market liberalization

39 1 b) Research Objectives

40 ? To analyze impact of value chain analysis on Sudan Dairy Industry ? To determine the role of value chain in
41 the global competitiveness of Sudan Dairy Industry c) Research Question(s)

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

44 2 d) Rationale of Research

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

46 3 Year ()

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

54 4 e) Significance of the Study

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

68 5 f) Outline of the Research Paper

69 Chapter 1: it will encapsulate the research question and objectives in order to initiate the dissertation. Chapter
70 2: this chapter will encapsulate the data collection through multiple secondary sources, in order to support the
71 research work. Chapter 3: this chapter will cover the research methodology to be used in order to conduct the
72 research work thoroughly. Chapter 4: this chapter will cover the discussion and analysis part to be done on the
73 basis of extracted material from the secondary resources.

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

76 6 Chapter Two: Literature Review a) Sudan Dairy Industry

77 In accordance to Mohammed (2015), the private segment constitutes a critical part of the dairy area in Sudan.
78 It is occupied with giving ranch inputs (food and veterinary medications), creature human services and drain
79 handling and capacity hardware. It served as a vital business sector outlet for milk and drain items. Business
80 processors are those receiving advanced innovation with the dominant part of their yield being purified milk in
81 packs of 500 ml ??Ibrahim et.al, 2014). Presently, there are more than22 medium-and substantial scale dairy
82 preparing organizations in Sudan with nine of them working in other major provincial urban areas. The private
83 segment constitutes a critical part of the dairy area.

84 Mohammed, (2016), argued that, the detailing of the dairy advancement methodology concentrated on making
85 a situation for numerous smallholder dairy ranchers to have admittance to business sectors trying to animate
86 makers to build their generation to meet business sector requests and fulfill the business sector ??Fernandez-
87 Stark et.al, 2014). The main authority body managing dairy arrangements amid this period was "The Dairy
88 Advancement Advisory Board" and had the sole assignment to apportion the assets created by World Nourishment
89 Program (WFP) from powder milk for dairy advancement. Money related bolster used to go principally towards
90 scavenge improvement, development of veterinary and administrations, and the supply of nourishes and veterinary
91 inputs. Taking after the adjustments in strategy to permit the private division interest in dairy creation, preparing
92 and showcasing, a few small and medium-scale dairy preparing commercial enterprises were set up around Sudan
93 and other urban territories. It held its part as the essential performing artist in the dairy market (De Backer
94 & Miroudot, 2014). ??989) is a structure composed of two sets of activities that enable integrated organization
95 to enhance its margin. The complexity of the operational activities of an educational institution, intensive hand
96 skilled workforce, allows reflect about models and structures to assist in qualified educational offering.

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

99 ? Inbound logistics: All processes related to receiving, inventory control, transportation marking. At this
100 point, the relationships you have with suppliers is a decisive factor for creating value.

101 ? Operations: includes machinery, packaging, assembly, equipment maintenance, testing and other value-
102 creating activities that transform inputs into the final product to be sold to customers.

103 ? Outbound logistics: the activities associated with the delivery of your product or customer service, including
104 the collection, storage and distribution and can be internal or external to the organization.

105 ? Marketing and Sales: Are the processes that the company uses to convince customers to buy your products
106 or services. Value creation sources here are the benefits it offers and how it transmits. ? Service: the activities
107 that maintain and increase the value of products or services after purchase. Here include customer support,
108 repair and / or installation services, training, upgrades, etc. As stated Porter value activities are related by
109 links within the string values, i.e., are relationships between the mode value as an activity is performed and the
110 cost or performance another. The links are numerous, and some are common to several companies. The most
111 obvious links are those between support activities and primary activities. A correct management of the value
112 chain, most of the time, it becomes a competitive advantage, in that it contributes to improving the profitability
113 of the enterprise, through the identification and elimination of activities that do not add value to the product.
114 Therefore, working a production strategy considering as a parameter the value chain can set the difference between
115 the success and failure of a project, since it takes into account all stages of the production process.

116 **7 c) Local Milk Production System and Value Chain**

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

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

136 **8 d) Technological Intervention in Value Chain**

137 Ahi & Searcy, (2013) explains that, technological advances and changes in the world economy in the last years
138 resulted from globalization. The emergence of economic blocks, the emergence of new markets, among others
139 -resulted in changes in the production process and competitive enterprises. They forced them to improve their
140 competitive advantage through the adoption of innovative strategies in managing and negotiating with customers
141 and providers. In order to support global competitive advantage depends on the understanding of the value
142 chain of a company and the way that the company falls within the general system of values. It requires a greater
143 attention from the government to involve technological intervention in their value chain. This could help them
144 in managing and improving their value chain, predominantly. The production chain -is a system composed of all
145 the technical functions involved, from production to consumption of the products, in the case of dairy products.
146 The system concept facilitates the analysis of the strategies of the actors, the influence of the global scheme of
147 each component of the structuring processes, etc. The production chain of milk in Sudan Zone, the milk chain is
148 characterized mainly by being distant from major markets and domestic marketing centers, but close to urban
149 areas, with significant market niches and demand for dairy products (Ali, 2016). In these niches, consumer
150 behavior -as a result of economic and monetary policy established in the country -led to the emergence of dairy
151 products industries: fresh cheese, yogurt, milk and butter drinks before scarce or imported, or even source illegal.
152 The local dairy leverage these niche markets, highlighting the advantage of proximity to local urban centers, as
153 their competitors in the Southeast Region, because of the high cost of freight. Sudanian agribusiness was also
154 significantly affected by these transformations in the ways and means of production and organization of the chains
155 (Fawi & Osman, 2016). In this context, among the productive chains that have suffered significant changes, it is
156 the dairy chain, which becomes quite sensitive, given that some countries have different characteristics in relation
157 to productivity. The milk is a product produced worldwide, but in different systems production and properties
158 that can be small, medium or large. The dairy industry has low or moderate levels of technology, productivity
159 and quality in some regions of the country. The social and economic aspect is another factor to be considered in
160 view of the dairy industry employs a large number of people in the field.

161 **9 e) Collection, Bulking and Transportation**

162 In recent decades, the ratio of agricultural activities with the market (agribusiness) has undergone a significant
163 transformation. In the current situation, where economic globalization is the watchword, the marketing and
164 trade flows have to be considered very carefully, in a complex system of interconnected network or production
165 chain (Kumar & Mohan, 2014). To compete in inter and sectoral extra plan, producers should pay attention
166 to management of rural property, prioritizing the following important points: training, professionalism and
167 administrative and managerial competence, involving knowledge of market flows and marketing, with a strong
168 commitment with the quality (raw materials, production processes, packaging, transport etc.). The training
169 is not restricted to technology transfer or simple training but covers a more complete preparation, including
170 professional awareness in search of insight and critical awareness of their needs, both from the point of view of
171 subsistence and the expansion of agribusiness (Mohammed, 2015).

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

182 **10 f) Situational Analysis of Sudan Dairy Industry**

183 The impact of globalization in the formulation of business strategies is now a theme debate around the world.
184 This one process is heavily influenced by technology, mainly as a facilitator of coordination and communication
185 between the most distant and diverse workplaces. In this new competitive environment, production is seeking to
186 improve the design products and processes to better leverage the ability to process them in different countries,
187 enjoying the advantages that each offers, especially in terms of economies of scale and specialization of activities.
188 These are the major challenges the industry face, which impacts their global competitiveness to a greater extent.
189 No fair distribution of income or natural resources are done, which automatically impacts the dairy systems.
190 People are less skilled and possess no knowledge regarding an appropriate dairy functioning business. These
191 challenges, all in all, affect the overall industry with a declining impact (Kumar & Mohan, 2014).

192 **11 Strengths**

193 **12 Chapter Three: Research Methodology**

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

199 **13 a) Research Design**

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

209 **14 b) Data Collection**

210 All that the sociological issue that we bring on ourselves, or the object that we need we will get ourselves if reliably
211 nevertheless the issue of the foundation of variables, any interpretation discernments and ideas to particular
212 examination operations. The topic of the foundation of changes in Social Research, involves observations decipher
213 into proof, at the end of the day, requires the move from the solid to the unique definition, it permits decides the
214 order on these variables (Bryman and Bell, 2015). Web has been utilized as a noteworthy seeking device while
215 getting to the open credible open and private libraries. Libraries have been gotten to utilizing the web to gather
216 the optional information or writing that improves the comprehension of the specialist. Just those bona fide and

217 solid data and discoveries have been gotten to by the specialist that was like the study under talk. Private and
218 open libraries that have been gotten to for this study are ProQuest, Jstor, Emerald, Oxford and Phoenix.

219 **c) Validity and Reliability of Research**

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

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

229 **d) Ethical Considerations**

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

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

248 **e) Research Approval**

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

261 **19 Chapter Four: Discussion and Analysis a) Discussion and 262 Content Analysis**

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

270 ? Value chain: it is the set of activities that create value from the sources basic raw materials, through
271 component suppliers until the product end handed to the consumer ? Strategic positioning: it involves external
272 environmental opportunities, existing resources, setting goals and a set of action plans reach them; and ? Driver's

273 costs: seek to understand the complex interaction of the set of drivers of action in costs in a given situation,
274 divided into structural and running drivers.

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

282 ? Economies of scale It appears that the understanding of the value chain becomes necessary to consolidate
283 environmental relations between the companies in view of the interdependence of values and weights of each
284 economic agent, which involves the success and survival of the company in marketplace (Stadtler, 2015).

285 Economic globalization and open markets bring these features in everyday business activities. In this regard, we
286 emphasize the importance of cost management for all points that add value to the product in the production chain.
287 However, to be competitiveness study combined with the costs is due asking what the factor that determines the
288 strategic positioning for that product: costs or product differentiation. This definition is important for economic
289 agents may decide that goal should be pursued to achieve competitiveness. At competitive advantages are based
290 on the production

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292 Volume XVI Issue IX Version I Year () scale with low cost and production differentiated also with unbeatable
293 costs (Mohammed, 2016).

294 **21 Chapter Five: Conclusion and Recommendations**

295 Value chain is defined as the network of different actors that generate relations collective force, which directly
296 influence the marketing and business strategies, as well as the decision-making of the business. To better
297 understand the chain, it is important to know the main structures that make up the network. The better
298 the value chain will be assembled and understood, the better use of it would be executed in the industry. System
299 actor is a subjective character component that represents an organized structure of a sub-base segment of activity.
300 As an example, they cite an association of producers, a dairy farm, a dairy, a distributor, etc. As inducer of this
301 structure, there is the actor's figure, without which there will be the generation of forces and direction (operation)
302 to boost the chain flows. Technical function -This is a step in the process of production / processing / marketing.
303 Thus, the fluid transport milk is a technical function. Considering the significant economic and social importance
304 of dairy farming for the state, the government is required to take serious actions which could be implemented
305 for the better fragmentation of dairy products, locally as well a regionally. Through this approach, they will
306 be able to attain global, competitive advantage in the industry too. A well-organized value chain system and
307 technologically advanced procedures would help the localities to improve their sources of earning through dairy
308 industry, along with the enhancement of their feeble living standards. ^{1 2}

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Figure 1: ?

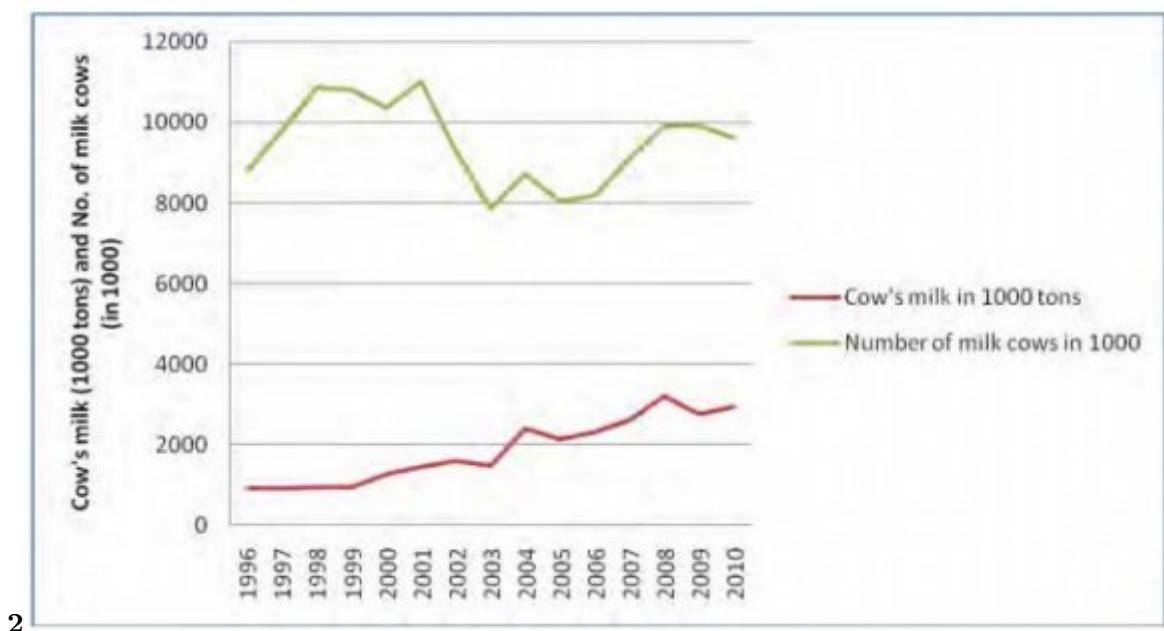


Figure 2: Figure 2 :

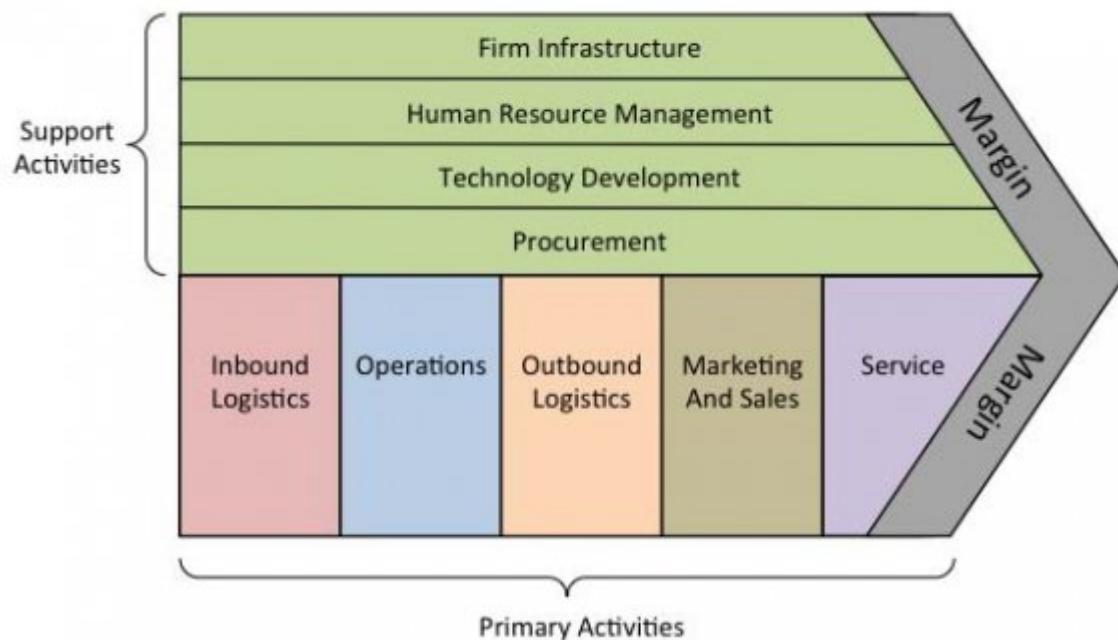


Figure 3: The

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Research

Figure 1 : Cow Milk Production
Yearly (www.fao.org)
b) Porter's

Figure 4:

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