



**INCREASING THE EXPORT POTENTIAL OF REGIONS IN THE
CONTEXT OF EXOGENOUS CHANGES**

**AUMENTAR O POTENCIAL DE EXPORTAÇÃO DAS REGIÕES NO
CONTEXTO DE MUDANÇAS EXÓGENAS**

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ABSTRACT

The article dwells on the issues of increasing the export potential of Russian regions due to emerging economic restrictions and ongoing global exogenous changes.

Objective: The study aims at creating an algorithm for improving the efficiency of regional exports, including: increasing sales of existing export goods, searching for new international trading partners, and launching global business projects.

Methods: The current structure of exports and the export potential of Russian regions were analyzed as exemplified by the North Caucasian Federal District. The research materials include statistical reports posted in the public domain by the Federal Service of State Statistics and the Russian Export Center.

Results: Based on the analysis conducted, a matrix of criteria for selecting partner countries is proposed. It highlights priority areas of foreign trade, promotes strategic decisions for the best development of exports, and determines the optimal criteria for finding an exporting country. Conclusion: The custom matrix can contribute to the development of exports and the export potential of a particular region based on the revealed elements in modern conditions.

Keywords: Netocracy; Network; Power; Information; Meritocracy; Global Internet.





RESUMO

O artigo aborda as questões do aumento do potencial de exportação das regiões russas devido às restrições econômicas emergentes e às mudanças exógenas globais em andamento.

Objetivo: O estudo visa a criar um algoritmo para melhorar a eficiência das exportações regionais, incluindo: aumento das vendas de produtos de exportação existentes, busca de novos parceiros comerciais internacionais e lançamento de projetos comerciais globais.

Métodos: A estrutura atual das exportações e o potencial de exportação das regiões russas foram analisados como exemplo do Distrito Federal do Cáucaso do Norte. Os materiais de pesquisa incluem relatórios estatísticos publicados em domínio público pelo Serviço Federal de Estatísticas do Estado e pelo Centro de Exportação da Rússia. Resultados: Com base na análise realizada, é proposta uma matriz de critérios para a seleção de países parceiros. Ela destaca as áreas prioritárias do comércio exterior, promove decisões estratégicas para o melhor desenvolvimento das exportações e determina os critérios ideais para encontrar um país exportador. Conclusão: A matriz personalizada pode contribuir para o desenvolvimento das exportações e o potencial de exportação de uma determinada região com base nos elementos revelados nas condições modernas.

Palavras-chave: Potencial de exportação; Região; Restrições; Mudanças exógenas; Matriz.

1 INTRODUCTION

For any economy, it is important to consider the economic restrictions in the system as a whole and affect the development of its components. Today much attention is paid to macro-level economic limitations. These are studied at the global level and reflect global problems in the interaction of nature and society (Bekezhhanov et al., 2022). However, it is also necessary to consider the existing economic restrictions at the regional level which are highly interconnected with industry-specific restrictions. The conditions for limiting sectoral production resources, including the adoption of certain economic decisions, should be considered using production possibilities characterized by the corresponding economic choice. Such production possibilities properly combine the production of several types of goods with the condition of using certain technologies and limited resources.





Limited resources directly affect the export potential of a certain region and the country as a whole. The main task (the country's priority in modern conditions) is to focus on the production of competitive goods while using the natural, industrial, infrastructural, and innovative advantages of such regions.

When analyzing the specifics, manifestations, and possible negative consequences, we determined directions for the sustainable development of a particular regional economic system. The synergistic effect obtained from the interaction of social, economic, and natural components of regional systems adjusted for global exogenous changes and effective ways to minimize risks will form new directions for the development of long-term conceptual guidelines for managing risks in increasing Russia's export potential.

2 METHODS

The methodological basis of the research includes the fundamental studies in the field of world trade, legal acts on foreign economic activity, materials of scientific conferences and workshops at various levels, and our own applied studies. The article is based on a dialectical approach to studying the formation and development of economic systems, as well as the methodology of system analysis.

In the course of the study, we used the following general scientific approaches:

- The genetic approach is based on the extrapolation method with due regard to the historical development of the object. It allowed us to identify the underlying conditions and development factors to obtain judgments about the future state of the object. This approach was used to observe the processes regardless of the target settings for the development of such systems;
- The teleological approach is expedient in the process of studying the phenomena occurring in the economy and their rapid changes. It allowed us to consider the target settings for the development of the object and determine the achievement of the tasks set;





- The functional approach is based on the interaction of economic and non-economic elements and factors of the object under study in a specific external environment. This contributes to the effective use of the principles of the mutual dependence of economic phenomena;
- The structural approach based on the modern theory of market morphology provides the development of methods, criteria, and indicators for assessing the state of an object in accordance with the targets. These methods predetermine the functioning of the main elements in the system and the relationship between them.

A variety of methods under these approaches allowed us to apply an adaptive methodology for assessing export activity and export potential of the regional and national economy with due regard to the impact of ongoing transformations on the global market.

The surveys and reports of Russian statistical agencies (Federal Service of State Statistics (Federalnaya sluzhba gosudarstvennoi statistiki, n.d.)) and open-access materials from analytical companies (Russian Export Center (AO “Rossiiskieksportnyi tsentr”, n.d.), Russian Business Consulting (RosBiznesKonsalting, n.d.)) were used as the information basis for this study.

The empirical basis of the research consists of scientific works, business periodicals, and scientific publications, including Internet resources, legislative acts regulating the main aspects of world trade, and our applied research.

The article is based on a systematic approach to studying the export potential of a particular region as a qualitative interaction of its components with possible directions of transformation under the influence of different risks and industry restrictions. When assessing the export potential of the chosen region, we used general scientific methods of theoretical cognition: expert surveys, statistical, economic, and logical analysis, synthesis, comparison, deduction, and generalization.

We also conducted a systematic analysis of the object and a comparative analysis of the regional economy according to economic and sectoral features. These approaches create conditions for the validity and authenticity of generalizations, conclusions, and statements obtained in the work.





3 RESULTS AND DISCUSSION

Increasing the export potential of any country is an integral part of its economic development strategy. Global trade is analyzed at different levels. Thus, the Trade and Development Report is published by the United Nations Conference on Trade and Development (n.d.) on an annual basis. It dwells on the commodity structure of world trade and considers its development based on a new relationship between the state, market, society, and environment.

A special role in the development and analysis of the expert potential of Russia is played by the Russian Export Center (AO “Rossiiskieksportnyi tsentr”, n.d.). This institution provides financial and non-financial assistance to companies at all stages of entering foreign markets, including within the International Cooperation and Export national project. There is also a special project entitled “Russia’s Export Potential”, which is a modern platform for participants in foreign trade activities.

According to the Bank of Russia, Russia’s foreign trade turnover amounted to 798.0 billion US dollars (139.3% if compared to 2020) in 2021, including exports – 494.0 billion dollars (148.2%) and imports – 303.9 billion dollars (126.8%). The trade balance remained positive, with 190.1 billion US dollars (93.7 billion dollars in 2020) (Table 1).

Table 1. Indicators of Russia’s foreign trade in 2019-2021

Indicator	Actual value			Deviation, ±	
	2019	2020	2021	2020/2019	2021/2020
1	2	3	4	5	6
Ratio of exports to GDP, %	24.8	22.38	27.9	-2.42	+5.52
Ratio between exports and imports, %	164.9	138.2	167.5	-26.7	+29.3
Ratio of external debt to GDP, %	29	31	32.2	+2	+1.2
Gold and foreign exchange reserves, billion US dollars	549.8	592.4	612.9	+42.6	+20.5

Source: compiled by the authors based on data from <https://rosstat.gov.ru> (Federalnaya sluzhba gosudarstvennoi statistiki, n.d.)





The analysis of commodity exports of the Russian Federation is presented in Figure 1.

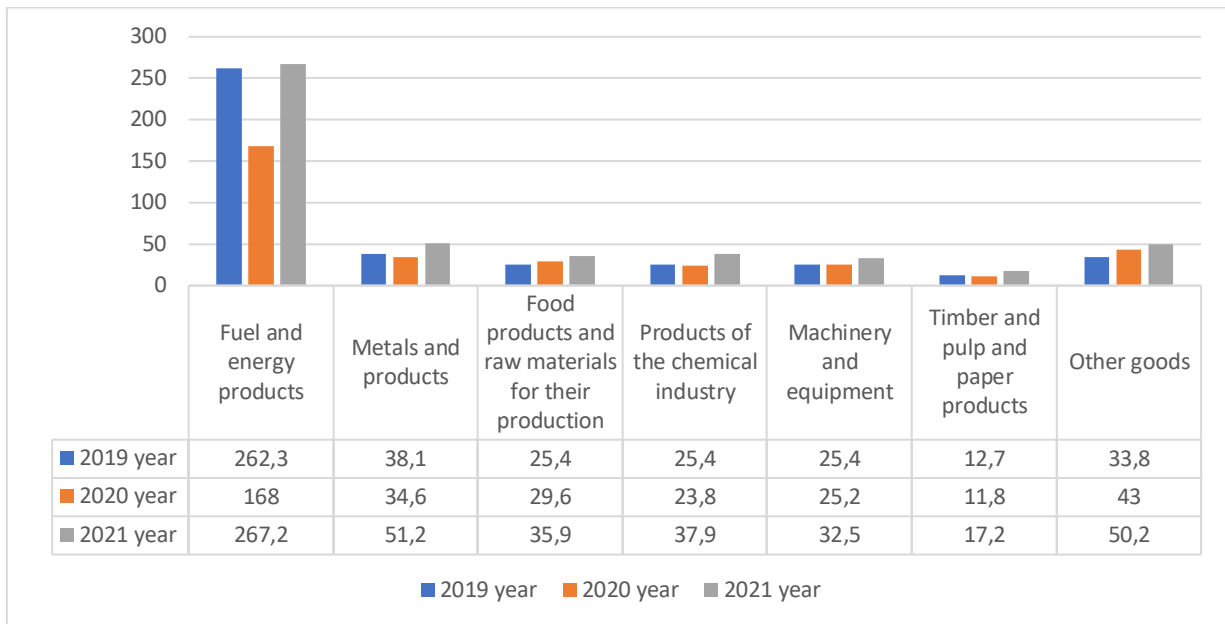


Figure 1. The commodity structure of exports in the Russian Federation, billion US dollars
 Source: compiled by the authors based on data from <https://rosstat.gov.ru> (Federalnaya sluzhba gosudarstvennoi statistiki, n.d.)

The analysis has proved that the commodity structure of the country’s exports changes from year to year, which is influenced by emerging economic and sectoral restrictions. Additional impacts are the ongoing transformation processes that caused a drop in the development and functioning of important sectors of the economy, and the emergence of global risks that differently manifest themselves across regions of the country.

In the course of the study, we considered both Russian and foreign scientific works, as well as publications of practitioners in the development of exports under industry restrictions and global exogenous changes for the country as a whole and its regions.

Scholars have been addressing the issues of foreign trade since the 16th century. There are the Early Mercantilists who were adherent to the Classical school and emphasized the role of foreign trade. They highlighted the need to reduce imports and, accordingly, increase exports (Lindert, 1992). The founders of bourgeois political economy A. Smith and D. Ricardo made a significant contribution to studying the causes of foreign trade. While developing the theory of comparative advantage, A. Smith dwelled





on international trade, which was the starting point for the classical theory and became the basis of a free trade policy.

The theory of attitude development in relation to exports and export potential of the state and regions was formed by foreign scientists based on a functional approach. It reflects the interaction (functional relationship) of both economic and non-economic factors. The theory claims that the state has advantages in the development of export potential since it provides the country with factors of production and their interaction (*Porter, 2001*).

The Heckscher-Ohlin model on the ratio of factors of production is derived from the theory of international trade. This theory is based on the fact that all countries are endowed with unequal factors of production, hence an individual country needs to select the most profitable goods for world trade while using surplus resources.

In the early 1990s, M. Porter made a significant contribution to the theory of international trade and filled in its gaps. The author emphasized competitive advantages for a country that determine the structure of its exports (*Porter, 1993, 2001*).

Foreign scientific works determine the fundamental aspects of foreign trade and form various concepts that describe the ethnocentric, polycentric, and geocentric orientations of multinational companies. These studies focus on the controversial question of whether export activities should be standardized or adapted to national market conditions. Other studies cover the influence of individual factors on export activity, offer methods for assessing information on export activity, and justify that the use of this information affects the ways it is obtained and the results of exports. There are also studies on the ongoing conflict between production and marketing with due regard to the impact of current transformations within the global market.

Russian scientists consider Russian export development from the viewpoint of state and private companies and in the context of international marketing. Based on a conceptual approach, they determine prospects for export development at various levels (*Bondarenko, 2010*).

Using a structural approach, Russian scientists develop a methodology for assessing the export potential and its content, as well as directions for increasing the export potential of regions in various aspects (*Vinogradova, 2022*).





Currently, a large number of publications are concerned with the ongoing global changes in the relations between countries, regions, and industries. These reflect possible solutions to crises and directions for leveling the impact of risks and minimizing their damage. The influence of industry restrictions and global exogenous changes has been considered for a long time since it has a high-quality base of scientific research.

Since 2020, modern economists have been talking about the need to determine a strategy to counter the crisis caused by the COVID-19 pandemic. According to S.Yu. Glazev (2020), Russia has suffered another defeat on the financial and economic front. The scholar also addressed the ongoing structural shifts in various industries and their significance for the national economy and constituent entities of the Russian Federation (*Kravchenko, 2020*). E.V. Lisova (2020) underlined a significant differentiation of losses from the consequences of global exogenous transformations depending on the field of activity since there is a relationship between the actions of public authorities at the regional level and the possible consequences of COVID-19.

Scientists consider the transformation of the economy towards long-awaited diversification, which is not fast enough and lacks fiscal stimulus. In their opinion, the COVID-19 pandemic has advanced the scientific and technological revolution and information modernization (*Teryutina & Sleptsova, 2020*).

The sectoral development of export under economic restrictions is currently an important task to be solved both at the state level and at the regional level (*Anpilov & Sorochaikin, 2020; Chernik, 2022; Cheshina, 2022; Golikova, 2022; Golubchik & Pak, 2022; Kuznetsova et al., 2022; Lopaeva & Andreeva, 2022; Timchuk & Kirillova, 2022; Vinogradova, 2022*).

The ongoing transformations and emerging risks affect the social, economic, and climatic components of the regional system. Indeed, modern studies of risks are connected with the current economic and political events that have influenced all sectors of the regional and national economy.

The concept of export and export potential of the state and its regions is a crucial economic phenomenon as it constantly needs quality content based on ongoing transformations and global exogenous changes. As a result, there is a need to update research in this direction to adjust the economic course of the Russian Federation and





improve its export opportunities with due regard to the diversification of export commodities. This approach reverses industries, which increases the role of regions in solving this problem.

According to the conducted research, it can be concluded that exports and export potential are developed using classical theories claiming that export activities are based on the competitive advantages of goods, resources, and logistics. For the development of world trade, the state as a whole needs to use the potential of its regions, which consists in the implementation of their export activities based on the existing competitive resources and all possible internal reserves.

To assess the possibility of increasing the export potential of a region and the impact of ongoing transformations, as well as current industry and economic restrictions, it is important to analyze its constituent elements. From the methodological viewpoint, the following elements serve as the constituent components of the export potential of a region (Figure 2).

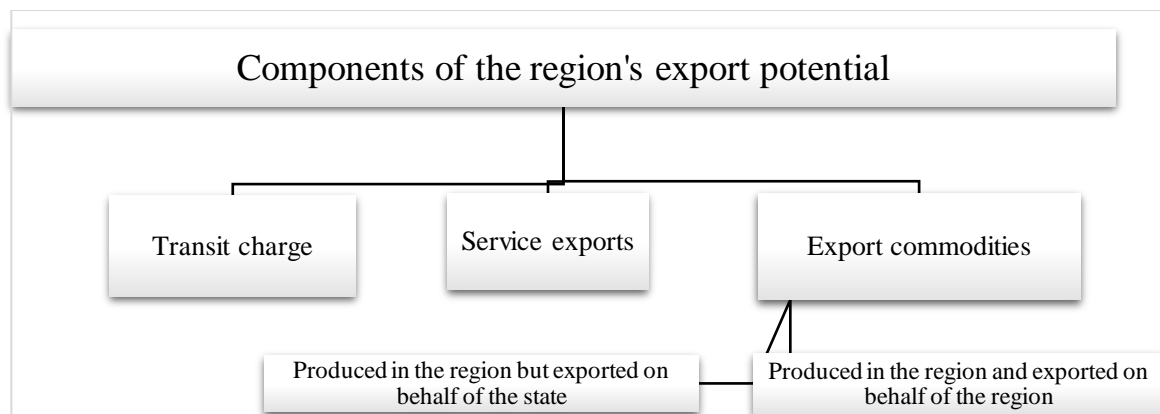


Figure 2. Components of the export potential of a particular region

Source: compiled by the authors based on the study of scientific materials

An important role in the development of export potential is assigned to the continuous operation of the infrastructure for the movement of export goods since the contribution of each element to the overall development of the region's export potential depends on its availability and quality (Deryzemlya & Ter-Grigoryants, 2021; Bondarenko, 2010).





In modern Russia, the most important geopolitical region is the North Caucasus Federal District, through which economic relations with the Transcaucasian republics are carried out. Due to its advantageous position, the North Caucasus Federal District has stable markets. Its favorable position is manifested in the fact that the most important railway, automobile, and pipeline routes pass through the territory of the region, connecting Russia with the Transcaucasian countries.

According to the results of foreign economic activity in 2021, the volume of exports in the North Caucasus Federal District was 63% more than imports. 32% of export goods were sent to the CIS countries, while 68% of products went to non-CIS countries. The Caucasus Federal District mainly exported products from the chemical industry (43%) and food goods and agricultural raw materials (34%). The structure of exports is dominated by Azerbaijan, China, Armenia, Georgia, Turkey, and Kazakhstan. Under the current economic restrictions, new directions for exports are as follows: poultry and vegetable oil to Qatar, Bahrain, and Lebanon; lamb to the UAE; soybeans to Armenia and Belarus; flax to Kazakhstan and Poland. Deliveries have been significantly expanded to such African countries as Mozambique, Kenya, Angola, Congo, Gabon, Ghana, and Equatorial Guinea. In 2022, poultry was first exported from the region to Jordan, Equatorial Guinea, and Singapore.

The Stavropol Territory is a constituent entity within the North Caucasian Federal District and is part of the North Caucasian Economic Region. Based on its geographical location, natural resources, and potential for the development of industry, agriculture, sanatorium-resort, and tourism facilities, Stavropol belongs to the unique territories of Russia.

To achieve sustainable growth and efficient export activity, it is required to study and properly use available resources, including human, financial, investment, and other types of opportunities.

In 2021, the volume of exports in the Stavropol Territory amounted to 1,510,938.54 thousand US dollars, which is 314,178.15 thousand US dollars (26.3%) more than in 2019 (Table 2).





Table 2. General results of foreign trade of the Stavropol Territory (thousand US dollars) in 2019-2021

Indicator	2019	2020	2021	2021 vs. 2019	
				thousand dollars	%
1	2	3	4	5	
Commodity turnover	1,806,668.37	1,621,803.30	2,248,921.98	442,253.61	+24.5
Export	1,196,760.39	1,052,749.52	1,510,938.54	314,178.15	+26.3
Import	609,908.37	569,053.78	737,983.44	128,075.07	+21.0
Balance	586,851.68	483,695.74	772,955.1	-	-

Source: compiled by the authors based on data from <https://rosstat.gov.ru> (Federalnaya sluzhba gosudarstvennoi statistiki, n.d.)

In general, there are positive results of trade primarily due to the incentives for small- and medium-sized businesses to engage in foreign economic activity, especially after the COVID-19 pandemic and the global crisis of 2020. The main objects of export and import were the following groups of goods: food, agricultural raw materials, fertilizers, mineral products, etc.

The surplus was achieved through trade with such countries as Azerbaijan, the USA, Kazakhstan, Georgia, Brazil, Turkey, etc.

Table 3. The main exporting countries for the Stavropol Territory in 2021

Country	Export, thousand USD	Share in total exports, %
1	2	3
Azerbaijan	202,969.75	13.4
Brazil	122,301.8	8.1
USA	91,943.44	6.1
China	85,667.87	5.7
Turkey	83,847.57	5.5
Netherlands	75,294.78	5.0
Saudi Arabia	70,719.07	4.7
Belarus	64,339.51	4.3
Kazakhstan	51,192.6	3.4
Australia	49,638.29	3.3
Iran	43,718.22	2.9
Ukraine	38,235.73	2.5
Georgia	37,284.19	2.5
Armenia	33,070.46	2.2
UAE	29,582.98	2.0





Serbia	26,628.79	1.8
India	23,304.02	1.5
Mexico	23,169.24	1.5
France	20,455.33	1.4
Israel	17,701.68	1.2
Romania	17,477.43	1.2
Lithuania	17,005.89	1.1
Honduras	16,405.35	1.1
Uzbekistan	15,201.87	1.0
Other	254,292.1	16.6

Source: compiled by the authors based on materials from <https://rosstat.gov.ru> (Federalnaya sluzhba gosudarstvennoi statistiki, n.d.)

The main exported commodities are fertilizers and grains (32% and 15%, respectively). These products were mainly purchased by Azerbaijan and China. Exports to Transcaucasia mainly included cereals, fertilizers, plastics and their deliverables, as well as foodstuffs.

To intensify foreign trade activities and achieve sustainable development, it is necessary to build an inextricable link between the implemented state policy and business. A combination of various regulatory measures aims at supporting export-oriented companies and attracting investments to increase the region's competitiveness in the international arena.

Based on the need to effectively use the export potential, the International Cooperation and Export national project was developed. Its main objective is to achieve the volume of exports of non-primary, non-energy, and high-value-added goods. In addition, the Economic Development and Innovative Economy state program of the Stavropol Territory is in effect. It provides incentives for foreign economic activity and supports small- and medium-sized businesses.

To intensify foreign economic activity, institutions were created that provide financial, consulting, and other types of support to companies. These institutions include the Russian Export Center and the Export Support Center. For the development of foreign economic activity in the region, a project of the Ministry of Economic Development of the Stavropol Territory was created in the form of online consultations with trade representatives of the Russian Federation in the CIS countries and non-CIS countries entitled "Hour with a Trade Representative".





The geographical location of the region enables the use of various logistics routes. For example, air transportation should be used for the supply of products to Saudi Arabia, the UAE, and Africa. Goods are delivered to Azerbaijan, Kazakhstan, China, and Georgia via rail transportation. Cargo transportation by ground is used for export to Abkhazia, Belarus, and Kazakhstan. In the future, the main changes in the fertilizer market will be the redistribution of sales from the USA and Europe to Latin America and Asia.

To select priority partner countries for the Stavropol Territory, we developed a set of criteria based on the potential for cooperation in the following areas: agriculture, industry, trade, education, and socio-cultural tourism. Each criterion was evaluated on a binary scale: (1) – the criterion is met; (0) – the criterion is not met. As a result, the selected countries were ranked according to a set of evaluation criteria (Table 4).

Table 4. Matrix of criteria for selecting priority partner countries for the Stavropol Territory

Member states	Cooperation potential					
	Agriculture	Industry	Socio-cultural and educational sphere	Tourism	Trade	Total
1	2	3	4	5	6	7
Belarus	1	1	1	1	1	6
Armenia	0	1	1	1	1	5
Kazakhstan	0	1	1	1	1	5
Kyrgyzstan	0	0	1	0	1	2

Source: compiled by the authors

Thus, it can be stated that cooperation with the Republic of Belarus has the highest potential for the Stavropol Territory and the localization of its products in the region.

Due to the need to increase foreign trade activities and achieve sustainable development, it is necessary to develop a set of state regulatory measures aimed at supporting export-oriented companies and attracting investments to ensure the region’s competitiveness in the international arena.

Considering unique natural and climatic features, powerful industrial production, and developed agriculture, the high potential of export activities in the Stavropol Territory





orients its economy towards mutually beneficial cooperation and integration within the framework of the transforming global economy.

4 CONCLUSION

The main directions for the effective use of the export potential of regions are as follows: to increase the sales of existing export items; to search for new international trading partners and ways to interact with them; to create global business projects and integrate regional companies into them; to develop export activities through ecommerce; to implement acceleration programs for the development of exports and other integrated tools; to form and update the database of existing exporters and potential exporters; to build a set of measures to expand business relations with potential foreign counterparties; to introduce the personnel training system in the field of foreign economic activity; to promote state support measures aimed at developing exports and informing exporters about regional and federal mechanisms and support tools; to create new export-oriented companies by increasing investment and reproduction cycles, alliances and consortiums; to establish a regional brand in foreign markets; to prepare cultural-historical, health-improving and environmental programs for the development of inbound tourism.

The proposed matrix of criteria for selecting partner countries will increase the effectiveness of foreign trade, form priority areas and better analyze the selected market. The selection of priority partner countries for the region is a strategic decision that entails a large amount of capital investment. Thus, it is necessary to determine the initial goals and criteria for choosing the country of export.

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