EXPORT DYNAMICS AND PERFORMANCE OF TREE SEEDS IN TANZANIA: AN ANALYTICAL STUDY OF TANZANIA FOREST SERVICES AGENCY

ABSTRACT

Purpose: This study investigates the determinants of export performance for tree seeds by the Tanzania Forest Services (TFS) through an analytical framework grounded in the Resource-Based View (RBV) theory. It aims to identify and analyze the influence of Foreign Market Characteristics (FMC), Export Competence (EC), and Business Environment (BE) on the export performance of tree seeds in Tanzania.

Design/Methodology: The study adopted a longitudinal research design to analyze the export dynamics and performance of tree seeds in Tanzania over 14 years, from 2003 to 2016. Data was collected from TFS over 14 years, covering export volumes and values. The analysis examines the effects of FMC, EC, and BE on tree seed export performance.

Findings: The findings indicate that FMC, EC, and BE significantly affect export performance. Foreign market characteristics enhance export performance by improving market demand and accessibility. Export competence contributes to success through superior production quality and logistics. A supportive business environment facilitates exports by reducing trade barriers and improving infrastructure. Thus, these insights suggest the need to foster internal competencies, improve export strategies, and enhance regulatory and economic frameworks to boost the export potential of tree seeds from Tanzania

Originality/Value: This study offers new insights into how internal capabilities and external market conditions jointly influence the export performance of tree seeds. It bridges theoretical frameworks with practical implications for TFS. The study provides actionable recommendations for policymakers to improve export strategies, optimize market access, and strengthen business conditions, thereby advancing Tanzania's position in the global tree seed market.

Keywords: *Export dynamics; tree seeds; Tanzania; export performance; Tanzania Forest Services Agency*

1. Introduction

Exports are considered a catalyst for economic growth in many countries worldwide, particularly in Sub-Saharan Africa (SSA). The role of exports has been widely acknowledged for their ability to boost production, strengthen demand linkages, encourage savings, and facilitate capital accumulation (Abou-Stait, 2005; Gururaj *et al*., 2016). For any economy, the significance of exports can be seen in both direct and indirect benefits. Direct benefits include increased foreign exchange earnings and improved factor productivity, while indirect benefits encompass efficient resource allocation, better capacity utilization through economies of scale, technological advancements, and employment generation in labor-surplus economies (Adjasi, 2007). Thus, export performance is shaped multiple factors, both domestic and international, that influence a country's ability to compete in foreign markets effectively (Mpunga, 2016). One critical

determinant of export performance is access to foreign markets, which directly affects a country's ability to expand its exports and realize economic gains.

In the 1980s, many developing countries, including Tanzania, initiated economic reforms to improve export performance by liberalizing trade sectors and adopting export-oriented growth strategies (Gururaj et al., 2016). Tanzania's economic structure, characterized by a large traditional rural sector and a smaller, modern urban sector, reflects the ongoing struggle to balance traditional and non-traditional exports. Although traditional exports have remained minimal, non-traditional exports have shown some potential for growth (Rwenyagila, 2013). The persistent trade deficit in Tanzania's foreign trade, with primary goods dominating the export basket and industrial goods dominating the import basket, underscores the need for targeted reforms to enhance export capacity.

In response, Tanzania implemented several trade and fiscal policy reforms starting in the mid-1980s, aimed at promoting exports by providing incentives such as abolishing export taxes and licenses and subscribing to preferential trade arrangements that offer fair access to foreign markets (Milanzi, 2012). Reforms included the establishment of the Export Processing Zone Authority (EPZA), compliance with the African Growth and Opportunity Act (AGOA), and membership in regional integration blocs like the East African Community (EAC) and the Southern African Development Community (SADC) (Rwenyagila, 2013). Despite these efforts, Tanzania's export performance has remained below expectations, as the country has not experienced a trade surplus since the 1970s (URT, 2021). This highlights the need for more focused strategies to capitalize on specific sectors, such as the forestry sector, which holds significant potential for export growth.

The forestry sector in Tanzania has a substantial role in contributing to the national economy, with a gross value added of approximately TZS 4.65 trillion. However, its overall economic contribution remains limited (URT, 2021). Recent years have seen a decline in forestry-related economic activities, such as the sale of sawn timber in both domestic and export markets. This decline suggests a need for renewed efforts to enhance productivity through the establishment of high-quality forests and better management practices (URT, 2021). Tree seeds, as a segment of the forestry sector, represent a niche market with significant export potential. However, the export of tree seeds from Tanzania remains limited, mainly due to resource constraints, an unconducive business environment, and a lack of strategic focus on this niche (Garone *et al.*, 2017).

The scarcity of empirical studies specifically focused on the export performance of tree seeds in Africa has led to a lack of comprehensive understanding of the factors influencing their export dynamics (Kindt *et al.*, 2006). In the context of agroforestry, a shortage of high-quality tree seeds, coupled with problems related to seed quality and the limited diversity of species available, has been identified as a major constraint to the adoption of new agroforestry technologies. The problem of inadequate supply of and lack of access to tree seed is similar to the constraints facing agricultural crops in Africa, where farmers have limited access to improved seeds of a wide range of suitable crop varieties, and where seed production and marketing are major limitations for poor farmers. Consequently, the existing literature on exports often relies on findings from developed countries, which may not be entirely applicable to African contexts. The factors influencing tree seed exports in developed countries may differ substantially from those in

developing countries, thereby affecting the strategies and resources required for successful exports.

Given this gap, there is a pressing need for empirical research to explore the specific factors affecting the export performance of tree seeds in Tanzania. This study aims to address this need by focusing on the Tanzania Forest Services Agency (TFS) to understand the dynamics and challenges of tree seed exports. The findings of this study are expected to provide valuable insights that can inform policies and strategies to enhance the competitiveness of Tanzania's tree seed exports in the global market.

2. Theoretical framework

This study is anchored in the Resource-Based View (RBV) theory, which was first developed by Birger Wernerfelt in 1984 and later expanded upon by Jay Barney in 1991. The theory posits that a firm's ability to achieve and sustain a competitive advantage lies in its internal resources and capabilities. Moreover, Barney (1991) argues that resources that are valuable, rare, inimitable, and non-substitutable (VRIN) allow firms to outperform competitors and achieve superior performance. Unlike theories that focus on external market conditions, the RBV emphasizes the significance of unique assets and capabilities within a firm, highlighting that strategic management of these resources is crucial for long-term success. In the context of this study on export dynamics and performance of tree seeds in Tanzania, the RBV theory provides a theoretical framework to analyze how the TFS can leverage its distinct resources to enhance its competitive position in the global tree seed market.

Applying the RBV theory in this study enables a thorough examination of the specific resources and capabilities within TFS that can be utilized to improve its export performance. TFS's access to diverse, high-quality tree seed varieties, advanced forestry management practices, and a skilled workforce are seen as potentially valuable resources that could set it apart from competitors in the international market (Barney, 1991). By focusing on these internal strengths, the study explores how TFS can strategically align them with external market opportunities to gain a competitive edge. Moreover, the RBV theory guides the study in exploring the rarity and inimitability of TFS's resources. For instance, the presence of unique or indigenous tree species seeds that are in high demand globally could serve as a rare resource that cannot be easily replicated by other suppliers. The research examines whether these rare resources can help TFS overcome external challenges such as global competition and market volatility. Additionally, the study investigates the non-substitutability of TFS's resources, which is crucial for maintaining a sustained competitive advantage. If the quality and genetic diversity of TFS's tree seeds cannot be easily substituted by alternatives, TFS can potentially secure a stronger foothold in international markets.

Furthermore, the RBV framework underscores the importance of strategic resource management for achieving export success. This study uses the RBV to investigate how TFS can strategically deploy its internal resources to exploit opportunities in international markets. It examines whether TFS possesses the necessary organizational capabilities—such as effective management, robust supply chain networks, and technological innovation—that are crucial for maximizing the potential of its unique resources. By concentrating on these elements, the study addresses the research gap concerning how internal resource capabilities affect export performance, particularly in Tanzania's forestry sector. Thus, the RBV theory is particularly pertinent in explaining the

varying export performance of firms like TFS, suggesting that success may be more influenced by the strategic management of unique internal resources than by external market conditions.

3. Material and methods

3.1 Research design

This study employed a longitudinal research design to analyze the export dynamics and performance of tree seeds in Tanzania over 14 years, from 2003 to 2016. The longitudinal design is suitable for this research as it enables the examination of trends, patterns, and changes in export performance over an extended timeframe. Thus, by using time series data, the study identifies temporal variations and assesses the impact of various factors on tree seed exports.

3.2 Data collection

The data were obtained from the Tree Seed Production Center of TFS through a documentary review involving accessing historical records and reports related to tree seed exports from 2003 to 2016. However, to ensure the accuracy and completeness of the data involved cross-referencing TFS's internal reports with export statistics and records.

3.3 Data analysis

In this study, a multiple linear regression analysis was used due to its robustness in examining the relationships between multiple independent variables and a single dependent variable. The export performance of tree seeds is a complex phenomenon influenced by various interconnected factors. To dissect these relationships, the study identifies three critical independent variables: business environment, export competence, and foreign market characteristics. The inclusion of foreign market characteristics (FMC) as an explanatory variable in this study is justified by its direct impact on export performance. Thus, by quantifying the impact of these factors on tree seed export performance, multiple linear regression allows for a more nuanced understanding of which variables significantly affect export dynamics. This analytical approach offers a methodologically sound means of isolating and evaluating the effects of each independent variable while controlling for the others.

The general form of the multiple linear regression model used in this study is as follows:

$$Y_i = \beta_0 + \beta_i x_i + \epsilon_i \quad (1)$$

where:

Y_i represents the dependent variable which is tree seed export performance (EP).

β_0 is the constant term (intercept)

β_i are parameters (coefficients) to be estimated (where $i = 1,2,3$).

x_i are independent (explanatory) variables (where $i = 1,2,3,$).

ϵ_i is the error term that captures all other factors influencing Y_i that are not included in the model.

Given the three explanatory variables in this study, Equation (1) can be expanded to:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \epsilon_i \quad (2)$$

Where:

x_1 represents foreign market characteristics (FMC)

x_2 is the export competence (EC)

x_3 stands for business environment (BE)

To modify the model specifically to the explanatory variables and time series data in this study, we further refine Equation (2) to account for temporal changes in the variables over the study period. The expanded model incorporating time series data is specified as:

$$\mathrm{EP}_t = \beta_0 + \beta_1 \mathrm{FMC}_t + \beta_2 \mathrm{EC}_t + \beta_3 \mathrm{BE}_t + \epsilon_t \quad (3)$$

where:

EP_t is the tree seed export performance in year *t*,

FMC_t is the foreign market characteristics in year *t*,

EC_t is the export competence in year *t*,

BE_t is the business environment in year *t*,

ϵ_t is the error term for year *t*, representing the impact of unobserved factors affecting export performance.

β_0 is the constant or intercept, indicating the baseline level of export performance when all explanatory variables are zero.

$\beta_1, \beta_2,$ and β_3 are the parameters to be estimated, representing the marginal effects of foreign market characteristics, export competence, and business environment, respectively, on export performance.

4. Results and discussion

This section presents the results of the multiple linear regression analysis focusing on the factors influencing the export performance of tree seeds in Tanzania, particularly within the TFS. The analysis examines the impact of three key independent variables—foreign market characteristics (FMC), export competence (EC), and business environment (BE)—on the dependent variable, which is the export performance (EP) of tree seeds. The findings are interpreted through the lens of the Resource-Based View (RBV) theory, which emphasizes the significance of internal resources and capabilities in achieving a competitive edge. The export performance of tree seeds, measured in terms of export volumes and values, shows notable fluctuations over the years. These variations reflect changes in global demand, supply dynamics, and strategic decisions made by TFS. Consequently, FMC, EC, and BE also demonstrate substantial variability, highlighting the dynamic conditions that may affect export outcomes.

The multiple linear regression model applied in this study is specified as:

$$EP_t = \beta_0 + \beta_1 FMC_t + \beta_2 EC_t + \beta_3 BE_t + \epsilon_t$$

This regression model assesses the extent to which the independent variables (FMC, EC, and BE) explain the variability in the dependent variable (EP). The results of the model are summarized in Table 1.

Table 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.788[a]	0.622	0.508	0.22033

a. Predictors: (Constant), *lnBE, lnEC, lnFMC*

Source: Field Study, 2024

The study results from Table 1 reveal that the predictors have the potential to explain up to 62.2% of the export performance of tree seeds by the three independent variables (FMC, EC, and BE). These results indicate that the model has good explanatory power. The remaining 37.8% of the variation in export performance is due to other factors not included in the model. This could involve external variables like changes in international trade policies, global economic conditions, or unforeseen environmental factors that were not accounted for in the model.

The results of the Analysis of Variance (ANOVA) provide additional insights into the variability within the regression model, serving as a basis for testing the overall significance of the model. Table 2 presents these results.

Table 2: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	0.798	3	0.266	5.479	0.017[b]
	Residual	0.485	10	0.049		
	Total	1.283	13			

a. Dependent Variable: *lnEP*
b. Predictors: (Constant), *lnBE, lnEC, lnFMC*

The ANOVA results (*Table 2*) indicate that the regression model, which includes lnFMC, lnEC, and lnBE as predictors, is statistically significant in explaining the lnEP of tree seeds in Tanzania.

The significant F-statistic (5.479) and the associated p-value (0.017) suggest that the model provides a good fit for the data and that the combination of these three independent variables significantly influences the dependent variable. These findings imply that FMC, EC, and BE collectively play a crucial role in determining the export performance of tree seeds. Policymakers and practitioners should consider these factors when designing strategies to enhance the export potential of tree seeds in Tanzania.

Moreover, the study results indicated that EP is highly influenced by the FMC, EC, and BE. Table 3 presents the estimated study results from linear regression analysis through SPSS 25.

Table 3: Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	12.345	1.215***		10.158	0.000
lnFMC	0.245	0.098**	0.321	2.500	0.035
lnEC	0.678	0.154***	0.701	4.403	0.002
lnBE	0.312	0.120**	0.398	2.600	0.028
Number of Observation = 14					
Note: *** and ****** Significance at 1%, and 5% respectively					
$F = 5.479$ at $P < 0.017$					
R square = 0.622, Adjusted R square = 0.508					
Dependent Variable: Export Performance of Tree Seeds					

Source: Extraction from SPSS version 25

Foreign Market Characteristics (FMC): FMC refers to a set of external factors that significantly impact the export performance of tree seeds in overseas markets. These factors include market demand, accessibility, the level of competition, and the regulatory frameworks present in export destinations. According to international trade theories, the ability to penetrate and sustain a presence in foreign markets is a critical determinant of export performance (Porter, 1994; Mais & Amal, 2011). For the TFS, understanding the influence of these factors on tree seed exports can help in making strategic decisions—such as focusing on markets with high demand for unique

tree seed varieties or developing strategies to navigate trade barriers that could hinder market entry. In this study, it was found to have a positive and statistically significant effect on export performance at the 5% significance level ($p = 0.035$), with a coefficient of 0.245. This indicates that a 1% increase in favorable foreign market characteristics—including demand, trade policies, and export prices—corresponds to an approximate 0.245% increase in the export performance of tree seeds, assuming other factors remain constant. The positive coefficient suggests that improved foreign market conditions contribute positively to export performance. These findings align with the UNCTAD (2005) report, which identifies access to foreign markets as a key factor influencing export performance. In this context, *foreign market access* is seen as representing the foreign market potential of a country. In that sense, it is a broader notion than the term *market access* as used in trade negotiations. It is directly related to characteristics of trading partner countries, such as market size and transport facilities, and inversely related to their internal transport costs. Additionally, foreign market access is positively influenced by the diversity of the export basket and the variety and pricing of differentiated products, which are affected by market entry conditions. Conversely, higher cross-border costs, including tariffs and non-tariff barriers, are expected to have a negative impact on foreign market access and, consequently, on the export performance of tree seeds.

***Export Competence (EC)*:** Export competence refers to the internal capabilities and resources of the exporting organization, such as technical expertise, production quality, logistical efficiency, and strategic management skills. According to the RBV theory (Barney, 1991), firms that possess valuable, rare, inimitable, and non-substitutable (VRIN) resources are more likely to achieve a competitive advantage. In the context of the TFS, this study explores how export competence—such as the ability to produce high-quality tree seeds and manage supply chains effectively—affects export performance. Understanding this variable is crucial for identifying the internal strengths and weaknesses of TFS that influence its competitiveness in global markets. In this study, the coefficient for lnEC is 0.678, with a standard error of 0.154, which is highly statistically significant at a 1% level of significance ($p = 0.002$). This implies that a 1% increase in export competence leads to a 0.678% increase in export performance, holding other factors constant. Additionally, lnEC reflects the elasticity of export performance with respect to export competence, suggesting that improvements in internal capabilities have a proportionally large impact on export outcomes. The study result is consistent with the findings of prior studies (Ritter, 2006; La *et al.*, 2005) which have shown that export competence enables firms to produce high-quality products, efficiently manage supply chains, and adapt to international market demands. Thus, firms with strong export capabilities can differentiate their products, meet global standards, reduce costs through effective logistics, and respond quickly to changing market conditions. This not only increases their competitiveness in foreign markets but also leads to higher sales, market share, and profitability, ultimately boosting their overall export performance.

***Business Environment*:** The business environment encompasses the overall economic, regulatory, and infrastructural conditions in which firms operate. A favorable BE is crucial for promoting trade by minimizing costs and uncertainties related to exporting activities (World Bank, 2020). Elements such as trade policies, tariff and non-tariff barriers, legal frameworks, and infrastructure development significantly affect a firm's export capabilities. Including BE as a variable in this study helps to capture the external factors that can either facilitate or impede TFS's tree seed exports. Insights into these factors can guide policymakers and stakeholders in improving regulatory and economic conditions that influence export activities. The coefficient for

lnBE is 0.312 with a standard error of 0.120, significant at the 5% level of significance ($p = 0.028$). This implies that a 1% improvement in BE results in a 0.312% increase in export performance, holding other factors constant. This underscores the importance of a supportive regulatory framework, economic stability, and robust infrastructure in enhancing tree seed exports. The study results align with prior studies (Teece, 2017; Safari *et al*., 2020; Brouthers *et al*., 2015; Lwesya, 2021; Fernando *et al*., 2017; García-Cabrera *et al*., 2017; Haddoud *et al*., 2018; Kasema, 2022) which have shown that export success is also determined by the alignment between export strategies and export performance in a business environment.

5. Conclusion

This study examined the factors influencing the export performance of tree seeds in Tanzania, focusing on the Tanzania Forest Services (TFS) Agency. Utilizing a multiple linear regression model, the study assessed the impact of three key variables—Foreign Market Characteristics (FMC), Export Competence (EC), and Business Environment (BE)—on export performance. The results indicate that all three factors significantly affect the export performance of tree seeds. FMC and BE showed positive and statistically significant effects, highlighting the importance of favorable foreign market conditions and supportive business environments in enhancing export activities. EC emerged as the most influential factor, underscoring the critical role of internal capabilities such as production quality, logistical efficiency, and strategic management in driving export success. The findings of this study align with the Resource-Based View (RBV) theory, which emphasizes the value of internal resources and capabilities in achieving competitive advantage in international markets. Additionally, the positive impact of FMC and BE on export performance resonates with international trade theories that stress the importance of market access and conducive economic conditions. For policymakers and stakeholders, these insights suggest the need to foster internal competencies, improve export strategies, and enhance regulatory and economic frameworks to boost the export potential of tree seeds from Tanzania.

6. Policy implications

The findings of this study have several important policy implications for enhancing the export performance of tree seeds in Tanzania.

i. ***Enhancing Foreign Market Access:*** The positive impact of foreign market characteristics (FMC) on export performance suggests that the government and TFS should prioritize strategies that improve access to foreign markets. This includes negotiating favorable trade agreements, reducing trade barriers, and promoting Tanzania's tree seed varieties in high-demand markets. Strengthening trade relations and participating in international trade fairs could also help TFS identify and penetrate new markets.

ii. ***Strengthening Export Competence:*** Given that Export Competence (EC) has the most substantial influence on export performance, policies should focus on building the internal capabilities of TFS and other seed-exporting firms. This includes investing in research and development (R&D) for high-quality seed production, enhancing technical expertise through training programs, and improving supply chain management. Encouraging innovation and leveraging modern technologies could also help improve the quality and competitiveness of Tanzania's tree seeds in the global market.

iii. ***Improving the Business Environment:*** The significant role of a supportive Business Environment (BE) in boosting export performance underscores the need for policies that

create a conducive environment for trade. Policymakers should aim to simplify export procedures, reduce bureaucratic red tape, and establish clear and stable regulatory frameworks. Developing and modernizing infrastructure, such as roads, ports, and digital systems, would also reduce transaction costs and enhance the efficiency of export logistics.

iv. ***Promoting Public-Private Partnerships:*** Collaboration between the government, TFS, and private sector stakeholders is essential for enhancing export performance. Public-private partnerships could be leveraged to provide the necessary financial resources, expertise, and technology to address market entry challenges and improve export strategies. Such partnerships could also focus on building market intelligence systems that provide real-time information on foreign market conditions, helping exporters make informed decisions.

Disclaimer (Artificial intelligence)

Option 1:

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of manuscripts.

REFERENCES

Abou-Stait, F. (2005). Are Exports the Engine of Economic Growth? An Application of Cointegration and Causality Analysis for Egypt, 1977-2003. *African Development Bank*, Economic Research Working Paper Series.

Adjasi, C. (2007). Are exporting firms really productive? Evidence from Ghana, in Kuada, J. (Ed.), Internationalization and economic growth strategies in Ghana: A business perspective, London: *Adonis and Abbey*, 73-92.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1): 99-120.

Brouthers, K.D., Nakos, G. & Dimitratos, P. (2015). SME entrepreneurial orientation, international performance, and the moderating role of strategic alliances. *Entrepreneurship Theory and Practice*, 39(5), 1161-1187.

Fernando, Y., Fitrianingrum, A. & Richardson, C. (2017). Organisational determinants of export performance: evidence from exporting firms in Batam, Indonesia. *International Journal of Business Excellence*, 11(1), 95-119. https://doi:10.1504/IJBEX.2017.080607

García-Cabrera, A.M., García-Soto, M.G. & Suarez-Ortega, S.M. (2017). Macro-level spillovers and micro-level capabilities as antecedents of young SMEs' propensity to export and

to become a born global. *International Entrepreneurship Management Journal*, 13(4): 1199-1220.

Garone, L.F., Maffioli, A., Bernini, F. & Castillo, V. (2017). Supporting SMEs to export: the importance of the dynamics and sequence of the effects. IDB Invest Working Paper No. 1, pp. 1-37.

Gururaj, B., Satishkumar, M., & Kumar, M. K. (2016). Analysis of factors affecting the performance of exports in India. *International journal of agriculture, environment, and biotechnology*, 9(4), 613-616.

Haddoud, M.Y., Nowinski, W., Jones, C. & Newbery, R. (2018). Internal and external determinants of export performance: insights from Algeria. *Thunderbird International Business Review*, 61(1), 43-60.

Helleiner, G. K. (Ed.). (2002). Non-traditional export promotion in Africa: Experience and issues. New York: Palgrave.

Kasema, R. (2022). Key factors influencing the export performance of SMEs in Rwanda: evidence from the non-traditional export sector. *Asia Pacific Journal of Innovation and Entrepreneurship*, 17(1): 64-78. http://dx.doi.org/10.1108/APJIE-02-2022-0014

Kindt R., Lillesø J.P.B., Mbora A., Muriuki J., Wambugu C., Frost W., Beniest J., Aithal A., Awimbo J., Rao S. & Holding-Anyonge C. (2006). Tree Seeds for Farmers: a Toolkit and Reference Source. Nairobi: World Agroforestry Centre.

Lwesya, F. (2021). SMEs, competitiveness and international trade in the era of global value chains (GVCs) in Tanzania: an assessment and future challenges. *Small Business International Review*, 5(1), 1-15.

Mais, I., & Amal, M. (2011). Determinants of export performance: an institutional approach. *Latin American Business Review*, 12(4): 281-307.

Milanzi, M.A. (2012). The impact of barriers on export behaviors of a developing country firm: Evidence from Tanzania. *International Journal of Business and Management*, 7(3), 10-21

Mpunga, H. S. (2016). Examining the factors affecting export performance for small and medium enterprises (SMEs) in Tanzania.

Porter, M. E. (1994). The role of location in competition. *Journal of the Economics of Business*, 1(1), 35-40.

Rwenyagila, G. A. (2013). Determinants of export performance in Tanzania. *Mzumbe University. Tanzania*.

Safari, A. & Salman, S. A. (2020). Key determinants of SMEs' export performance: a resource-based view and contingency theory approach using potential mediators. *Journal of Business and Industrial Marketing*, 35(4), 635-654.

Teece, D.J. (2017). Towards a capability theory of (innovating) firms: implications for management and policy. *Cambridge Journal of Economics*, 41(3), 693-720.

UNCTAD (2005). Determinants of Export Performance. Developing Countries in International Trade 2005 Trade and Development Index.

URT (2021). The contribution of the forest sector to the national economy. Ministry of Natural Resources and Tourism Forestry and Beekeeping Division, June 2021.

Wernerfelt, B. (1984). A resource□based view of the firm. *Strategic Management Journal*, 5(2), 171-180.

World Bank. (2020). *World Development Report 2020. Trading for Development in the Age of Global Value Chains*. https://www.worldbank.org/en/publication/wdr2020