

MANAGEMENT APPROACH ON FOOD EXPORT EXPANSION IN THE CONDITIONS OF LIMITED INTERNAL DEMAND

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Abstract: Management of agricultural products export plays an increasingly important role in ensuring global food security, being one of the most balanced segments of the global market. The purpose of this paper is to monitor changes in global food exports management and to highlight some of the problems and challenges facing countries whose food economy depends on export management. In the paper, the particular attention to the need for export expansion of countries with limited growth in domestic demand for food has been paid. The paper presents the balance of forces and determinants of supply and demand on the global food market. It has been indicated that further development of food exports management is based on the implementation of an integrated approach to export expansion at the macro level -- by improving the foreign economic and food policy and at the micro-level -- by the development of resources, capabilities and competences and competitiveness increase on the global market.

Key words: international management, export, food system

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Introduction

Agricultural production is the oldest branch of the world economy, which is strategically important for every country and is more important than the development of industry. Agriculture, which today employs over 1 billion people around the world, is an element that represents the level of the economy of each country. It can be noticed that the level of development in countries at the post-industrial stage of development has a high potential for raw materials for agricultural production (USA, EU countries, Canada, New Zealand). They constitute the "core" of the global food system, producing high-quality food products and delivering them to the global market. As for the developing countries, the increase in food production is mainly due to the huge factors that determine the lower efficiency of agriculture. Nevertheless, the role of such countries on today's global market is very high: some of them are among the leading exporters of food (Brazil, China, India, Argentina) (Billen et al., 2018; Vos and Bellu, 2019).

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Ensuring a sustainable and socially equitable global food management system, countries strive for independence in the field of food trading. Noting that, despite export preferences, long-distance trade entails ecological burdens and environmental inequalities (Béné, et al., 2019; Burnett and Murphy, 2014; Soper, 2016). Food independence organizes the production and consumption of food in relation to the real needs of society -- taking into account the internal needs of the country. In addition, independence in the food market includes rights to regulate domestic food production, which prevents the dumping of surplus food prices (Soper, 2016).

Literature review

For exporting countries, the increase in agricultural production is the most important factor of economic growth, which entails the need to expand the market for food products. This is of particular relevance for developed countries, where labor productivity in agriculture is growing at a higher rate than food consumption, with the result that countries have already faced with limited domestic demand. Therefore, given the relatively favorable situation on the world market, the implementation of a management strategy of agricultural territory expansion is the best strategic alternative to the development of the food system -- strengthening positions in the most promising segments of the world market.

The theoretical problems of international management and the impact of exports on the economic development of countries are the subject of many studies (Andersson, 2019; Baer-Nawrocka and Sadowski, 2019; Baryshnikova et al., 2019; Beckman et al., 2019; Gnezdova et al., 2018, Uzun et al. 2019). Thus, the representative of neoliberalism, B. Balassa developed a model of the "revealed comparative advantage", which empirically proves the validity of D. Ricardo's theory of comparative advantage (Balassa, 1979). Within the framework of the theory, the scientist has proposed a formula for calculating the index of revealed comparative advantages (RCA) and gives the ability to determine the expediency of a country's export specialization (Deb and Hauk, 2017) -- RCA based on gross exports by calculating measures based on the domestic value-added in final foreign demand (Fertő, 2018). Krugman, is the author of the "new theory of international trade", according to which the specialization of countries and the size of foreign trade determines the savings from large-scale production, not the distribution of production factors or technologies (Krugman, 1980). Statistics on international food trade prove that in the era of globalization, the structure of international trade is changing: the largest part of trade flows falls on developed countries. Also, the authoritative research of the American economist M. Porter, the author of the theory of competitive advantages of countries (Porter, 1990) informs that since not countries, but companies compete on the global market, the competitiveness of the country depends on the development of the national competitive environment. M.

Porter, in his research, introduces the concept of value chains that are becoming global in the modern world.

W. Dadush (Dadush and Shaw, 2011) argues on the implications of the growth of global value chains. Dadush considers the value of export expansion in the global world overvalued because the import of raw materials for its subsequent processing indicates a higher level of development of the country than its exports. Therefore, the development of trade as a whole, and not only export growth, should be a guideline of the state's foreign trade policy. At the same time, Dadush emphasizes that the emergence of global chains leads to trade simplification, reduction of transaction costs and provides a more effective involvement of countries in international trade (The Shifting Geography, 2012).

To encourage local food producers to sell in their country and mobilize them to lower prices, it is common to impose higher taxes on exported goods (Bouët and Laborde, 2012). But in times of food crisis and to ensure food security, food-importing countries are striving to reduce import duties, which also results in lowering domestic prices as well as increasing demand for food on the world market (Bouët and Laborde, 2016; Drljača, 2019; Ingaldi and Ulewicz; 2019, Lisec et al. 2019; Tyszkiewicz and Pawlak-Wolanin, 2017). As the index research presented by Bojnec and Fertő (2014), (2017) shows, internationalization of the agri-food sector and the beneficial effect of competitive integration of agri-food export on world markets is very prominent and it results in increased market efficiency and transmission between domestic and world agri-food markets. The combination of trade policies and related national and international processes has established to facilitate trade expansion (Brooks and Matthews, 2015).

Methodology

Due to the export potential of the national food system, one can understand its ability to produce and supply competing for agricultural raw materials and food to the global market. One of the important aspects of export management and ensuring food security is continuous monitoring of the occurrence of a food hazard. In this paper, the critical review of changes in the export management of the selected food groups has been taken into consideration. Therefore, this paper reviews the changes in the food market management in terms of global trade, as well as in relation to internal regulations in developed and developing countries.

The presented quantitative assessment of the export potential involves the sequential implementation of the following steps:

1. Analysis of domestic production: its scale, dynamics, favorable opportunities, as well as factors hindering development.
2. Estimate of demand and forecast of its dynamics carried out differently depending on internal and external demand.

3. Analysis of the relationship between domestic demand and food supply, which allows the management of individual food markets in the context of their equilibrium.
4. Management based on the indicators of export and import of agricultural raw materials and food, as well as their proportions.
5. Estimate the level of self-sufficiency of the population with the main types of food in accordance with the criteria established in the country.
6. Quantitative assessment of export potential, which represents the volume of overproduction of agricultural products in the country.

Results and discussion

Trade-in agricultural products play an increasingly important role in ensuring global food security, being one of the most balanced segments of the global market. In practice, the need to develop and manage export activity determines the ratio that developed in the country between the actual production volume and the potential amount of food consumption. The surplus of production over consumption, resulting from the exhaustion of the growth potential of domestic demand, creates real opportunities for exporting goods and expanding market boundaries. The ratio of food exports and imports, as well as their structure, characterizes the country's position in the international division of labor, and is one of the criteria for assigning the country's economy to one or other stage of the country's "life cycle" (according to Porter).

The main factor behind this development is the constantly growing demand for food, especially in developing and less developed countries. The assessment of the dynamics of foreign trade in food (Figure 1) indicates its stable growth: in the period from 1995 to 2017, export and import flows have increased more than 3 times. Until 2018, the share of food in world exports reached 8.5%, and in import - 9.3% (UNCTAD, 2018).

In the structure of global food trade, according to UNCTAD (UNCTAD, 2018), in 2017 the following dominated: vegetables and fruits (17.5% of total exports) and animal products (11.3%), followed by cereals (10.9%), fish and seafood (9.6%), coffee, tea and spices (7.2%), milk and dairy products (6.1%). As for the ratio of agricultural raw materials and ready-made food products in the export structure, from 1964 the results presented by the World Bank clearly show a tendency to reduce exports of raw materials and the corresponding increase in exports of finished products (World Bank, 2018). The highest share in global food exports is occupied by highly processed food (44% in 2016). In the second place are semi-finished products (27%), in the third place are agricultural raw materials (16%).

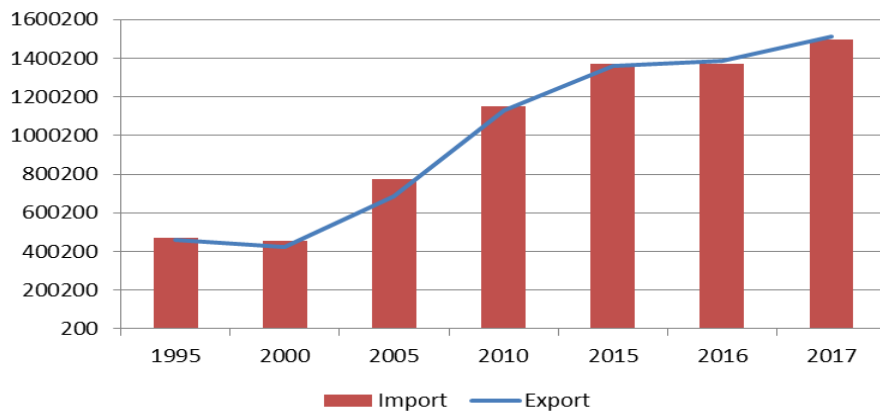


Figure 1: Exports and imports of all food items, million US dollars (UNCTAD, 2018)

The share of vegetable and horticultural products is the lowest -- 13% of global exports. It is worth noting that 80% of food exports are processed by a relatively small number of suppliers -- EU, US, Canada and other high income and labor productivity countries (WTO, 2018). At the same time, the share of exported agricultural products remains high in some of the underdeveloped countries, e.g Solomon Islands, where the share of agricultural raw materials is 66.0% of total exports, Benin (50.0%), Burkina Faso (44.0%), Central African Republic (33.2%), Cameroon (21.2%) (World Bank, 2018).

Data presented in Table 1 indicate the world's leading exporters of food in 2017, as well as the dynamics of their presence on the global food market in accordance with the WTO (WTO, 2018).

Table 1: The 10 largest food exporters in the world (2017)

	Value, a billion dollars	Share in global exports,%				Annual growth rate,%			
		2000	2005	2010	2017	2010-17	2015	2016	2017
EU (28)	647	42.0	44.4	39.4	37.4	3	-13	2	8
USA	170	13.0	9.8	10.5	9.8	3	-10	-1	5
Brazil	88	2.8	4.1	5.1	5.1	4	-9	-4	14
China	79	3.0	3.4	3.8	4.6	6	-2	4	5
Canada	67	6.3	4.9	3.8	3.9	4	-7	-1	6
Indonesia	49	1.4	1.7	2.6	2.8	4	-10	-2	24
Thailand	43	2.2	2.1	2.6	2.5	3	-8	1	18
Australia	40	3.0	2.5	2.0	2.3	6	-7	-6	17
India	39	1.1	1.2	1.7	2.3	8	-19	-4	16
Argentina	36	2.2	2.3	2.6	2.1	0	-9	7	-4
Together	1258	77.0	76.3	74.1	72.6	-	-	-	-

Despite the decline in the share in global food trade in 2000-17, the EU still ranks first in the exporters' ranking (37.4%). The second-largest exporter in 2017 was the United States, although their share was almost 4 times smaller than in the EU. Brazil and China, taking 3rd and 4th place, in 2017 provided 5.1 and 4.6% food on the world market, respectively. Canada is another large exporter from the developed countries group. Its share, similarly to the EU and US share, decreased in the analyzed period and by 2017 amounted to 3.9%. Other participants in the food exporters' ranking are in the group of developing countries. The export of basic food products is characterized by a high degree of concentration, which according to FAO, experts will continue to grow over the next decade (FAO, 2018). Thus, on the global pork and soy market, the share of five leading exporters is over 90%, and wheat -- over 60%. Structural changes in recent years on the food market are not related to the change in its concentration, but to the regrouping of forces and the emergence of new large market participants (Russia, Ukraine).

Determinants of supply and demand in the global food market

Demand for agricultural products consists of consumption and industrial demand. The size and structure of consumer demand for food depend on the size of the population and its growth rate, the dynamics of income of the population, and established formula (scheme) of food consumption. Demand for agricultural products from livestock depends both on the level of consumption of products from this industry (meat, milk, eggs) as well as on technological changes. Regarding the industrial use of agricultural products for the production of biofuels, the main drivers of demand are the economic situation in a given country, the specificity of government policy and the general scientific and technical level of the economy. The assessment of the dynamics and structure of food demand over the last decade has shown that the increase in demand resulted mainly from the growing use of agricultural products as a raw material for the production of biofuels, while the increase in consumer demand for food was lower.

The main factors, behind this increase, were positive demographic changes, especially in developing and underdeveloped countries, as well as rising incomes in China and some other emerging market countries. Thus, it can be assumed that China impacts the most on the global demand for meat, fish and feed materials. It should be assumed that this trend will continue in the near future, i.e. the increase in population will remain the main factor in the growth of food demand. However, the population growth rate is gradually decreasing. According to the UN, in 2017, the global population growth rate amounted to 1.2% (UN, 2017). Most of the increase in food demand will occur in regions with high population growth, such as Sub-Saharan Africa, India and the Middle East, North Africa. The growing life expectancy of the world's population will also have a positive impact on demand - since 2005 it has grown by 3.6 years.

The level of food consumption on a global scale varies according to its types. For example, grain consumption per capita is quite stable and will not change significantly in the future, which is caused by the saturation of markets in many

countries. At the same time, the increase in demand for meat and meat products will be inhibited due to changes in consumer preferences and a limited increase in population incomes. In contrast, demand for dairy products will grow.

The supply of food on the world market in the next decade will grow, according to UN FAO experts, by around 20% (FAO, 2018). Sustained growth is expected in Sub-Saharan Africa, South and East Asia, as well as in the Middle East and North Africa. As for developed countries, food production growth rates will be slightly lower, especially in EU countries, but the increase in agricultural production will be achieved primarily due to intensive factors: increase of productivity and production efficiency, introduction of innovations to agribusiness.

The above allows predicting, firstly, a gradual adjustment of the dynamics of food production and consumption, and secondly, a change in the global food market in the medium and long term. The leading global exporters, who are already experiencing saturation of markets and limited growth in domestic demand, will be forced to compete more strongly with domestic companies on local markets.

In developed countries, the situation is complicated by the fact that the level of labor productivity in agricultural production is very high and continues to grow. The introduction of innovations, the use of the possibilities of the digital economy in agriculture of the industrial type allows to produce high-quality food in large quantities and at lower costs. Therefore, according to the Swedish economist E.S. Reinert, modern industrial country can feed more people than a farmer (Reinert, 2007). Export expansion for leading food suppliers means, therefore, the possibility of developing the agricultural sector and ensuring its contribution to GDP, while at the same time helping to solve the global problem of hunger.

Empirical assessment of the export potential and management in case of the Russian food system

The role of export management in the modern Russian economy can not be overestimated. In the last two decades, a significant part of federal budget revenues has been achieved due to export operations. Because Russia is a country with good resource security and a relatively high share of the agricultural sector, food exports can make a more significant contribution to the country's GDP and its prosperity. Currently, about 2% of the world's population lives in Russia, while the country ranks 5th in the world in terms of agricultural area (FAO, 2018). This means that the agricultural potential of Russia allows the increase of food production, providing them not only with population but also with exports.

The events of the last five years (Western sanctions, embargo on food counteraction, slowdown of economic growth and depreciation of the Russian national currency) required a reorientation of the national food system to import substitution and adopt the state's economic policy to strengthen its protectionism and effectively promote export activity in the field of agribusiness. As a result, the country managed to significantly reduce the gap between exports and imports of food. If in the least prosperous years from the point of view of food security the difference between exports and food imports reached very high values (in 1995, the

ratio of exports and imports was 1: 9.5) then at the end of 2016 it had only 1: 1.5. At present, Russia is a net exporter of all major types of agricultural raw materials and food. Therefore, at the current stage of development of the national food system, the most important problems are the interaction with the global market -- primarily from the point of view of the expansion of Russian producers abroad. The starting point for the formation of state goals in the field of export promotion is the quantitative assessment of the export potential of the main types of food (Table 3). The basic information has been provided by the data of the Federal Statistical Service: materials of the Russian Statistical Yearbook, as well as the balance of commodity resources of some types of products for 2017.

Table 3: Assessment of export potential by type of food *

Indicator	Grain	Milk and milk products	Poultry	Beef	Pork	Vegetable oil	Sugar
Production	120.7	30759	5105.4	656.4	2756.0	5734.5	6665.0
Consumption	74.1	37829	5097.2	1105.4	2972.0	3843.6	6166.7
Excessive production over consumption, multiplicity	1.63	0.81	1.01	0.59	0.93	1.49	1.08
Consumption per person, kg / year	117	236	74		13.7		39
Rational wear indicator, kg / year	96	325	73		12		24
Consumption calculated at a reasonable rate	61	52095	5028	1090	2932	3367	3795
Export	33.9	645	163.9	5.2	70.2	2999.4	550.2
Import	1.0	7544	230.8	454.5	293.1	1005.2	262.0
The ratio of exports to imports	33.9	0.09	0.71	0.01	0.24	2.98	2.1
Level of self-sufficiency,%	99.5	81.2	95.4	59.1	90.4	85.3	96.1
Export potential	45-50	-	-	-	-	2000-2500	300-500

* natural indicators - grain - million tons, other types of food - thousand tons.

The calculations allow concluding that such activities as the production of grain crops, sunflower, and sugar have undoubtedly the export potential. Domestic opportunities for realizing the export potential of these industries are determined, firstly, by the steady positive growth rates of production, secondly, by the exhaustion of domestic demand, and, thirdly, by the accumulated experience of companies in the organization of export supplies. Considering that the market for broiler meat (poultry) is already saturated and pork is close to saturation, further development of enterprises will be possible only due to foreign expansion.

Analysis of the directions of state regulation of foreign economic integration of the food system has made it possible to establish that in Russia in the last 5 years a number of strategic and tactical documents have been adopted, the subject of which is the development of export potential of agricultural enterprises. So in 2016, Specialists from the Ministry of Agriculture of Russia developed a priority project "Export of agricultural products" (Ministry of Agriculture of the Russian Federation, 2016). The implementation is aimed at supporting and promoting the export of agricultural products and ensuring that Russian products meet the regulatory requirements of the target foreign markets. The planned implementation period of the project is December 2020. Moreover, the leading role in promoting exports is played by Russian Export Center, Department of Coordination, Development and Foreign Trade Regulation of the Ministry of Economic Development and Trade as well as chambers of commerce and industry (over 100 representative offices and business councils in the field of relations with overseas). Trade missions of the Ministry of Economic Development of the Russian Federation are also carried out in 55 countries around the world. The strategic objectives of promoting export expansion in Russia are the creation of a flexible line of financial instruments to support exports, the improvement of the export logistics infrastructure, and the creation of an effective system of export promotion institutions.

Foreign experience in stimulating agribusiness exports

The currently established national export support system requires active and reasonable use of the best international management practices in stimulating the foreign trade of the agro-industrial complex. It will allow improving the state policy in terms of the most effective integration of the food system with the global market. On the other hand, remember that improvements are needed to protect the planetary environment by 2050. And this requires stimulating agribusiness exports (Conijn et al., 2018; Davis et al., 2016; Meyer, 2020).

In countries with developed market economies, a special place in the regulation for foreign economic activity system is one of the methods of domestic exporters encouraging ensuring effective implementation of the existing export potential. Government support measures implemented abroad are diverse and include organizational and financial mechanisms supporting the export of agricultural products. Their application is based on the regulation of global trade and presupposes adherence to WTO standards and principles, within which three basic forms of support for product export are distinguished: export subsidies; the activities of state-owned commercial enterprises; export credit, export credit guarantee, insurance programs. International food aid for underdeveloped countries is considered a separate means of exports support. A comparison of financial instruments of export support in developed countries is given in the table. 4

Table 4: Financial support measures for exports used in developed countries (Eurasian Economic Commission, 2016)

		USA	France	Germany	Italy
Types of guarantees used in leading OECD member countries	Export credit insurance	+	+	+	+
	Providing guarantees for export credits	+	+	+	+
	Investment insurance abroad	-	+	+	+
	Other	-	+	+	+
Export credit support	Direct export credits	+	-	+	-
	Co-financing of export credits	-	-	+	+

The experience of the United States is indicative of the most effective in the agricultural products' export promotion. Export policy in the United States has traditionally been considered strategically important for the country's economy, both in terms of economic growth and the increase in the number of workplace. Export support is managed in various forms. In addition, a multi-level national export support system has been established, which operates in this country with a significant number of institutions performing various functions.

At the federal level, this system includes state executive authorities involved in creating foreign economic policy (Ministry of Trade, State Department, Ministry of Agriculture, etc.); organizations involved in shaping export policy and coordinating activities mentioned above and other ministries and agencies (export support office, coordination committee for trade facilitation, etc.), and the advisory body is the Export Council under the leadership of the President of the United States. In the system of financial support for US exports, the most important element is the financial institution of the country's government -- the Export and Import Bank of the United States of America (Exim Bank), operating since 1934. The main role in promoting the export of agricultural products is played by the Foreign Agricultural Service, which operates as part of the Ministry of Agriculture and provides information, consultancy and marketing services for American food exporters. In addition, the functions of the service include trade and political support for the export of agricultural products, collection and analysis of market information. Foreign agricultural services have about 100 representatives in 72 countries, cooperating with other US government organizations abroad, mainly from the US Commercial Service. Thus, as the practices of the leading food exporters have shown, agro-export support will be the most effective if a comprehensive and systematic approach will be implemented in the country.

Authors, in this paper, referred to the method of food export management, in particular under limited internal demand conditions. Furthermore, the effect of many factors on proper food export management is noticed. In particular, it is highlighted the importance of proper estimation of domestic production, forecast of

internal and external demand, as well as estimation of the self-sufficiency level and quantitative assessment of export potential.

The main limitation in the analysis of the presented reviews is the inability to create a uniform system of dealing with noticeable imperfections in export management.

It should be assumed that the points discussed in the aspect of the quantitative export assessment are very general and do not take into account political and cultural factors such as contracts and political dependencies. However, it has been pointed out that the export of food products management should be very sensitive to any changes caused by dynamic global markets.

Summary

In the modern world, agricultural product export management is concentrated in a small group of countries that have comparable production benefits, often due to geographical and climatic conditions. For the majority of leading exporters of food, an urgent problem of modern development is the expansion of exports in conditions of limited domestic demand. The prospective possibilities of export development as well as imports support on the domestic food market are determined primarily by the ratio of domestic demand and supply of food. The analysis showed that today Russia is a large net exporter of cereals and their products, as well as vegetable oil and sugar, for which domestic demand is fully satisfied. A condition favorable to the development of export activity of domestic companies is in the situation of 2014-15, devaluation of the ruble, which has made exports more profitable when compared to the domestic market.

The solution to the task of further development of food exports is the implementation of an integrated approach to export expansion and management at the macro level -- by improving the foreign economic and food policy of the state aimed at stimulating agricultural exports at the micro-level -- by transforming strategic agribusiness behaviors and development of resources, capabilities and competencies, allowing increase competitiveness on the global market.

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PODEJŚCIE DO ZARZĄDZANIA W ROZSZERZENIU EKSPORTU ŻYWNOŚCI W WARUNKACH OGRANICZONEGO POPYTU WEWNĘTRZNEGO

Streszczenie: Zarządzanie eksportem produktów rolnych odgrywa coraz ważniejszą rolę w zapewnianiu bezpieczeństwa żywnościowego na świecie, będąc jednym z najbardziej zrównoważonych segmentów rynku światowego. Celem tego dokumentu jest monitorowanie zmian w zarządzaniu światowym eksportem żywności oraz podkreślenie niektórych problemów i wyzwań, przed którymi stoją kraje, których gospodarka żywnościowa zależy od zarządzania eksportem. W artykule zwrócono szczególną uwagę na potrzebę ekspansji eksportowej krajów o ograniczonym wzroście krajowego popytu na żywność. W pracy przedstawiono równowagę sił oraz determinanty podaży i popytu na globalnym rynku żywności. Wskazano, że dalszy rozwój zarządzania eksportem żywności opiera się na wdrożeniu zintegrowanego podejścia do ekspansji eksportu na poziomie makro - poprzez poprawę zagranicznej polityki gospodarczej i żywnościowej oraz na poziomie mikro - poprzez rozwój zasobów, możliwości i kompetencje oraz konkurencyjność rosną na rynku globalnym.

Słowa kluczowe: zarządzanie międzynarodowe, eksport, system żywności

擴大食品出口的管理方法在內部需求有限的情況下

摘要: 農產品出口管理在確保全球糧食安全方面發揮著越來越重要的作用，它是全球市場中最平衡的一部分。本文的目的是監測全球糧食出口管理的變化，並強調那些糧食經濟依賴出口管理的國家所面臨的一些問題和挑戰。在本文中，人們特別關注了國內糧食需求增長有限的國家擴大出口的必要性。本文介紹了全球糧食市場上力量和供求關係的決定因素。有人指出，糧食出口管理的進一步發展是建立在宏觀上通過擴大出口經濟的綜合方法，通過改善外國經濟和糧食政策以及在微觀上通過開發資源來實現的。能力，能力和競爭力在全球市場上的增長。

關鍵詞: 國際管理，出口，糧食系統