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# ТЕОРЕТИЧЕСКИЕ ПОИСКИ И ПРЕДЛОЖЕНИЯ

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## ИССЛЕДОВАНИЕ ДЕЯТЕЛЬНОСТИ ПИЩЕВОЙ ИНДУСТРИИ РАЗВИТЫХ СТРАН ПО ВЫЯВЛЕНИЮ ИНСТРУМЕНТОВ СОЗДАНИЯ КОНКУРЕНТНЫХ ПРЕИМУЩЕСТВ

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В глобальном мире обострение конкурентного соперничества на международных рынках, а также на рыночной площадке продовольственных товаров связано с усилением позиций индивидуальных развивающихся государств Азии, владеющих высочайшими конкурентоспособными преимуществами: присутствие дешевой рабочей силы, дешевого сырья, а еще отсутствие жестких требовательных норм контроля. В настоящей статье анализируются деятельность пищевой индустрии развитых стран и опыт по созданию конкурентных преимуществ. Исследуются государственные механизмы по обеспечению продовольственной безопасности таких стран, как Франция и Германия, и рассмотрены основные методы и инструменты.

*Ключевые слова:* пищевая промышленность, конкурентные преимущества, инструмент, инновационная технология, ключевые факторы, приоритет.

## STUDY OF THE ACTIVITY OF THE FOOD INDUSTRY OF DEVELOPED COUNTRIES ON THE IDENTIFICATION OF TOOLS TO CREATE COMPETITIVE ADVANTAGES

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In the global world, the aggravation of competitive rivalry in international markets, as well as in the marketplace of food products, is associated with the strengthening of the positions of individual developing Asian states that have the highest competitive advantages: the presence of cheap labor, cheap raw materials, and the lack of strict and demanding control standards. This article analyzes the activities of the food industry of developed countries and the experience of creating competitive advantages. The government mechanisms for ensuring the food security of countries such as France and Germany are examined, and basic methods and tools are examined.

*Keywords:* food industry, competitive advantages, tools, innovative technology, key factors, priority.

In our opinion, it was France and Germany that made the greatest progress in the development of the food industry. Based on the study [1] and on the example of the analysis of the food industry of these countries, we will identify by implementing what activities, the application of what methods and tools they have managed to achieve high results in the food industry.

**Introduction of innovative technologies, including energy-saving technologies.** In the conditions of internationalization of markets and increasing competition, one of the key factors ensuring a victory in the sales market is the introduction of innovations based on attracting large-scale investments. Priority dilemmas are to modernize equipment, improve the quality of goods, etc.

French and German technology enjoys once high popularity. Among the strengths of French and German technology, we distinguish the following:

- tireless improvement of equipment;
- reactivity, the ability to adapt to the specifics of demand;
- adaptability, in a condition to make non-standard equipment;
- relatively low cost and excellent quality of services;

Quality assurance is a key task of the agro-industrial sector.

**Investments in high-performance equipment.** In 1999, investments in the most important funds (modernization, purchase of new equipment) amounted to 24.3 billion francs, in 2015 increased by 86 % [3, 5]. One of the key indispensable attributes of the food industry in developed countries is the lanky degree of investment in the non-material sphere.

In 2010–2015 years. The share of investments in equipment in the total volume of food industry enterprises' investments ranged from 58 to 64 % [11]. Accordingly, these investments significantly exceed the investment of the agro-industrial complex in the construction of buildings, transport, etc. The agricultural market for a long time remains generally relatively stable. So, after 2010, the total investment in industrial equipment and other important funds in Germany amounted to 14–16 billion euros each year [10].

The attractiveness of French and German food products for foreign counterparts extends to proper equipment. This lays an essential foundation for its export performance. In addition, the internationalization of companies stipulates an elevated rank of compatibility of equipment in various countries.

In the reasoning of the category of equipment, then the potential of export opening at this time affects mainly certain machines. Machines allow or simplify the tracing, more compact machines designed for installation directly in production areas, so that controlled names with a designation of origin can be used. In the packaging front, machines capable of producing or filling more ordinary and less polluting packages.

France takes the fifth place in the quality of food processing equipment in the world, and Germany takes the second place [7, 10].

French and German equipment often acts as a deliberately driving force for innovative technological advancement in the food industry. In this respect, it is the primary factor in strengthening the provisions of the French, German food industry in the world arena. The know-how of companies, the internationally recognized quality of their technologies and products give them the impetus to take part in projects in the field of evolution abroad, in the spirit, as do companies of other giant industrialized countries.

In terms of trade in agro-industrial equipment, France ranks sixth in the world, and Germany - the second. Despite the fact that about 80 % of the turnover of food industries falls on the national market, its growth in recent periods was primarily due to exports, the value of which amounted to 18.7 % of its turnover in 2015 [9].

**A service that meets new needs.** National or foreign industrial companies also need a comprehensive technical service: the equipment supplier must guarantee its uninterrupted operation in accordance with the characteristics. This is inseparably linked to the heightened demand for value added. The standardization of industrial companies and technologies occurring today in the world does not induce objections when it comes to the production of such important food products as sterilized milk, sugar, vegetable oil, etc., it is different when it comes to the products produced in small quantities.

At the present time, large companies of the agro-industrial complex are trying to produce products corresponding to the tastes of consumers in different countries, that is, taking into account the cultural differences of those for whom it is intended. This can be diffused in the changes recorded at the last moment of production, only in a package change. But this may require and fundamental changes in the main or auxiliary technological processes, which also perfectly hand the French specialists in setting up equipment.

**Special legal mechanism.** The French legal mechanism, the creation of which began in 1919 with the establishment of controlled names with the designation of a place of production (AOC), and then continued in the 1960s by the introduction of agricultural brands, has since 1980 included a certificate of conformity and the designation «product of biological agriculture» (AB) [2]. These officially recognized tools require that products comply with specifications and that they are checked by official certification authorities approved by the public authorities after receiving a positive opinion from the Trademark Commission and certification of agricultural and food products.

**Investments in scientific research.** The volume of investments by enterprises in scientific research, although growing, still remains insufficient, but it is these investments that are the prerequisite of a truly innovative process that increases the prestige of the brand in relation to the trade mark, and generates profits for producers. For a number of years, public budget allocations have remained at the level of 152 million euros in France [4, 9], and this amount in Germany is more than 120 million euros [8, 9]. Innovation has always been an important element of the competitiveness of food industry enterprises. In this regard, it should be noted the high dynamism of small and medium-sized enterprises, in which half of the innovations on the market are born.

**High quality control at all stages of production.** These four signs: AOC, agricultural mark, certificate of conformity and the designation «product of biological agriculture» – received their direct continuation in the European legislation allowing to combine legal protection of the names of products with a certain geographical origin, products produced by traditional methods and products of biological agriculture.

Within the European Union, a protected name with a designation of the place of production (AOP) serves to protect the AOS. A protected geographical indication of origin (IGP) also refers to products associated with a particular specific

area of origin, but not as closely as AOP products. Specificity certification extends to products that are not tied to a specific geographic area, but produced in a traditional or special way.

By the act on the recognition of the quality of agricultural and food products of 3 January 1994, the public authorities intended to ensure a complete link between French quality marks and legal protection instruments provided for by European Union legislation in order to ease restrictions, simplify formalities for producers and not increase the number of indicators, for which the consumer can be convinced of the authenticity of the quality.

Thus, any application for protection of a product through the award of an AOP must be accompanied by an application for a controlled name of the AOC submitted to national authorities. Any application for product protection by assigning to it an IGP or for obtaining a specificity certificate may be filed only within the application for a trademark or certificate of conformity. The structures that have competence in the field of European procedures are the National Institute for the Registration and Protection of Trade Names of Goods and the Trademark Commission, which give their opinion on the transfer by the Government of France to the European Commission of applications for AOP, IGP or evidence of specificity.

The quality assurance policy, carried out for many years in France and Germany, allowed laying the foundations for a true production ethic of the agro-industrial complex and provided it with legal instruments that enable it to determine the origin of products, appreciate the specific technologies and protect the names of goods. In addition, special laws have been adopted in the field of health and environmental protection in order to include in the concept of quality any measures aimed at the rational use and reproduction of natural resources.

The quality of food products is controlled at all stages of their production and distribution. In France and Germany, the production and distribution of food products are regulated by laws that define the minimum necessary conditions for designing, arranging and equipping the premises, as well as hygiene rules for personnel and equipment. Compliance with these conditions is certified by the issuance of an official sanitary permit.

State inspectors regularly check compliance with these rules by specialists. So, hygienic and sanitary control is carried out from the moment of manufacture of production to its sale to the consumer. In order to control the quality and safety of products, state authorities each year attract an average of 5,200 inspectors in France, and in Germany 3,700 agents for control of manufactured products [5, 7]. Despite the fact that enterprises themselves are interested in producing high-quality food products, control over technological processes is very strict. In the production process, from growing raw materials in the field to selling to consumers, each process is monitored by inspectors. For example, if there are few vitamins in tomato laboratory tests, soil is fertilized, or cow milk does not meet high quality, farmers do everything they can to ensure that cows eat well.

As a result of the measures taken to harmonize the inspection and certification systems in order to create favorable conditions for the globalization of food trade, European legislation has been adjusted. Now it provides specialists in the agro-industrial complex with tools that enable them to fulfill the duties

that are prescribed in the field of hygiene and quality of manufactured or processed products. It is, on the one hand, the application of the principles of the system of risk analysis and critical situations in the field of food quality assurance (HACCP), and on the other hand, the use of quality insurance by manufacturers, in particular in the form of enterprise certification.

Thus, the desire to ensure the proper quality in all its multifacetedness, while observing the totality of the above norms, is from the point of view of increasing the value of products through their processing, as well as from the point of view of satisfying the requests of the French and foreign consumers, the main priority to which the state bodies attach the most great importance.

**National agency for food safety control.** Created on the basis of the law of 1 July 1998 on strengthening sanitary surveillance and control over the sanitary safety of food intended for human beings, the French agency for food safety began work after the adoption of decrees of 26 March 1999 and 1 April 1999 clarifying its organizational structure, functions and subordination [2, 11].

The Agency assesses «sanitary and food risks, which can be food for human or animal food», including risks «associated with water intended for human consumption, ways and conditions of production, processing, canning, transportation, storage and distribution of food products», as well as «animal diseases and infections, plant disease control drugs, animal medicines, in particular with preparations, is ready food additives, agricultural pest control agents and similar substances, fertilizers and plant growth stimulants», as well as «packaging materials and materials that must be in contact with the aforementioned products».

In order to fulfill its tasks, this state institution of the national level, accountable to ministers responsible for health, agriculture and consumption, can consider any issues and propose to the competent authorities any measures aimed at protecting the health of the population. In particular, it provides the government with the necessary expertise and relevant scientific support, as well as conducting investigations commissioned by the government.

Ensuring food security is one of the priorities of state policy in all countries. It depends on the efficiency of the functioning of the industrial sectors of the country's food complex: agriculture and, equally, in the food industry, since it is due to food production that food funds are created for 80-85 % and strategic food reserves are created in the country. The qualitative assessment of the domestic food market depends on the specific gravity of the products of deep processing in its structure. And, ultimately, not only the standard of living of the population, but also its physical survival depends on the volume of food production, their assortment, quality and price. Therefore, the food industry in the system of the national economic complex, not only in highly developed countries, but also in other countries of the world, is rightly considered to be a strategic socially important sector.

Given the high degree of development in Germany and France, which is determined as separate indicators of enterprises: labor productivity, salary level, profitability of production and output, etc., and general macroeconomic indicators: GDP, GNP, etc., that all these indicators depend on each other. For example, the level of labor productivity depends on the automation of production lines (the use of machines, machinery and technology to facilitate human labor, to displace its manual forms, to increase its productivity).

The level of automation in the food industry of France and Germany is about 91 % [3, 7], which naturally ensures high competitiveness of the food products produced.

**Staff development.** Another important factor ensuring the competitiveness of products is the qualification of workers.

At foreign enterprises, which are in Germany, Italy and France, highly qualified employees work. For these countries, the production of high-quality products at a given time is provided through various incentive mechanisms for workers. Stimulation is based on the following principles:

- 1) high social security of the population, benefits and compensation;
- 2) full employment;
- 3) income leveling;
- 4) spreading partnerships between entrepreneurs and workers;
- 5) participation of personnel in property, profits, decision-making and management.

At the enterprises systematic work is carried out with the personnel reserve, which is built on such organizational forms as the preparation of candidates for nomination according to individual plans, training at special courses and training in relevant positions. The share of young workers in managerial positions is more than 70 % [5, 7].

The strategy of personnel management at the enterprises of these countries reflects a reasonable combination of the economic goals of the enterprise, the needs and interests of workers (decent pay, satisfactory working conditions, opportunities for development and realization of workers' abilities, etc.).

At present, the enterprises of these countries have developed conditions for ensuring a balance between economic and social efficiency of the use of labor resources. At enterprises, there is a system of labor remuneration that is not limited to the minimum and maximum sizes and depends on the results of the work of the collective as a whole and of each worker in particular. For individual workers and groups of employees, grades of quality are established so that workers can see what they can achieve in their work, thereby encouraging them to achieve the required quality. The remuneration of employees is in full accordance with their labor contribution to the final results of the team's work, including improving the quality of the products.

**Occupational safety and health.** For the protection of labor and the creation of more favorable working conditions, German and French enterprises annually channel more than 5-8 % of their income [7].

There is a plan at the enterprises for the improvement of the collective, material assistance is provided, loans are given for the construction and purchase of housing.

To consistently improve the skills of workers, to obtain their technical knowledge necessary for mastering advanced technology, high-performance methods for performing complex and responsible jobs, which are charged for higher grades of this specialty, the following are organized:

- production and technical courses;
- Targeted courses;
- training of workers in second and related professions;
- economic training.



Each year a collective agreement is signed in the enterprises, which reflects the increase of production efficiency, the direction of profit use, the principles of the work collective and the provision of employment, labor and wage organization, housing and public services, social and economic guarantees, working conditions, labor protection and safety, the organization of social, medical, sanitary and resort treatment and recreation workers.

In addition, the following payments are made:

- payment for funeral services;
- to women at the birth of a child;
- In case of death as a result of an accident at work;
- low-income and large families, and others.

Structural units with budget savings are given the opportunity to use part of the funds for the wage fund, which increases the material interest of employees in the successful implementation of planned targets.

Proceeding from the principle «cadres decide everything», the management constantly demonstrates the work to meet the requirements and expectations of the personnel of the enterprise showing the prospect of promotion, giving the most promising employees additional powers, giving all equal starting opportunities. At the same time, much attention is paid to the training and education of personnel, contracts are concluded with various educational institutions, interest-free loans are allocated for several years.

Priority, of course, on the decision of managers is given to young, promising workers, thereby tying specialists to the enterprise, giving the opportunity to express themselves to the greatest extent.

Thus, enterprises carrying out a well thought-out strategy in personnel management issues, successfully operate in a highly competitive environment, ensure product competitiveness and high productivity in the food industry.

**Increase in labor productivity.** Labor productivity is the main indicator of the economic efficiency of the industry and each of its enterprises. The identification of reserves and ways to increase labor productivity should be based on a comprehensive technical and economic analysis of the work of the enterprise.

With regard directly to productivity growth, it was in Germany in 2015 – 1.3 % [8, 9]. On average, the European Union for the same period, the average growth was 1.4 % per year [5]. It is interesting to note that in this period of time the ratio of growth rates of employment and economic growth correspond with the dynamics of labor productivity.

In Tajikistan, workers receive \$ 4.3 a day [6] while wages for one day worked in Germany in 2015 are \$ 161, in France – \$ 135 [12].

According to the data for 2010–2015 in order to earn the most basic food-stuffs, workers in Tajikistan, for example, must spend much more time and physical effort than in Germany where the price of 1 kg of bread is equivalent to the working time of 5 minutes, in France - 10 -This minute. To purchase 1 kg of meat to a worker in the same countries, it is necessary to work from 25 minutes in Germany, from 47 minutes to 10 minutes in France.

The competitive advantages of the products are usually created in these countries, at the stage of development of the formulation (composition) of food products and then in the organization of technological preparation of the production

process, production activities, marketing and advertising. And the created new products sometimes require diversification of production.

**Diversification of production.** Before proceeding with the diversification of production, German and French manufacturers carefully study the consumer's needs in order to find out his opinion on the necessity and significance of certain characteristics of product updates. After that, the manufacturer determines a number of the most important characteristics that products must meet to ensure a high demand for it. From what characteristics and how they can be provided through technical and technological methods, the manufacturer decides on a partial change of these or other qualitative characteristics of the product.

To improve efficiency in German and French enterprises, organizational and technical measures are being developed. They as the right consist of technical and technological proposals, related primarily to quality improvement and cost reduction, i.e., sales prices, output of products in the volume demanded by buyers. Measures to improve the level of automation of production and control and measurement processes, the use of low-waste and non-waste environmentally friendly production technologies are included in measures that improve the quality of products and ensure a reduction in its cost and volume. In other words, in the production process of a competitive goods exported, all the latest achievements of innovative progress must be applied, for the implementation of which the organization has enough financial resources, with a payback period sufficient for its financial and economic development.

Becoming the object of commodity-money relations, possessing economic independence and fully responsible for the results of its economic activity, German and French enterprises have developed a management system that ensures high operational efficiency, competitiveness and stability of the market. In a market economy, in a competitive environment, each enterprise in these countries independently makes many decisions.

**Organizational structure in accordance with the objectives of the organization.** The organizational structure depends on the external environment of the organization. It is built in accordance with the strategic goals of the organization, determined by the nature of the production process, the features of the technology used. Organizers or managers know how to feel the need for reorganization and be ready to conduct it.

In all developed countries, appropriate measures are being taken, laws to support national producers. In Germany, developed and functioning a system of state assistance to national production and exports of goods. It involves state, public, private structures (parliaments of federations and lands, ministries, unions, associations, firms, institutions, etc.). Much attention is paid to supporting exports by the Ministry of Economy and the Ministry of Finance. Many government departments have departments or departments that directly and indirectly provide assistance to German producers and exporters.

Assistance to exporters and producers is not only direct, i.e. at the stage of implementation of specific transactions, but also indirectly – by providing them with information, consultations, training. State bodies provide financial assistance in the implementation of programs.

Along with state structures, public and private organizations provide assistance to German exporters. Unions, associations, associations, foundations and



other similar non-state structures often exert a greater influence on Germany's economic development than state bodies. Often, unions have information of interest to producers and exporters, can provide consultative or other assistance on specific terms for the development of production and export (financial, intermediary, etc.) on concessional terms. Particularly important is the importance of unions and associations directly engaged in foreign economic relations (the Federal Union of German Wholesale and Foreign Trade, the Eastern Committee of the German Economy under the Federal Union of German Industry, the German Congress of Chambers of Commerce and Industry, the Federal Union of Small and Medium Enterprises, etc.). Often, unions have large material resources (buildings, communications), qualified staff, have research groups or even institutes, publish journals.

Each of these federal unions, associations, agencies, etc., are created with the support of the government. Their main goal is to provide the population with quality food products, to comprehensively help the producers to develop. We can say that the producers and the government in these countries work together, and in the history of the economy of the enterprises of these countries there are few cases of bankruptcies.

Why does the German food industry in the EU take a leading position? Enterprises, firstly, produce high-quality products at the expense of high-quality raw materials and equipment, and secondly, they have their own areas and are engaged in growing agricultural crops.

Thanks to the adopted laws on safety and provision of food products to the population; activation of innovative and investment activities in the food industry; improving the quality of food products; carried out reforms; adopted projects (development abroad or providing the population with quality products); the program of state guarantee of the purchase price of food products; annual exhibitions (the world exhibition of food products), etc., there is a significant growth in the food industry in the countries in question.

**Effective advertising.** Much attention is paid to advertising as a form of information activity that provides a link between production and consumption, and helps to increase sales. It should be used as an instrument of competition. Between producers, competition must be maintained, which, first, allows you to compare the effectiveness of different manufacturers, identify and stimulate the most capable of them; secondly, it "flushes" those manufacturers who can not provide certain parameters of product quality and a relatively low level of prices; thirdly, it makes it possible to eliminate the dictatorship of the producer over the consumer, to subordinate production to public needs. Without advertising, there is no opportunity to actively influence the market, consolidate its position on it.

The experience of various enterprises shows that a competently organized advertising campaign increases sales by 10 % without any changes in technical characteristics or consumer properties of the product. Improving its appearance or improving the appearance of the package increases its attractiveness by another 15 %. Thus, carrying out a complex of marketing research and implementing measures based on its results will create the prerequisites for an increase in sales volumes per year by at least 30 % and, accordingly, production in the same ratio. The advantage of the enterprise is that it has a low power factor, hence, additional capital investments will not be required to increase production.

So, the analysis of the experience of creating competitive advantages in such developed countries as Germany and France allows us to establish and present in the form of a table the main tools and development mechanisms that are acceptable and can be adapted in Tajikistan to create competitive advantages and development of the food industry of the Republic.

**Tools for creating competitive advantages of food industry enterprises used  
in the countries of Germany and France**

№	Tools
1	Introduction of innovative technologies in production, incl. energy saving
2	Investments in high-performance equipment
3	Service meeting the new needs
4	A special legal mechanism
5	Investments in scientific research
6	High quality control at all stages
7	Professional development of employees
8	Labor protection
9	Increase in labor productivity
10	Diversification of production
11	Organizational structure in accordance with the organization's goals
12	Effective advertising

Source: the table was compiled by the author.

The conducted researches showed that the economic situation of the Republic of Tajikistan allows using the experience of leading countries in creating similar institutional systems (state structures, as well as public and private organizations providing export support), as well as ways of creating competitive advantages and experience in developing the food industry and economy in whole. The republic made a huge step towards deepening economic reforms, restructuring the national economy, strengthening and developing international ties and integrating the national economy into the world economy.

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