

EVALUATION OF THE IMPLEMENTATION OF NATIONAL EXPORT DEVELOPEMENT STRATEGY: CASE STUDY OF THE REPUBLIC OF LITHUANIA

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Abstract. As a result of globalization and the changing business environment a lot of business companies have to undergo a deep transformation process to become more international in their export. Export is a key determinant in achieving economical growth of the state and a higher level of competition in the domestic market, but there is no proof that export promotion made by the state is efficient to stimulate export activities. The article aims to evaluate Export Development Strategy of the Republic of Lithuania for 2009-2013 and its implementation. The article evaluates the implementation of export strategy of the Republic of Lithuania through a survey and measures the production capacity of the industrial sector in Lithuania. The research findings show that a small part of industrial companies could effectively facilitate the state export encouragement measures because of their lack of production capacity.

JEL Classification: E61, F14, F43, H32

Keywords: export strategy, export, production capacity

Reišminiai žodžiai: eksporto strategija, eksportas, gamybiniai pajėgumai

1. Introduction

Many developing countries (including transition economies) are liberalizing their economies to attract foreign direct investment, imports and licensing of for-

eign technology in order to have more competition in their domestic market (Sinha, 2009). Globalization and integration of various economies has often been linked to internalization of economic growth and development. Export is a very important factor for achieving high economic growth rates (Hessels and van Stel, 2007; Shih and Wickramasekera, 2010). But there is no proof that state aid and special measures to promote export are effective for stimulation export of companies (Leniodou, 1998; Williams, 2008).

Lithuania is a small open economy with a relatively small domestic market and one of the most important factors in its economic growth, increase competitiveness, the balance of positive change is the growth of export of Lithuanian goods. Currently, the main importers of Lithuanian products in EU countries are experiencing a financial crisis. On the other hand, the EU still has more visible consumption than the industry's contribution to the global economy. This indicates that the economy will continue the policy on budget deficits, debt reduction, which is influenced by the decline of consumption, and hence the decline in demand for Lithuanian exports. To fit these issues, political will is defined in the Export Development Strategy of the Republic of Lithuania for 2009-2013 (Žin., 2009, Nr. 137-6012), where vision, goals, tasks to be implemented by the Lithuanian authorities and other responsible actors of development of Lithuania competitive production of goods, services and the sale of non-Lithuanian market is declared.

There is broad recent literature researching export processes (Cuervo-Cazurra and Dau, 2009; Leonidou et al. 2007; Cuervo-Cazurra 2008; Dominguez and Brenes 1997; Morgan, Katsikeas, and Vorhies, 2012), its influence for economic growth (Hessels and van Stel, 2007; Shih and Wickramasekera, 2010), and government participation in export promotion (Doole, Grimes, and Demack, 2006; Leniodou, 1998; Williams, 2008). Recent research does not give clear evidence that government programmes influence export activities. A key determinant for successful export strategy is widely discussed in scientific literature (Chadee & Kumar, 2001; Wickramasekera and Oczkowski, 2004; Chen, 1999; Styles and Ambler, 1994; Lim, Sharkey, and Kim, 1993; Spence, 2003; Cavusgil and Zou, 1994; Morgan, Katsikeas, Vorhies, 2012; Turner, 2011), the aspects of diversification (Spence, 2003; Cieslik, Kaciak, and Welsh, 2012), managerial perception and supply chain (Shih and Wickramasekera, 2010, Sim and Pandian, 2003; Robles, 2011) are focused. But there is a need for studies of production capacities of companies in the scope of national export strategy.

The purpose of this article is to evaluate Export Development Strategy of the Republic of Lithuania for 2009-2013 and its implementation.

The objectives of the article are: to review related literature researching key factors of efficient export strategy, to analyze Export development strategy of the Republic of Lithuania for 2009-2013, to evaluate the implementation of export strategy of the Republic of Lithuania by the survey, to measure the production capacity of the industrial sector in Lithuania.

The methods of the research: analysis of current research, political analysis of Export Development Strategy of the Republic of Lithuania for 2009-2013, survey of

130 executives of industrial companies, statistical analysis of the production capacity of the industrial sector in Lithuania.

2. Key Factors of Efficient Export Strategy: Related Literature Review

The deregulation of the industry, international trade, and international investment results in a greater number of new domestic and foreign competitors (Cuervo-Cazurra, Dau, 2009). This may increase competition in the local market to the point that firms do not have enough opportunities to sell within the domestic market, thereby being forced to seek foreign markets for distribution of their production (Leonidou et al., 2007). However, to achieve this, domestic private firms have to undergo deep transformations to become internationally competitive (Cuervo-Cazurra, 2008; Dominguez and Brenes, 1997). Because of that, many firms, instead of becoming international, focused on diversifying their activities in their home country (Ghemawat and Khanna, 1998).

Economic liberalization enables firms to allocate resources more efficiently to their most productive use, helping firms improve their international competitiveness (Cuervo-Cazurra, Dau, 2009; Williams, 2008). Continued globalization of the world's economies and intensifying worldwide competition has stimulated an ever-increasing number of firms to internationalize (Morgan, Katsikeas, and Vorhies, 2012). By far the most popular way for firms to engage with international markets is through export (Leonidou and Katsikeas, 2010).

Hessels and van Stel (2007) argue that export-oriented entrepreneurship is more important for achieving high economic growth rates than entrepreneurial activity in general. International activity by small firms contributes strongly to higher levels of competition and economic growth (Shih and Wickramasekera, 2010). Thus, governments are concerned with generating greater export volume and increasing focus on the competitiveness of SMEs in international markets (Doole, Grimes, and Demack, 2006). But empirical studies show that government incentive and assistance had a relatively low impact in influencing the decision to initiate exporting (Leniodou, 1998; Williams, 2008). Government programmes usually provide assistance for SME in the form of promotion in international markets of goods made by these companies. The empirical studies (eg. Williams, 2008) suggest that their assistance is not effective in bringing on this stimulation.

The major tenet of international business literature is that increased presence in foreign markets will increase the firm's performance (Contractor et al. 2003). Exporting will increase the firm's international competitiveness (World Bank 2000) and also enhance its competitive position locally (Williams, 2008). An exporter can benefit from a heightened awareness of local market conditions through information-sharing with foreign partners (Wu, Sinkovics, Cavusgil, and Roath, 2007; Zhang, Cavusgil, Roath, 2003). Lu and Beamish (2006) pointed out that the learning-from-exporting effect is a factor that facilitates building the strong capabilities that enable the implementation of comprehensive strategies.

Several factors that enhance or diminish the overall competitiveness of a firm's products in the export marketplace have been identified in literature (Chadee and Kumar, 2001; Wickramasekera and Oczkowski, 2004, Shih and Wickramasekera, 2010). These include production competitiveness (Philp, 1998), quality of product (Chen, 1999; Styles and Ambler, 1994), uniqueness of product (Lim, Sharkey, and Kim, 1993, Spence, 2003), the position held by the firm within the industry and business relationships (Cavusgil and Zou, 1994), efficient production (Leonidou, 1995), marketing skills (Leonidou, 1995, Shih and Wickramasekera, 2010, Chen and Hsu, 2009, Morgan, Katsikeas and Vorhies, 2012), a good network of distributors (Blomström and Kokko, 1998; Wei and Liu, 2006, Shih and Wickramasekera, 2010), impact on product competitiveness is price (Chetty and Hamilton, 1993; Shih and Wickramasekera, 2010), financial access and the efficiency of financial intermediaries (Turner, 2011).

One other factor that has moderate impact on effective export of the company is excess production capacity (Williams, 2008). Small firms, in most cases, suffer from limited and sub-standard production due to their limited resource stock in developing countries.

Spence (2003) argues that a diversification strategy in terms of export markets benefits future expansion into new foreign markets, overseas trade missions contribute to the generation of incremental sales in foreign markets by enhancing the relationship-building process between business partners. Cieślak, Kaciak and Welsh (2012) identifies two viable strategies for exporting SMEs: (1) concentrating on a single market and (2) a balanced approach aimed at targeting a small number of key markets, combined with a strategy of penetrating other markets.

Shih and Wickramasekera (2010), in researching the Taiwanese electrical and electronic industry, pointed to a positive outlook with regard to export market expansion based on positive managerial perceptions and international orientation of managers. The research shows that if non-exporting companies aim to be successful exporters, it is very important to improve the quality of their products, their marketing skill, and their distributor network. These are the key attributes that show that exporters are more competitive in the market.

The supply chain of the industry is integrated and the resulting clustering effect makes it a globally competitive industry (Sim and Pandian, 2003, Shih and Wickramasekera, 2010). Channel integration is defined as the degree of exporter control on upstream marketing and distribution functions (Robles, 2011). Channel integration refers to the degree of vertical integration in the exporter's supply chain. Three export channel structures representative of common industry practice are market contracts, partnerships, and proprietary forms (Rialp, Axxin, and Thatch, 2002, Aulakh and Kotabe, 1997). When selecting export channels, firms essentially have two choices: establish in-house channels or purchase service from export intermediaries (Peng, Zhou, and York, 2006). Lau (2007) shows that the integrated channels (the establishing of in-house channels decision in transaction cost theory) play a more important role on exporting than the market governance channels (the purchasing service from local export intermediary decisions).

Morgan's, Katsikeas', and Vorhies' (2012) empirical research highlights the importance of ensuring that planned export marketing strategy decisions are effectively executed. Morgan's, Katsikeas', and Vorhies' (2012) literature research suggests that improving firm marketing capability efforts could usefully focus on supporting projects aimed at: (1) benchmarking marketing capabilities across firms to identify export marketing "best practices" (Vorhies and Morgan, 2005); (2) codifying such practices to lower "stickiness" barriers to their transfer among exporters (Szulanski, 1996); and (3) marketing training and development for export venture employees to aid the individual-level skills that are brought together by the routine underpinning firm export marketing capabilities (Day, 1994).

In summary, the scientific literature, efficient State participation in promotion of export is not key factor to ensure efficiency and competitiveness of exporting companies. The key success factors lay on companies intended to export on what is already exported. One of the main aspects of the processes of export is the marketing competences of companies. Exporting companies have enough potential to create dynamical resources because of their more common orientation to market. One other very important aspect is how companies diversify their products or the services that they export. Diversification-according structure of different foreign markets is one of key success factors of exporting companies. But to do that it is necessary to know the cultural aspect of the market, and consumption habits of people. This requires new competence—intercultural communication—for export managers in exporting companies. Furthermore, production capacity is one of key success factors for exporting companies. The production capacity, which creates added value, should be created in time.

3. Export Development Strategy of the Republic of Lithuania for 2009-2013

Export development strategy has to be recognized as the target orientation of the state, which should display the long-term goals, public direction of development and at the end—a vision of how the public positions itself in the world. All stages of the development of the country's export development strategy implies both economic and social characteristics. Long-term strategy should improve the quality of life indicators for sustainable and rapid economic growth and sustainable society balancing of spiritual values.

Export Development Strategy of the Republic of Lithuania for 2009-2013 (Žin., 2009, Nr. 137-6012) is the document that defines vision, goals, tasks to be implemented by the Lithuanian authorities and other responsible actors of development of Lithuania's competitive production of goods, services and sale of the non-Lithuanian market. Lithuania's competitive production of goods, services and the sale of non-Lithuanian market development is understood as the improvement of Lithuanian industry and service companies, implementation of export promotion measures, the creation for exporters of a favorable legal environment and administrative burden,

aiming sustainable industrial development and Lithuania enhancing the competitiveness internationally.

The vision of export development in Lithuania is: open economy, local and imported raw materials and labor resources efficiently through economy, creating and exporting competitive, high added value goods and services with high and medium high-tech exports and services exports, compared to the total exports, is a growing part of state institutions and public bodies and ensure the necessary support for the products and services to exporting companies. Vision for 2015 is: Lithuania as a centre for services of the Baltic Sea region. The aim is that services should be around 50% of total exports (intellectual services—20%, tourism—10 per cent, other services—20%).

The aim of the strategy—an effective and targeted export development and promotion policy of products and services to increase the competitiveness of enterprises and establish measures to promote the implementation of high-and medium-high technologies and high quality services, and making conditions with lower costs to trade effectively with foreign partners and strive for a positive foreign trade balance. Export is understood to have become the country's long-term growth engine.

The main objectives of the strategy is to mitigate the economic downturn on exporting firms; to expand the opportunities to find new trading partners, increased penetration into new markets; creation of Lithuanian goods and services for an export-friendly environment.

The Lithuanian Export expansion strategy provides the measures for entities to encourage export activities. These measures should increase the numbers of exported produce and help entities gain competitive advantages in the European market. After analyzing the measures, we can divide them into several groups:

- Encouraging entities to participate in international fairs and exhibitions;
- Encouraging more active participation of Lithuanian foreign representations.
- Partial covering of the exporter credit insurance costs;
- Partial covering of conference, training, consultation and seminar costs;
- Partial covering of the businesses mission organizing costs;
- Creating a national image and improving the national brand;
- Gathering full information on markets and export activities.

The Lithuanian Export Strategy is orientated at three main target result groups (for more detail see Fig. 1. searching for new export partners and new commissions, ensuring effective company management practices, encouraging investments.

In conclusion, Export development strategy of the Republic of Lithuania for 2009-2013 sets very high and visionary goals for export in Lithuania. The key export range highlighted in the strategy is services. But it is not clear why it is not aimed to boost export in sectors that generate more added value and could be a key determinant for recovering after recession, and ensuring coherent growth of economy.

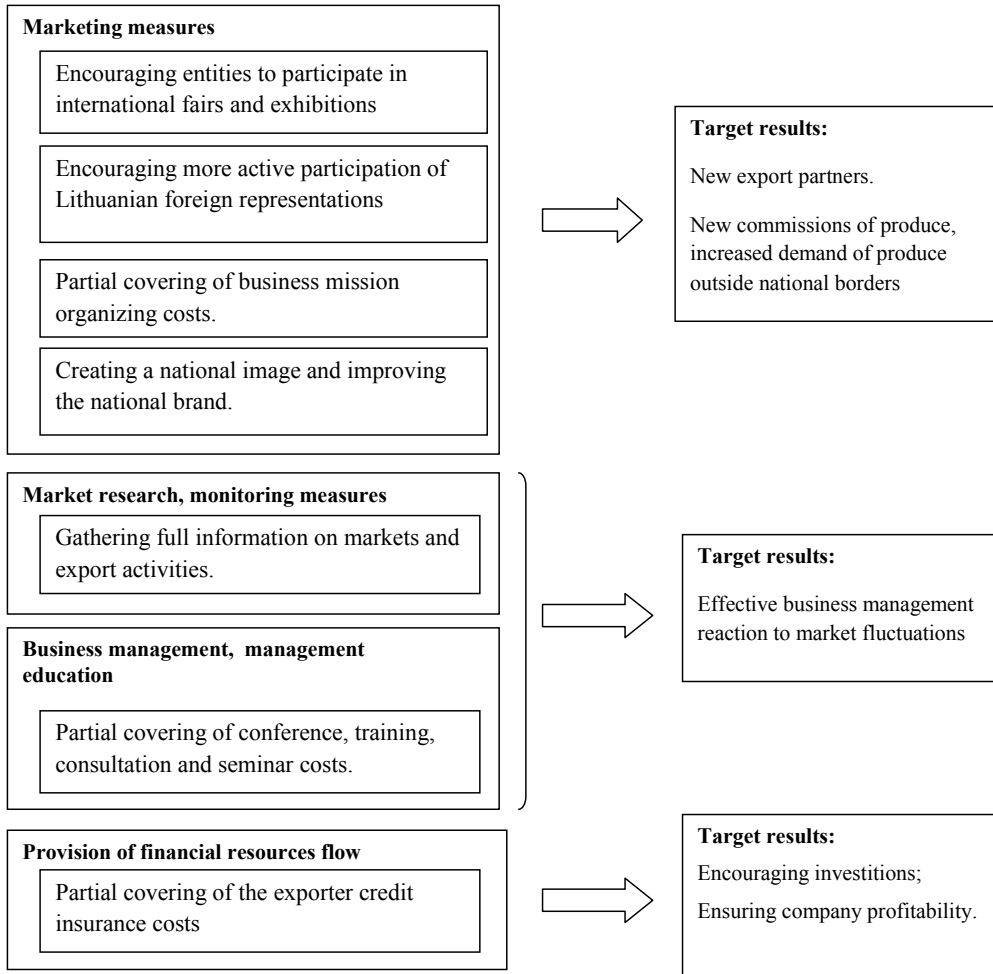


Fig. 1. A scheme of target results of measures found in the Export Strategy (based on the Lithuanian Export Strategy)

4. Evaluation of the Implementation of Export Strategy of the Republic of Lithuania: the survey approach

In the effort to evaluate the practical implementation of the measures of export strategy of Lithuania (three main target result groups, which should provide searching for new export partners and new commissions, ensuring effective company management practices, encouraging investments) a qualitative survey of executives in Lithuanian industrial companies was made. They were asked whether they were using any of the measures listed in the national export encouragement measures and if yes, then which were the measures they were using. There was a total of 130 executives of industrial companies from six different industrial sectors (textile and clothing, chemistry, metal and machin-

ery, electronics, food and beverage and furniture and lumber sectors), whose net turnover measures at about 24 billion litas. The survey was held in spring of 2011.

According to the results, it is seen that about a third of the executives of industrial companies were using national export encouragement measures and similar tendencies were seen among all of the executives in the industrial sectors. The most used measure was found to be export encouragement and new contact forming measures—exhibitions, which make up about 64% of all used national export encouragement measures (see fig. 1). Much attention is given to long-term business trips and marketing—these measures clocked in at, respectively, 9% and 7%. All the other measures, such as employee trainings, investments into technology, are used the least among the national export encouragement measures and this shows that the measures of encouraging export are being used chiefly for marketing and finding new potentially lucrative markets.

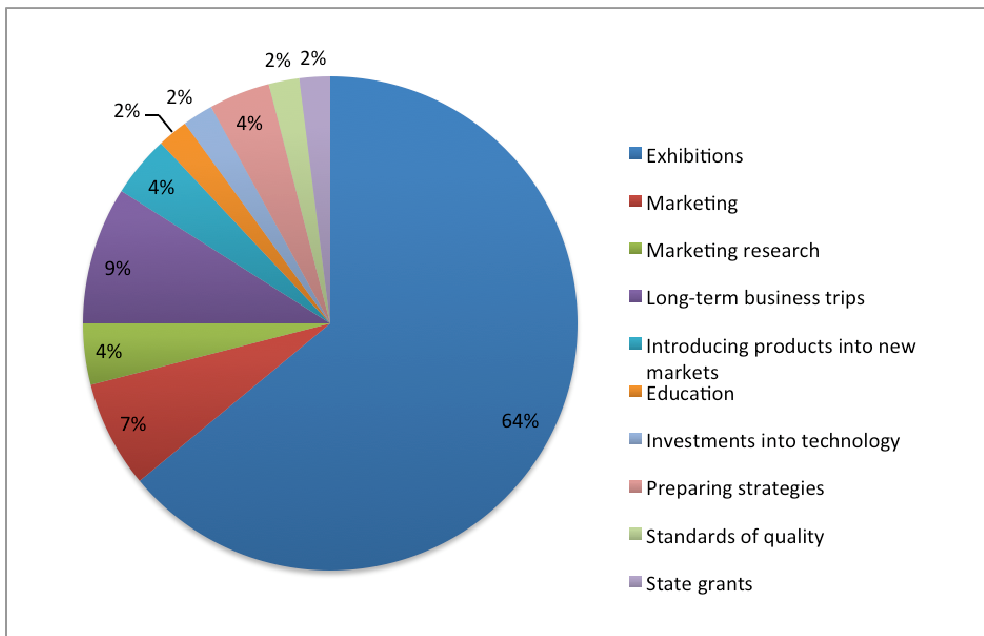


Fig. 2. The distribution of state financed measures of increasing export in the industrial sector in 2011 (prepared by the authors according to a survey of executives)

Every studied industrial sector of Lithuania has more similarities than differences. In the textile sector we find that 36% of companies use the export encouragement measures, out of which the most popular is the partial covering of costs of exhibitions (see fig. 3) Exhibitions are used by 57% of all industrial companies, that is, out of those that are using the national export encouragement measures. The use of other measures is distributed almost equally: credit using government guarantees—15%, aid given for investments into new technology—14%, services for ensuring high standards of quality—14%. Looking at the results of the study, it is clearly seen that the sector is not only interested in realising its product by expanding its market in exhibitions and fairs, but

attention is also given to improving technologies and ensuring standards of quality. This shows that this sector has a need for expanding its industrial capabilities.

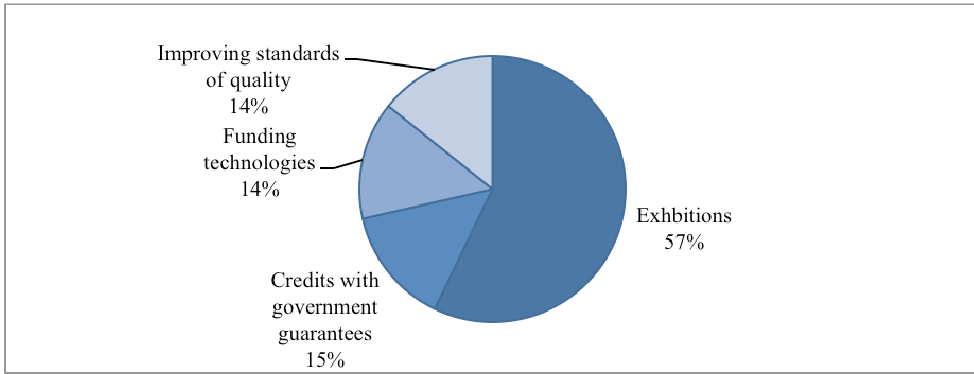


Fig. 3. The distribution of state financed measures of increasing export in the textile sector in 2011 (prepared by the authors according to a survey of executives)

37% of all companies in the sector of metallurgy, metalwork and machinery use the state export encouragement measures. 10% of companies use their own funds and 53% of all companies engage in export activities using their own internal resources. The most popular measure in this sector is the exhibitions, which make up 50% of all used measures in the sector. Long-term business trips make up 20%, marketing services, entering products into new markets and developing strategies make 10% of all state export encouragement measures use in the sector. This sector uses a broader range of state financed measures of increasing exports than the textile sector; however, this sector uses only the measures of expanding its export market. This shows that this sector is primarily focused on expanding the demand for its products in foreign markets.

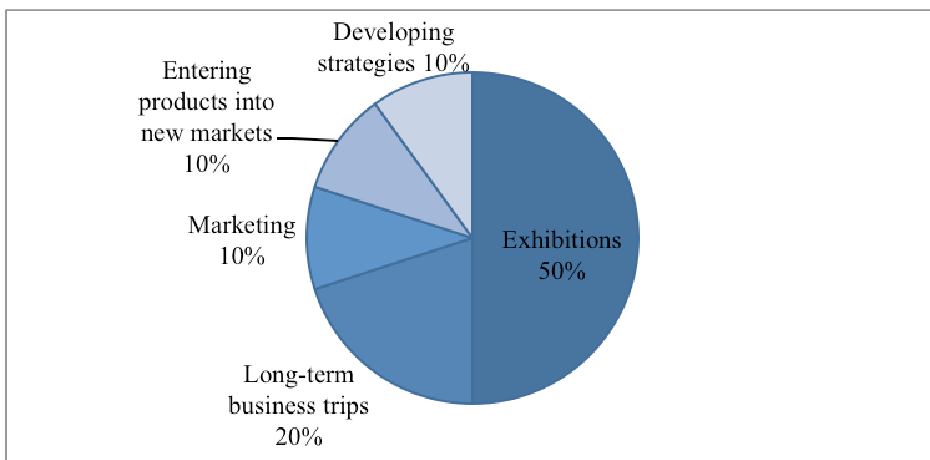


Fig. 4. The distribution of state financed measures of increasing export in the sector of metallurgy, metalwork and machinery in 2011 (prepared by the authors according to a survey of executives)

The least use of state export encouragement measures is measured in the sector of furniture and lumber. State aid is being used by only 11% of the surveyed companies. Overall, this sector has the largest share of companies that do not use export encouragement measures (63% of surveyed companies). This sort of situation can be explained by the fact that most of the companies sell their produce to the Scandinavian company IKEA, specialising in the resale of wood products. Because of this, marketing and management strategies are not relevant for the majority of companies and the companies do not fit the target orientation of the national export encouragement measures. As stated before, 63% of companies do not use any export encouragement measures. The number is so high also because of the fact that most companies have long-term contracts with their partners and expanding their markets or looking for new partners is irrelevant to them. Only 11% of companies use export encouragement measures and 100% of those measures were exhibitions.

The smallest sector of those analyzed in the study is the sector of electronics. The study revealed that 31% of the companies in this sector use export encouragement measures, half of which were exhibitions. 8% of this sector was using the measures using their own funds. All other measures in the sector divide themselves into equal parts: 12% are investments into technological renewal, 12% are trainings and education, long-term business trips—13%, developing strategies—13% (See fig. 5).

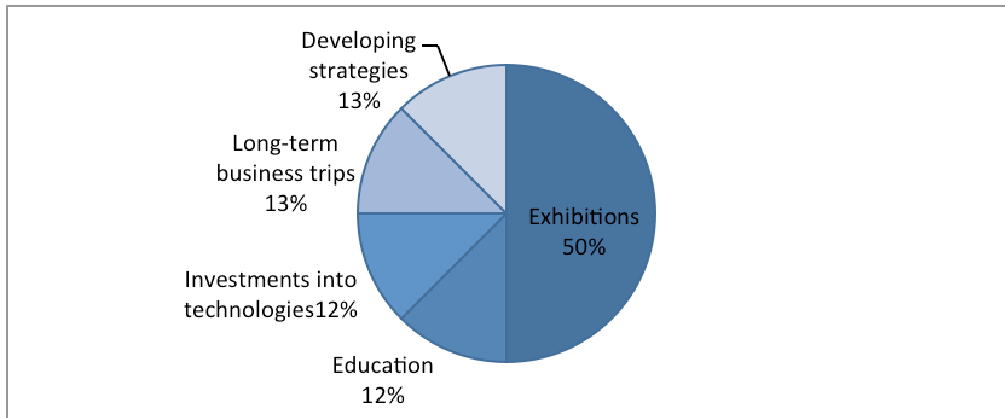


Fig. 5. The distribution of state financed measures of increasing export in the electronics sector in 2011 (prepared by the authors according to a survey of executives)

Out of the distribution of measures in the sector of electronics, we can see that much the measures are directed at the human factors. The measures used in this sector are more multi-sided; however it is mostly focused at developing and educating human capital. This situation can be explained by the fact that there are not enough state institutions focusing on training the necessary experts. On the other hand, the sector of electronics has become very dynamic and adaptable in the context of globalisation. This means, that there is a constant need for improving and educat-

ing the human capital, as well as gaining new patents and adopting new knowledge from foreign markets. This provides a very strong demand for the improvement and education of human capital. Some small investments into technological renewal and developing strategies are noted as well. It is important to note that the sector of electronics uses varied export encouragement measures and we see that a demand for education, technological renewal and increasing the demand of their products in foreign markets exists simultaneously.

The sector of chemistry is one of the biggest and most important industrial sectors in Lithuania. The companies of this sector do not show any exclusive tendencies in the use of export encouragement measures. 35% of all the companies in the sector use one or another export encouragement measure, out of which, exhibitions are the most numerous. The next in line is the use of marketing services, which make up 40% of used measures. They can be divided into two sub-groups—monitoring and researching market and entering products into new markets (see fig. 6). This shows the need for highly skilled managers in the sector, who would be skilled in marketing and market research and would also have knowledge of the possible changes and tendencies in the sector of chemistry. About 10% of companies invested their own funds into long-term business trips. This shows the importance of marketing activities to the continued success of the sector and a need to increase the demand for their products in foreign markets.

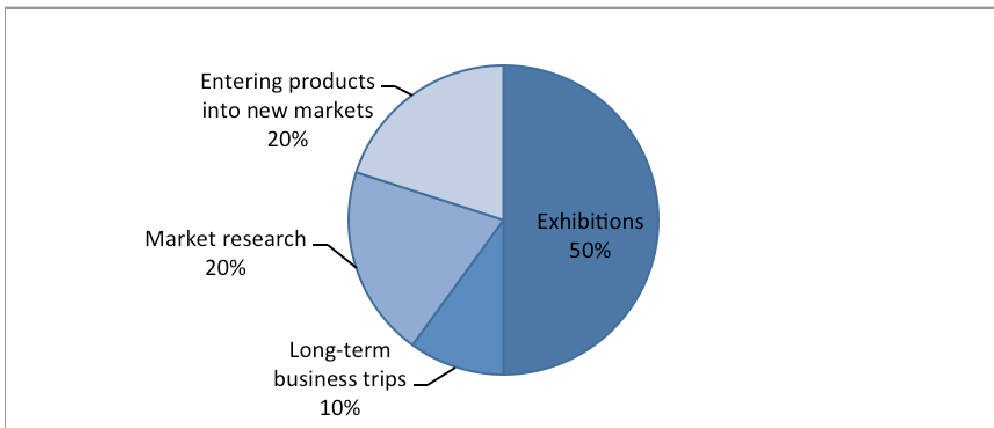


Fig. 6. The distribution of state financed measures of increasing export in the chemistry sector in 2011 (prepared by the authors according to a survey of executives)

The largest industry in Lithuania is the industry of food and beverages. 38% of the food and beverages sector use export encouragement measures, out of which the absolute majority (83%) goes to exhibitions. Half of the companies in the sector do not use any export encouragement measures. The target orientation of the food and beverages industry is the internal market. Because of this, the companies in the sector are less likely to engage in export, because of the specificities of transporting food products long distances. Although, marketing measures make up only 17% of all used measures,

there is a clear tendency that in the future this sector will become more active in the use of export encouragement measures.

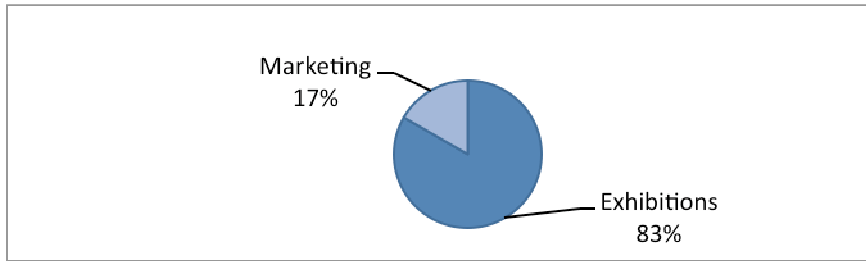


Fig. 7. The distribution of state financed measures of increasing export in the food and beverages sector in 2011 (prepared by the authors according to a survey of executives)

The complex situation in the internal markets, i.e. non-decreasing rates of emigration, decreasing purchasing power because of the deficit Government policy and cost inflation, make the companies of the sector promise to adapt their products for further transport distances and start exporting. There is also the ever-increasing global need for bio-fuels and almost certainly increases the demand for food-stock products and so, the prices of food. This gives more sway that export encouragement measures will become more popular in the near-future.

According to the overall results of the survey of executives, almost a third of companies in the industrial sectors use state export encouragement measures. 14% of the companies use various export encouragement measures using their own funds and not relying on state funds. This percentage can be explained with the fact that many executives lack the knowledge of the state export encouragement measures, thus there is a factual need to increase the dissemination of information and availability of the measures not only for Lithuanian companies, but also offshore capital companies. On the other hand, when reacting to sudden changes in the market, the state encouragement measures can require a lot of time managing and accounting for them, so in certain situations they may require more expenses than provide any real value.

Another aspect is that the export encouragement measures do not always fit the expectations of companies. According to the results of the survey, we can see that the majority of companies (54%) do not use the export encouragement measures. And according to results of the survey of executives, the measures are inadequate and do not comprehensively fit the expectations of the companies.

Four main factors influencing the smooth functioning and effective export activities of activities can be identified from the survey, such as:

- Technological improvement and effective utilization in companies.
- Increasing the productivity of human capital.
- Company management, managerial skills to adapt to external changes and engage in new business relationships and developing contract opportunities of companies.

- Primary materials whose prices depend on external markets.

The state encouraged measures differ from the ones company executives would consider the most important factors allowing them to successfully function and able to compete in foreign markets. The main difference is that the Lithuanian Export Encouragement Strategy is mostly targeted and managerial and marketing measures, i.e. finding new business partners and increasing the demand for Lithuanian products in foreign markets. This strategy is not sustainable, because it only encourages growth, while there are not enough measures to increase the companies' industrial capacity, part of which is technological development and increasing the productivity of human capital.

This alludes at the conclusion that if the Export Strategy would be more diversified and targeted at a wider range of factors, then the conditions for more varied export encouragement measures. This means that the number of potential benefactors from the encouragement measures would be larger in relation to the universally increased demand for the export encouragement measures and this would greatly benefit the progression of society and the development of industries.

5. Measuring the production capacity of the industrial sector in Lithuania

According to the research of business trends made by the Department of Statistics of the Republic of Lithuania (2012), we can measure what percentage of Lithuania's industrial companies could not react to the increased foreign demand because of their lacking production capacity. This situation is probable when investments into production capacity, which create added value, are not made in time.

The mean of Lithuania's industry production capacity made up about 70% in the period of April 2003, to January 2012. During this period, the fluctuations were not major and measured at up to 10 p.p. (see fig. 2). The biggest deviation from the mean value occurred in 2008-2009, during the recession of global financial markets. This shows that economic entities had insufficiently evaluated the potential financial downfall and falling foreign demands and were did not, or were not able to optimize the extent of their production outputs. This only proves the importance of strategic planning and market monitoring, while also revealing the obvious flaws of the industrial sector, because incorrectly planned production outputs bring about a situation in which the maximum production capacity is not reached, which causes an increase in the price of the product, reflecting the rising maintenance costs of the inefficient production capacity and the company becomes less competitive.

The exploitation of production capacity has a tendency to drop from the mean value, rather than increase. During the studied period of time the biggest increase of production capacity utilization is seen in the period of 2005-2007, which featured an economic boom and was measured at up to 5 p. p. This indicates the extent of the industry to cater to the increased demand. Such trends show that companies are better at planning their production capacities during a period of economic rise rather than a decline. This can be explained by the fact that the expanding economy facilitates con-

tracts in advance and companies are able to plan changes in their production outputs easier. However, companies still lack market monitoring skills and the ability to readily optimize their production outputs when the demand for their products falls.

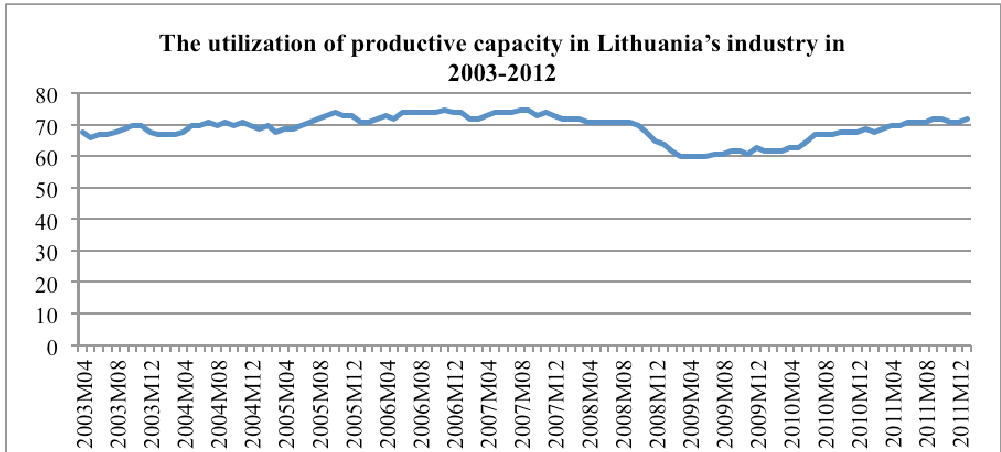


Fig. 8. The average utilization level of production capacity in Lithuania's industrial companies (prepared by the authors according to the Department of Statistics of the Republic of Lithuania (2012))

When evaluating the measures for the successful functioning of industrial companies it is important to analyze the situation within the different sectors. According to data from January 2012, the highest level of exploitation of production capacity is in the sectors of apparel tailoring and furniture (see fig. 3). In the purpose of further growth of these sectors, we should orient ourselves not only at marketing and managerial measures but also at developing technological capacity and increasing productivity—issues which are only partly addressed by the Lithuanian Export Strategy. When there is a shortage of production capacity, the costs of produce increase and the competitiveness of Lithuanian products fall in the foreign markets, because there is no way to meet the increased demand. The risk for insufficient expansion of export still persists.

The measures of the Lithuanian Export Encouragement Strategy are especially needed for increasing the demand of non-metal mineral products, because this sector is characterised by the lowest level of utilization of production capacity and this means less profit for capital in this sector. Marketing measures should be used to increase the demand for products in foreign markets, with the aim to increase the company's indicators of turnover, cost-effectiveness and utilization of investment capital—indicators which are important to Lithuanian as well as foreign investors. Effective exploitation of production capacity means optimal cost-effectiveness which means a competitive price of the product.

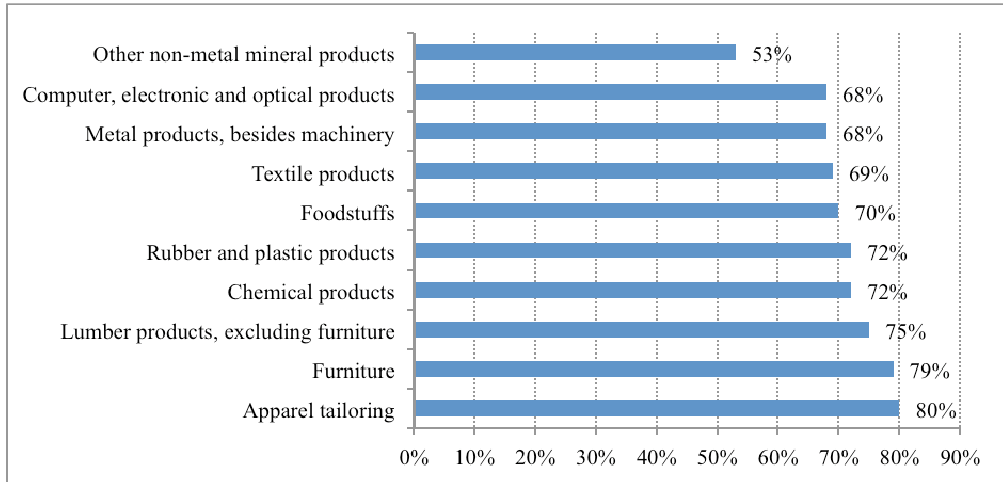


Fig. 9. The utilization of production capacity among industrial sectors in 2012 (prepared by the authors according to the Department of Statistics of the Republic of Lithuania (2012))

Export encouragement measures can only contribute to the effective activity and export activities of those companies that are currently not fully utilizing their production capacity. The number of such companies makes up only 21% of all studied companies, who needed marketing and managerial measures to achieve a more effective use of production capacity and they are ready to provide for most of the demand of markets. This explains what is to blame for this relatively sparse use of Lithuanian Export Expansion encouragement measures among industrial companies. The rest of the companies hold their production capacity as insufficient—11%; 68% hold them as acceptable, but no higher than needed. When the demand for these companies products (which collectively make up 79% of all industrial production) in foreign markets increases, they will not have sufficient production capacity and export expansions will not be successfully achieved. There is no solution for such a situation provided in the Lithuanian Export Expansion Encouragement Strategy, so the export planning and management strategies of companies should cover not only the measures to increase export, but also the possibility of developing additional production capacity.

In conclusion it should be noted, that only a small part of Lithuanian companies have larger than needed industrial capabilities, which would mean that these companies could effectively adopt the measures of the Lithuanian Export Expansions Strategy, which are mainly focused at marketing activities to expand the demand for Lithuanian products in foreign markets. However, the large part of Lithuanian companies does not have enough production capacity to ensure the effective development of their products. The furniture and textile sectors must be mentioned as having a relatively high utilization of their production capabilities, so in order to ensure sustainable export increase, it is important to invest not only in seeking out new partners an increasing demand, but

also into ensuring the optimal level of production outputs for a long-term and sustainable development of Lithuania's industrial exports.

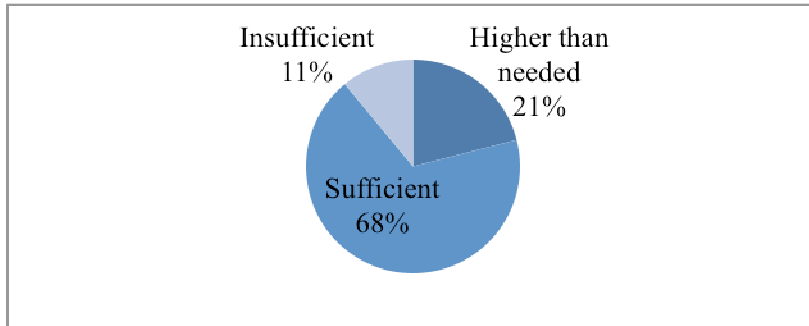


Fig. 10. An estimation of the current production capacity of the Lithuanian industrial sector in January of 2012 (prepared by the authors according to the Department of Statistics of the Republic of Lithuania (2012))

6. Conclusions

The scientific literature emphasizes that as a result of globalization and changing business environment a lot of business companies have to undergo a deep transformation process to become more international. Export is one of main forms of engaging with international markets. It is obvious, that export is a key determinant to achieve economical growth of the state and higher level of competition in domestic market. But in scientific literature there is no proof that export promotion made by the state is efficient to stimulate export activities, and to get better economical return from export activities. It emphasizes that the main factors that makes companies in export more efficient are interconnected with various aspects of competences of companies, especially in the field of marketing and intercultural communication, that comes from deep orientation to market, that has exporting companies. This point of view contradicts the resource-based view of companies and makes need for more researches and scientific literature in the field of dynamical resources and competences of exporting companies. Furthermore, production capacity is one of the key success factors for exporting companies that is researched in this article.

Export development strategy of the Republic of Lithuania for 2009-2013 is orientated at three main target result groups searching for new export partners and new commissions, ensuring effective company management practices, encouraging investments. The main sector where most political importance is stressed is services. But there is not enough justification as to why this sector is chosen for export, and not that generates more added value and boosts coherent economical in long term perspective.

The carried out survey of 130 executives of industrial companies of Lithuania revealed an insufficient use of Lithuania's export encouragement measures. Around 14%

of industrial companies funded their export encouragement measures at their own expense. This shows an insufficient dissemination of information to the business sector on the possibilities to gain state grants and the relatively high amounts of time spent administering the state aid, especially if you take into account the rapid changes in demand that occur in international markets.

Another aspect, showing us why Lithuania's export encouragement measures are not utilized efficiently is that the only partially satisfy the expectations of companies. Executives, who greatly prioritized on expanding export volumes, focused on the factors of productivity and effective management, such as implementing new technologies, ensuring a certain level of the effectiveness of human capital, company management and management skills to effectively react to rapid changes in the market and the skill to optimise production according to the changes in prices of necessary materials. These factors are not addressed enough in the Lithuanian Export Encouragement Strategy.

The measures used most actively among industrial companies were chiefly marketing measures, directly related to establishing new contacts and increasing the demand of their products in foreign markets. The most popular measure in all of the industrial sectors was exhibitions, which made up about 64% of all used state export encouragement measures and in sectors such as foodstuff and beverages sector and furniture and lumber sector, exhibitions made up the absolute majority of all used measures. Out of all studied sectors the textile and electronics sectors stood out as focusing not only on marketing measures, but also on technological development, employee education and implementation of standards of quality, which shows the potential growth of the sector in the future.

According to the data of the Department of Statistics of the Republic of Lithuania, only a small part (around 21%) of industrial companies could effectively facilitate the state export encouragement measures because of their lack production capacity. The Lithuanian Export Strategy is targeted at finding new foreign partners and increasing the demand of Lithuanian industrial products and because of this it lacks focus on increasing industrial capacity and ensuring an optimal level of production. Without the sustainable development of these factors it is very unlikely to ensure the long-term growth of export.

Increasing the industrial capacity is especially important for the sectors of furniture and apparel tailoring, because their industrial capacity is being used most effectively and is measured at around 80%. The biggest need to increase the demand of production is in the other non-metal mineral products sector, which has the most ineffectively utilized production potential and cannot ensure an adequate level of effectiveness of the sector. Out of this we can draw the conclusion, that the Lithuanian Export Expansion Measures only partially satisfy the needs of Lithuania's industrial companies and to increase the effectiveness of the measures, they should be more diversified.

It is important to mention that the Lithuania's industrial sector has little experience in optimizing their production levels and monitoring measures. According to the data of the Department of Statistics of the Republic of Lithuania, during a period of economic rise, the industrial sector was able to better plan its industrial capabilities compared to the period of economic recession in 2008-2009, when the companies were

not able to optimize their production outputs after a sharp drop of export demand. This sort of process causes a drop in the levels of utilization of capital, indicators of profit and causes the company to lose its appeal to foreign investors.

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NACIONALINĖS EKSPORTO PLĖTROS STRATEGIJOS ĮGYVENDINIMO VERTINIMAS: LIETUVOS RESPUBLIKOS ATVEJIS

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Santrauka. Daugelis besivystančių šalių (įskaitant pereinamosios ekonomikos šalis) liberalizuoja savo ekonomikas, siekdamos pritraukti tiesioginių užsienio investicijų, perimti technologinius pasiekimus ir tapti konkurencingos vidaus rinkoje (Sinha, 2009). Globalizacija ir skirtingų ekonomikų integracija dažnai buvo siejama su ekonominiu augimu ir socialiniu vystymu. Eksportas labai svarbus kriterijus norint pasiekti aukštus ekonomikos augimo rodiklius (Hessels ir van Stel, 2007; Shih and Wickramasekera, 2010). Tačiau nėra įrodymų, kad valstybės pagalba ar specialios eksporto skatinimo priemonės efektyviai skatina veiklą, susijusią su eksportu (Leniodou, 1998, Williams, 2008).

Lietuva yra maža atvira ekonomika su santykinai nedidele vidaus rinka, todėl vienas iš svarbiausių jos ekonominio augimo, konkurencingumo didėjimo, valstybės balanso teigiamų pokyčių veiksnių yra lietuviškų prekių eksporto plėtra. Šiuo metu pagrindinės lietuviškų produktų importuotojos ES šalys išgyvena finansinės krizės padarinius. Ji ypač neigiamą įtaką turėjo Vakarų Europai. Šie politinės valios klausimai yra apibrėžti Lietuvos eksporto plėtros strategijoje 2009–2013 m. (Žin., 2009, Nr. 137-6012). Pažymėta, kad Strategijos vizija, tikslai ir uždaviniai turi būti įgyvendinti valstybės institucijų skatinant šalies prekių ir paslaugų eksportą į kitas rinkas.

Mokslinės literatūros analizė rodo, kad dėl globalizacijos ir besikeičiančios verslo aplinkos daugelis įmonių privalo pereiti visapusiškos transformacijos procesus ir tapti labiau internacionalizuotos. Eksportas yra viena iš įėjimų į tarptautines rinkas formų. Akivaizdu, kad eksportas yra labai svarbi ekonomikos dedamoji, užtikrinanti spartų valstybės ekonomikos augimą, o vidaus konkurencija pereina į aukštesnį lygmenį. Tačiau mokslinėje literatūroje nėra įrodymų, kad valstybės eksporto skatinimo politika yra efektyvi ir sukelia veiksmingą grįžtamąjį ryšį šalies ekonomikai. Mokslinės literatūros analizė rodo, kad pagrindiniai veiksniai, skatinantys įmones eksportuoti efektyviai, labiau susiję su įmonių kompetencijos sritimis, ypač tokiomis kaip marketingas ir tarpkultūrinė komunikacija. Būtent šių sričių visapusišku išmanymu pasižymi eksportuojančios įmonės. Toks požiūris prieštarauja į išteklius orientuotų kompanijų požiūriui ir reikalauja daugiau tyrimų ir mokslinės literatūros analizės eksportuojančių įmonių dinaminį išteklių ir įmonių kompetencijų srityse. Be to, produktyvumas yra vienas iš eksportuojančių įmonių sėkmės veiksnių, tiriamas šiame straipsnyje.

Lietuvos eksporto plėtros strategija 2009–2013 m. orientuota į tris pagrindines veiklos sritis: naujų eksporto partnerių paieška, eksportuojančiųjų įmonių veiklos efektyvumo didinimas,

investicijų skatinimas. Paslaugų sektorius Strategijoje laikomas prioritetu. Tačiau nepagrįsta, kodėl paslaugų sektorius, kuris nebūtinai gali užtikrinti aukštą ekonomikos pridėtinę vertę ilguoju laikotarpiu, turėtų būti laikomas prioritetiniu.

Atlikta 130 Lietuvos pramonės įmonių vadovų apklausa parodė nepakankamą Lietuvos eksporto plėtros priemonių išnaudojimą. Apie 14 % pramonės įmonių eksporto skatinimo priemonės finansavo iš savo asmeninių lėšų. Tai rodo nepakankamą informacijos sklaidą verslo sektoriui apie galimybes gauti valstybės dotacijas bei santykinai dideles laiko sąnaudas administruojant valstybės paramą, ypač atsižvelgiant į sparčius tarptautinių rinkų paklausos pokyčius. Šios sritys turi būti tobulinamos.

Kitas aspektas, dėl kurio nepakankamai efektyviai išnaudojamos Lietuvos eksporto plėtros priemonės, – jos tik iš dalies atitinka įmonių lūkesčius. Pramonės vadovai, siekdami didinti eksportą, ypač didelį dėmesį skyrė įmonės gamybos ir valdymo efektyvumo veiksniams, kaip technologijų diegimui, žmogiškojo kapitalo našumo pakankamo lygio užtikrinimui, įmonės valdymo ir vadybos gebėjimams efektyviai reaguoti į rinkos pokyčius, sugebėjimą optimizuoti gamybą atsižvelgiant į žaliavų kainų pokyčius. Šiems veiksniams Lietuvos eksporto plėtros strategijoje skirta nepakankamai dėmesio.

Pagrindinės valstybės priemonės, kurias aktyviausiai taikė pramonės įmonės, – rinkodaros, tiesiogiai susijusios su naujų kontaktų užmezgimu ir produkcijos paklausos plėtra užsienyje. Populiariausia priemonė visuose pramonės sektoriuose – parodos. Ji vidutiniškai sudarė apie 64 % visų valstybės naudojamų priemonių, o tokiuose sektoriuose, kaip maisto ir gėrimų bei medienos ir baldų pramonės, parodos sudarė didžiąją dalį visų naudojamų priemonių. Iš visų tirtų sektorių išsiskyrė tekstilės ir elektronikos sektoriai, kurie, be rinkodaros priemonių, taip pat skyrė dėmesio technologijų plėtrai, darbuotojų mokymams bei kokybės standartų diegimui, kas rodo šių sektorių ateities plėtros potencialą.

Lietuvos Respublikos statistikos departamento duomenis, dėl nepakankamų gamybinių pajėgumų tik nedidelė dalis pramonės įmonių (apie 21 %) galėtų efektyviai įsisavinti valstybines eksporto plėtros priemones. Lietuvos eksporto strategija daugiausia orientuota į naujų užsienio partnerių radimą bei Lietuvos pramonės produkcijos paklausos plėtrą, tačiau nepakankamai dėmesio skiriama gamybinių pajėgumų plėtrai ir optimalaus gamybos lygio užtikrinimui. Nesant šių veiksnių tvarios plėtros, nėra galimybės užtikrinti eksporto plėtros ilguoju laikotarpiu.

Gamybinių pajėgumų plėtra aktualiausia baldų gamybos ir drabužių siuvimo sektoriams, nes juose gamybiniai pajėgumai išnaudoti labiausiai – siekia apie 80 %. Didžiausias produkcijos paklausos poreikis kitų nemetalų mineralų sektoriuje, kuriame nepakankamai išnaudotas gamybinis potencialas, neužtikrinamas pakankamas pramonės sektoriaus efektyvumas. Akivaizdu, kad Lietuvos pramonės plėtros priemonės atitinka tik dalies Lietuvos pramonės sektorių poreikius ir, siekiant didinti jos efektyvumą, priemones reikėtų labiau diversifikuoti.

Pabrėžtina, kad Lietuvos pramonės sektoriuje trūksta gamybos optimizavimo patirties bei monitoringo priemonių. Statistikos departamento duomenimis, ekonomikos pakilimo laikotarpiu pramonės sektorius geriau numatė savo gamybinius pajėgumus nei ekonomikos recesijos atveju 2008–2009 m., kai, staigiai sumažėjęs eksporto paklausai, nepavyko atitinkamai sumažinti gamybos pajėgumų. Dėl šios priežasties mažėja kapitalo išnaudojimo efektyvumas, įmonės pelningumo rodikliai bei patrauklumas užsienio investuotojams.

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