

Processed Food Industry

Mr. Bhanupong

Lecture 15

Course Syllabus

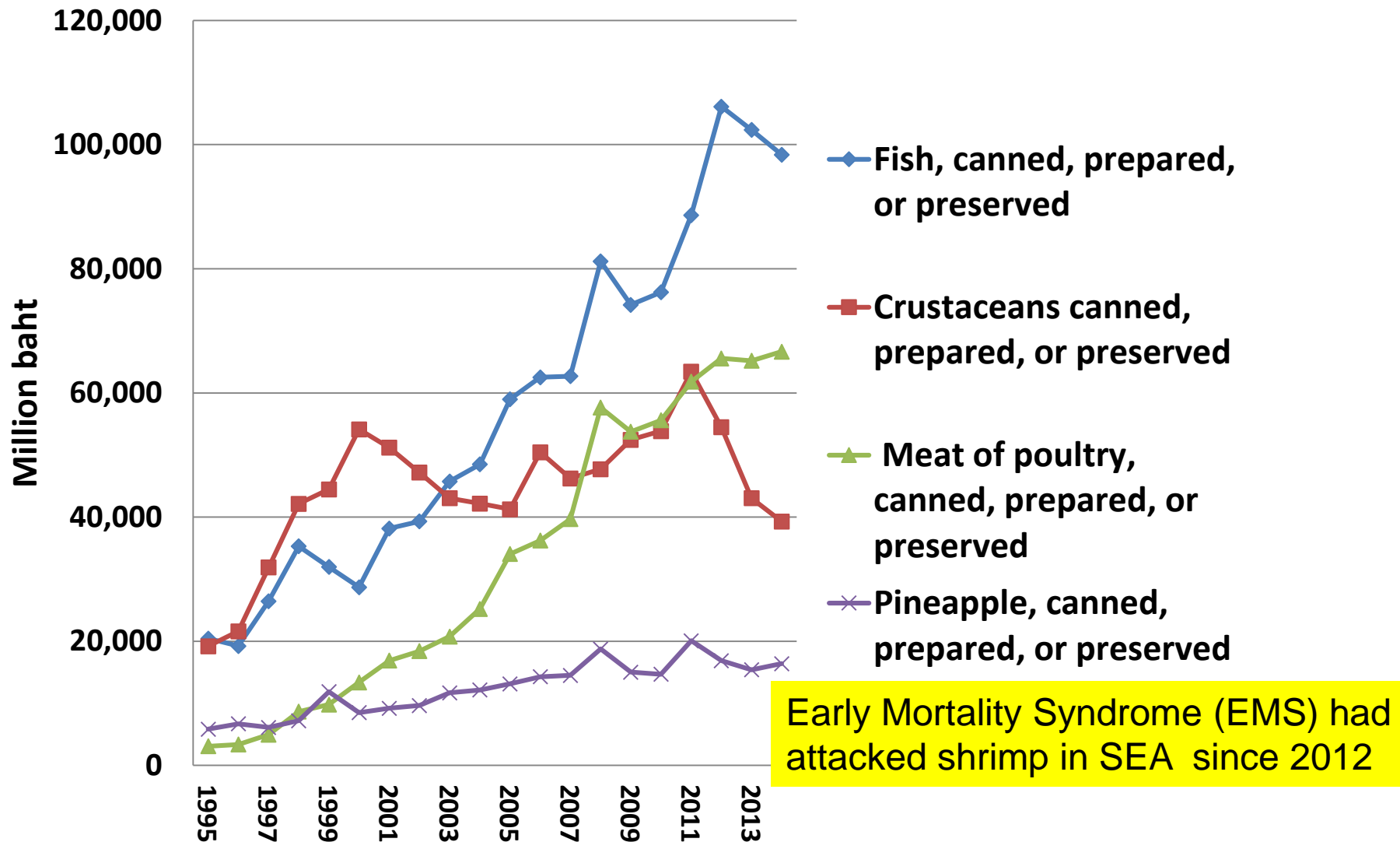
lecture 15

- **The rise and fall of Thailand's export-oriented industries**
- We explore the processed food industry.
- While facing non-tariff barriers imposed by developed countries, the industry is still rising stars exports.
- Does the success of these industries bode well for the resilience and dynamism of the Thai manufacturing sector?

Key words

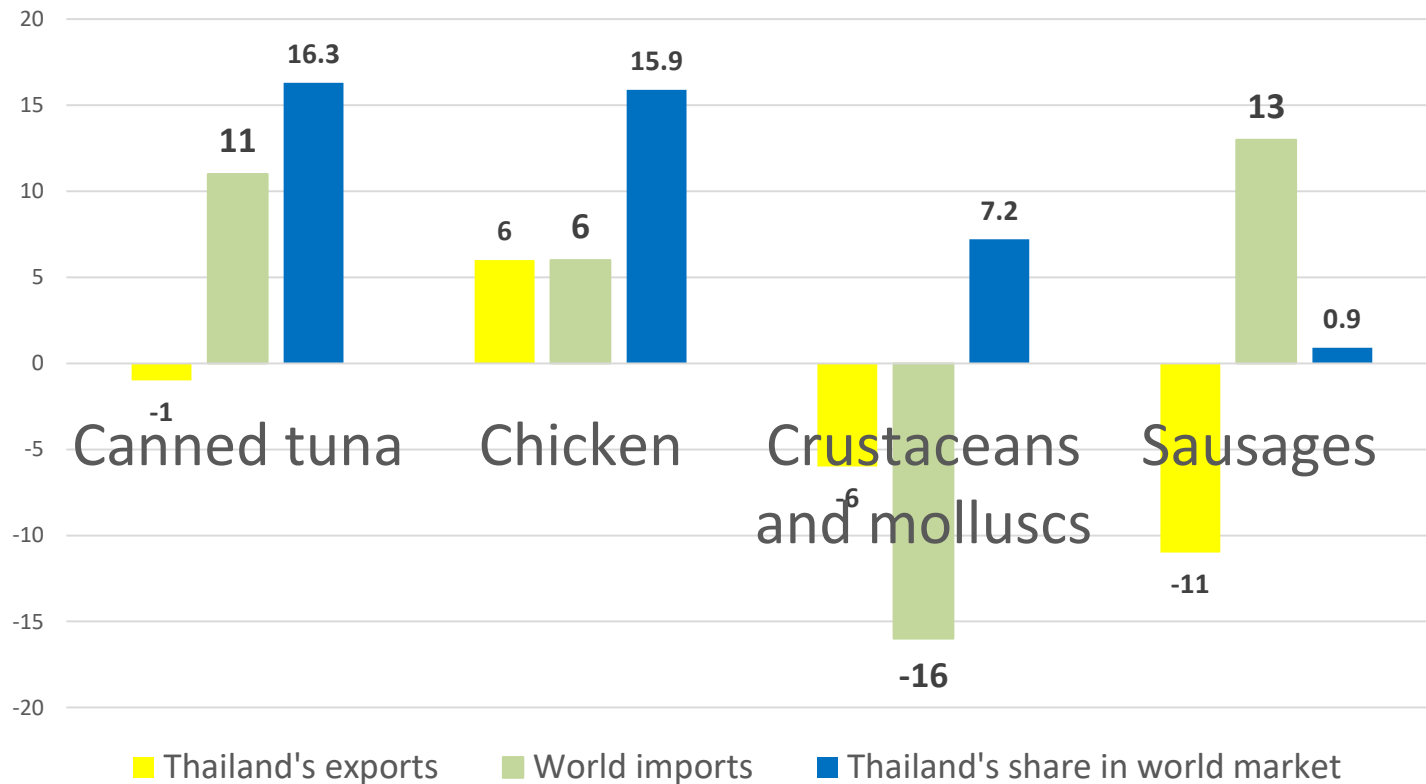
1. Processed food industry: trade performance and competitiveness
2. Chicken and shrimp exports
3. Outflow of FDI: case of Vietnam
4. Non-tariff barriers: SPS measures
5. Responses to NTBs
6. SPS Compliance cost

1. Thailand's major processed food exports



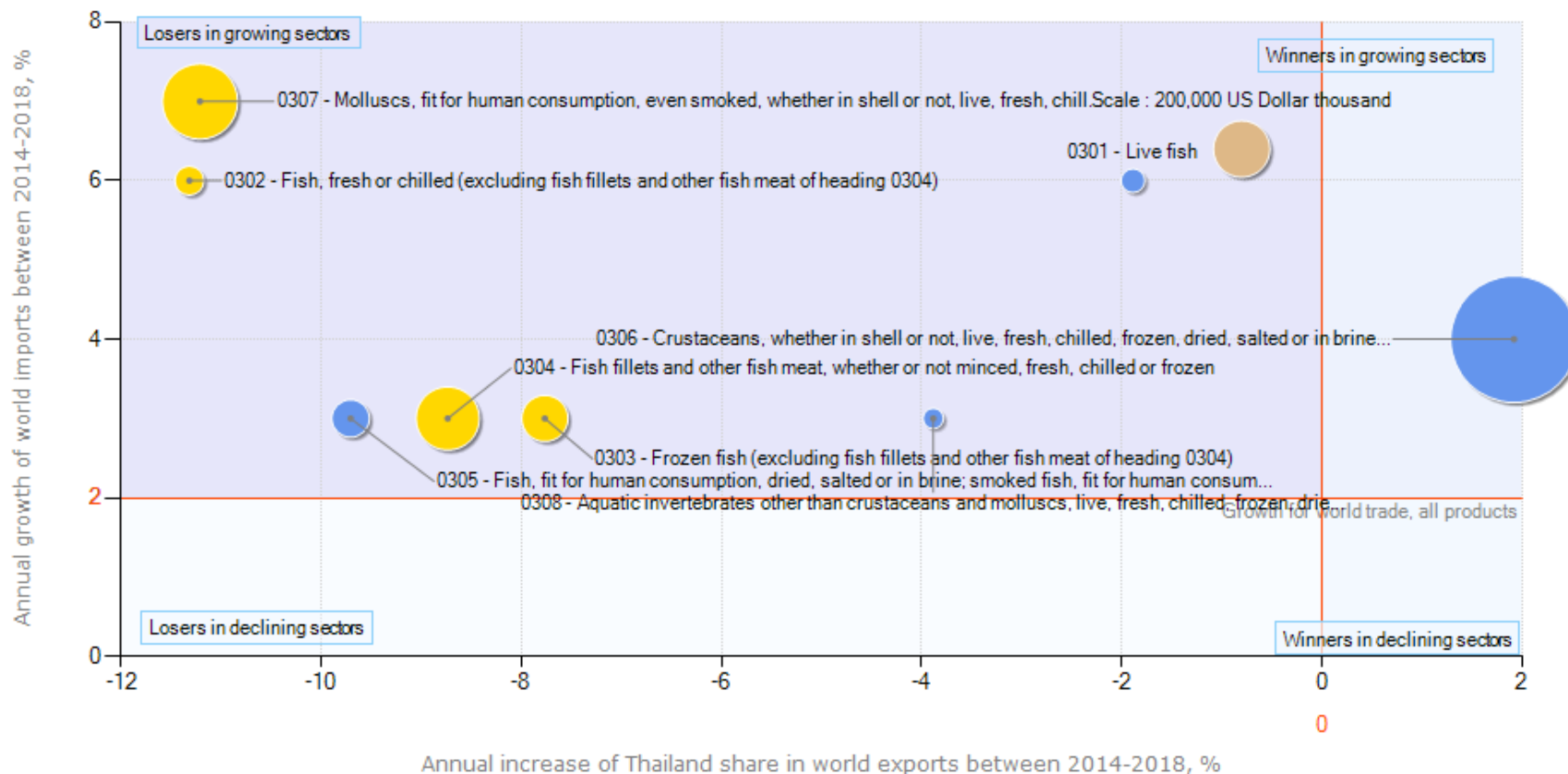
Annual growth of processed product 16 (2014-2018) and Thailand's world market shares

Source: ITC



Thailand's export growth vs. world import growth (product 03)

Growth of national supply and international demand for products exported by Thailand in 2018



● Thailand is a net importer for this product

● Thailand is a net exporter for this product

● Reference bubble

The bubble size is proportional to export value



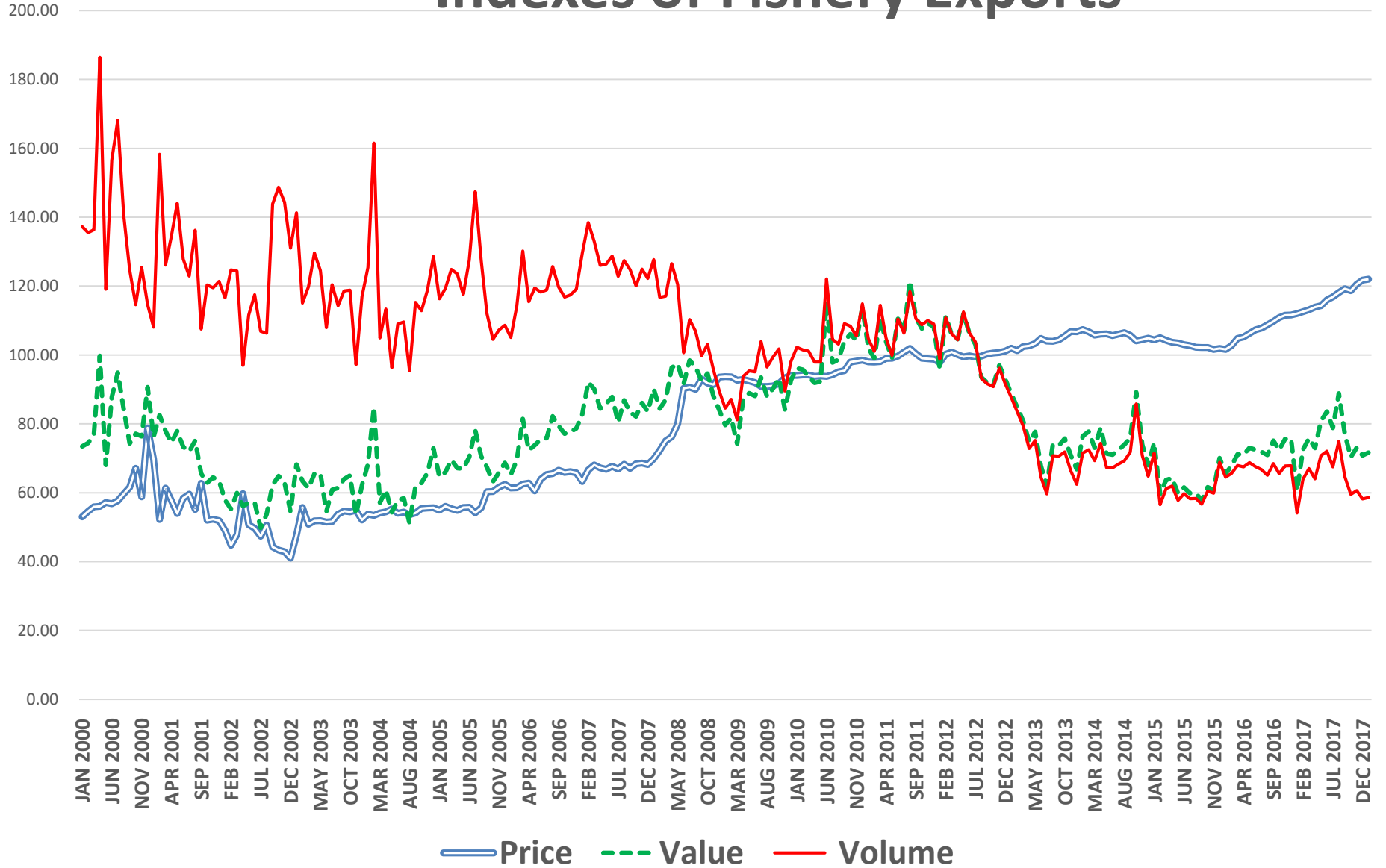
Benefits from processed food industry

- Less reliance on imported raw materials: high value added.
- Low capital intensity: creating more jobs
- Close links with the agricultural sector
- Output and exports reflect changing comparative advantage.
- Wider scope for ***product differentiation*** than traditional agricultural commodities.

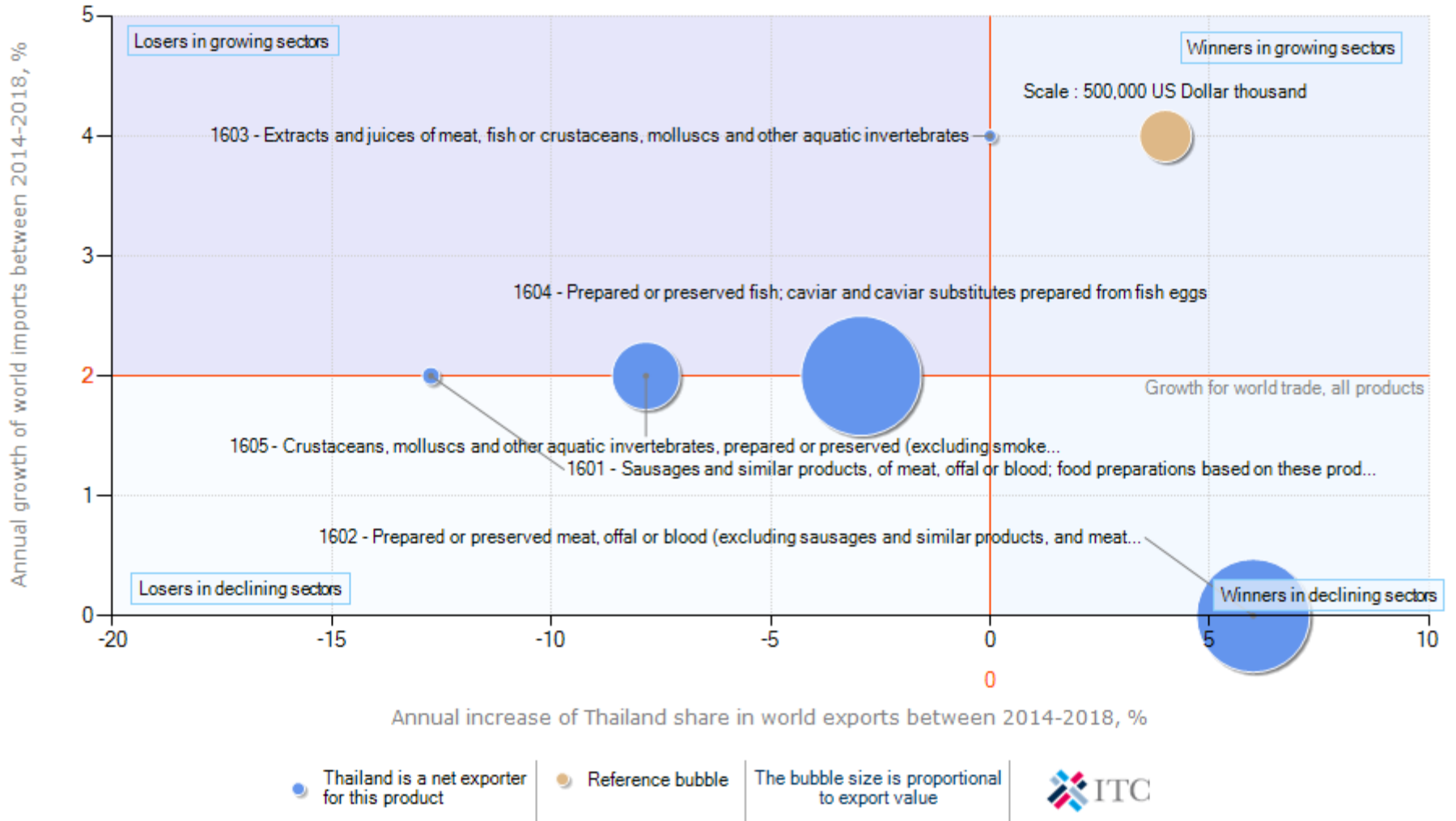
Major processed food exports

- Processed seafood: canned tuna, fresh and frozen shrimp
- Processed meat: chicken, pork
- Processed vegetable and fruit: canned pineapple

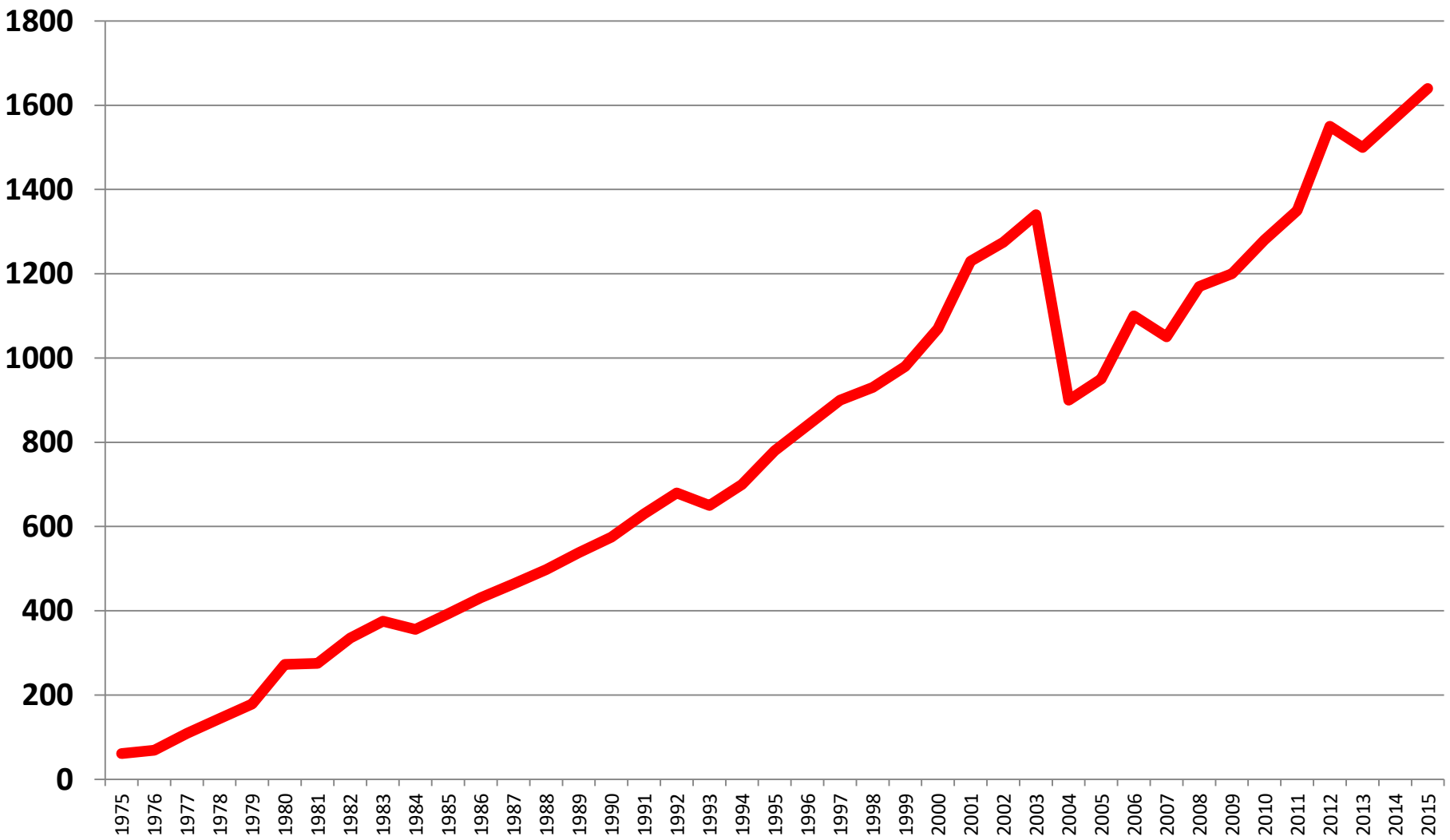
Indexes of Fishery Exports



Growth of national supply and international demand for products exported by Thailand in 2018



2. Thailand's Broiler Production (1,000 MT)



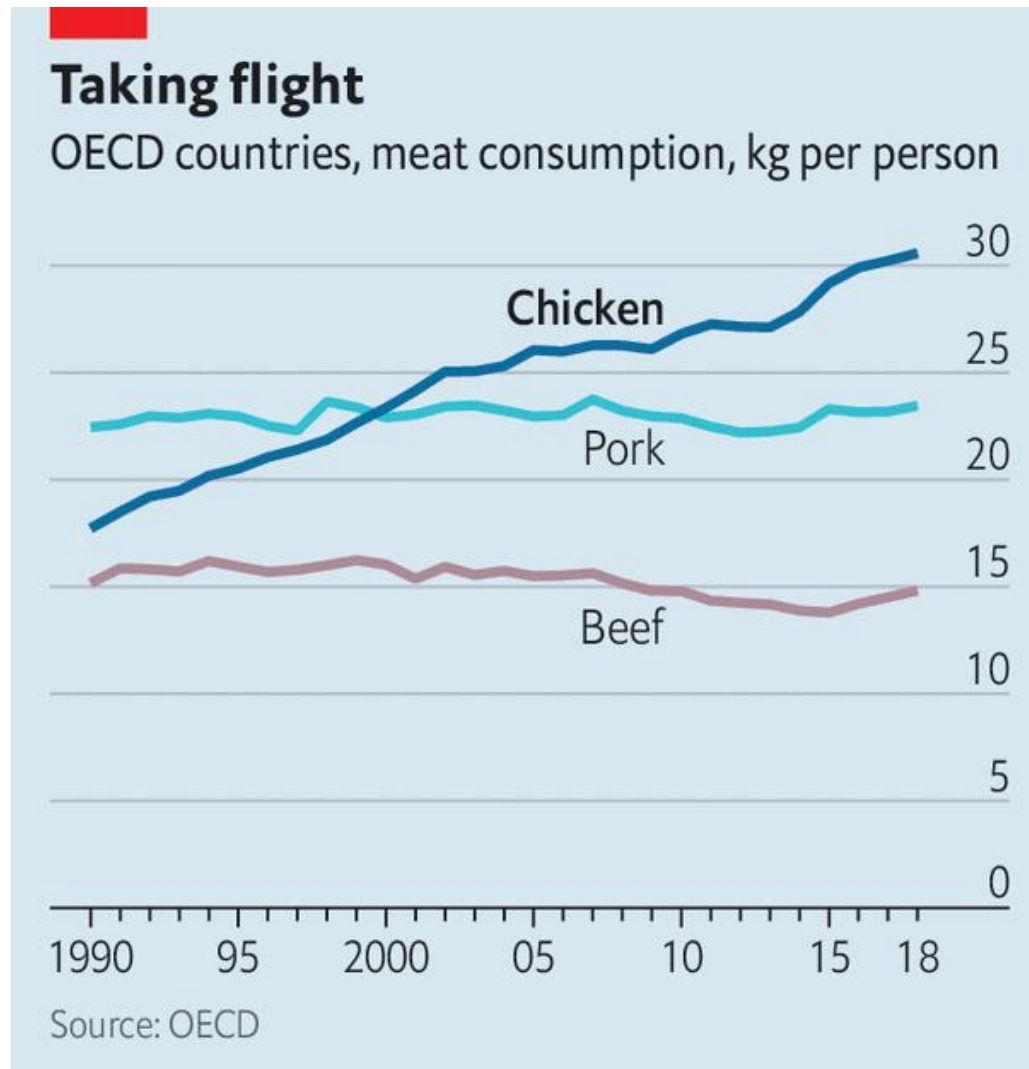
Bigger birds over the years

Comparing chickens that were selectively bred in 1957, 1978 and 2005, at 56 days old the three birds had average weights of 0.9kg, 1.8kg and 4.2kg (see chart).

As raising a single big bird is more efficient than raising two smaller ones, it now takes farmers just *1.3kg of grain* to produce 1kg of chicken, *down* from *2.5kg* of grain in 1985.



Chickens have become the rich world's most popular meat
The birds now count for 23bn of the 30bn land animals living on farms



3. FDI outflows to Vietnam

- [Charoen Pokphand Foods](#) is boosting investment into Vietnam, marking one of the first big moves to piggyback on Vietnamese access to Trans-Pacific Partnership countries since the pact took effect at the turn of the year.
- CP Foods, part of Thailand's biggest conglomerate, Charoen Pokphand Group, will invest more than \$200 million to create an export hub for its poultry and pork business. The project represents a significant inflow into Vietnam, equal to more than 25% of the total invested by Thai companies between 2015 and 2017.
- The Thai company is hoping to take advantage of the free trade agreement which came into effect at the end of last year, which offers Vietnam advantageous trading terms with such countries as Japan and Australia, as well as Mexico and Canada. Thailand has yet to join the TPP.
- Vietnam in November 2018 became the seventh country to ratify the TPP, with economists expecting the agreement to boost Vietnamese exports by 4%. The scale of growth was revised downward after the U.S. pulled out of the agreement in January 2017.

CP Foods taps into Vietnam's TPP access to drive poultry exports Thai conglomerate invests in new facility as part of worldwide expansion



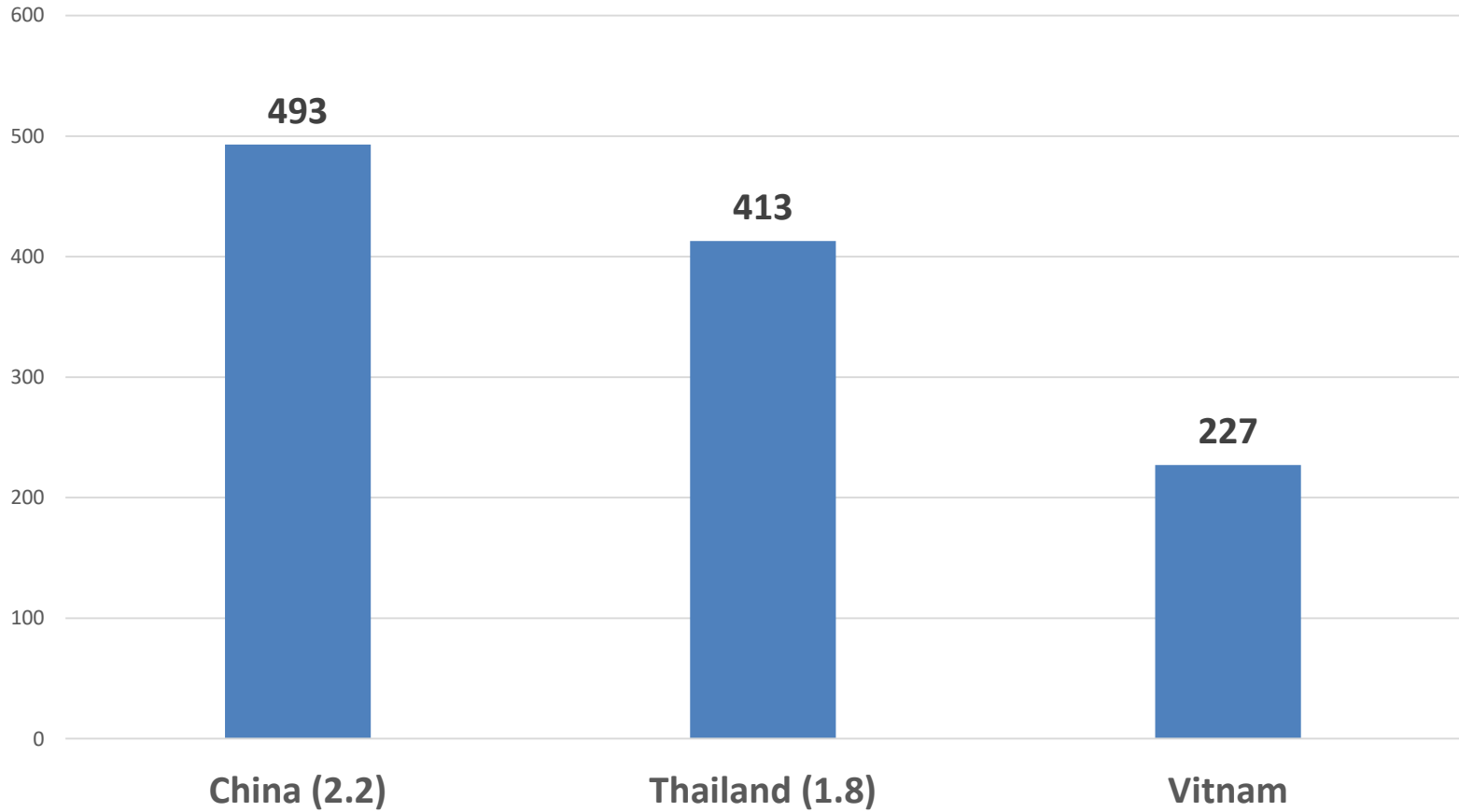
The agribusiness company is one of the conglomerate's main pillars: Chicken and shrimp

- CP Foods will use Vietnam as a hub for the export of chickens and shrimp. The company claims to be a "kitchen of the world," with units in 17 countries.
- CP's investment is the latest example of Thai companies expanding into neighboring countries with growth potential, a trend which has nurtured a range of industries in the Mekong region.
- Thai investment in Vietnam stood at about \$780 million over the 2015-2017 period, more than triple that of 2010-2012, according to data from the Association of Southeast Asian Nations.
- CP Foods' bet is also part of a broader overseas expansion drive. On April 22, the company announced an acquisition of *Canadian pork producer* HyLife for 498 million Canadian dollars (\$372.79 million), pushing deeper into the North American market. CP Foods will take 50.1% of the Canadian company, with Japanese partner [Itochu](#) holding the remainder.
- The company's sales outside Thailand made up 67% of its \$17 billion in consolidated revenue in 2018, up from just 16% back in 2008.

Vietnam serves as an export hub

- CP Vietnam, a unit of CP Foods, said the company had so far invested a total of \$1 billion in Vietnam after the entry into the country in 1993. CP Foods will expand its Vietnam operations, which account for 15% of the company's total sales, by making an additional investment in meat-processing plants.
- ***The completed chicken factory will have processing capacity of 1 million of chickens per week.*** Total chicken production from CP Foods' Vietnam operations is still below its Thai unit, but the company plans to enhance capacity in the future.
- CP Foods aims to start exporting meat, as well as shrimp and fish, from its Vietnam hub, with almost all of its processed meat set to head to Japan, the Middle East, the European Union and other countries.
- "CP Foods is to use Vietnam as a hub to export, to enjoy [free trade agreements], tax privileges and export quota
- "Thailand, for example, has an export quota for chicken to the EU. They can export more by using a quota from Vietnam, once they use up their quota from Thailand."

Comparison of monthly wages in 2019
USD (multiple of VN)
Source: JETRO



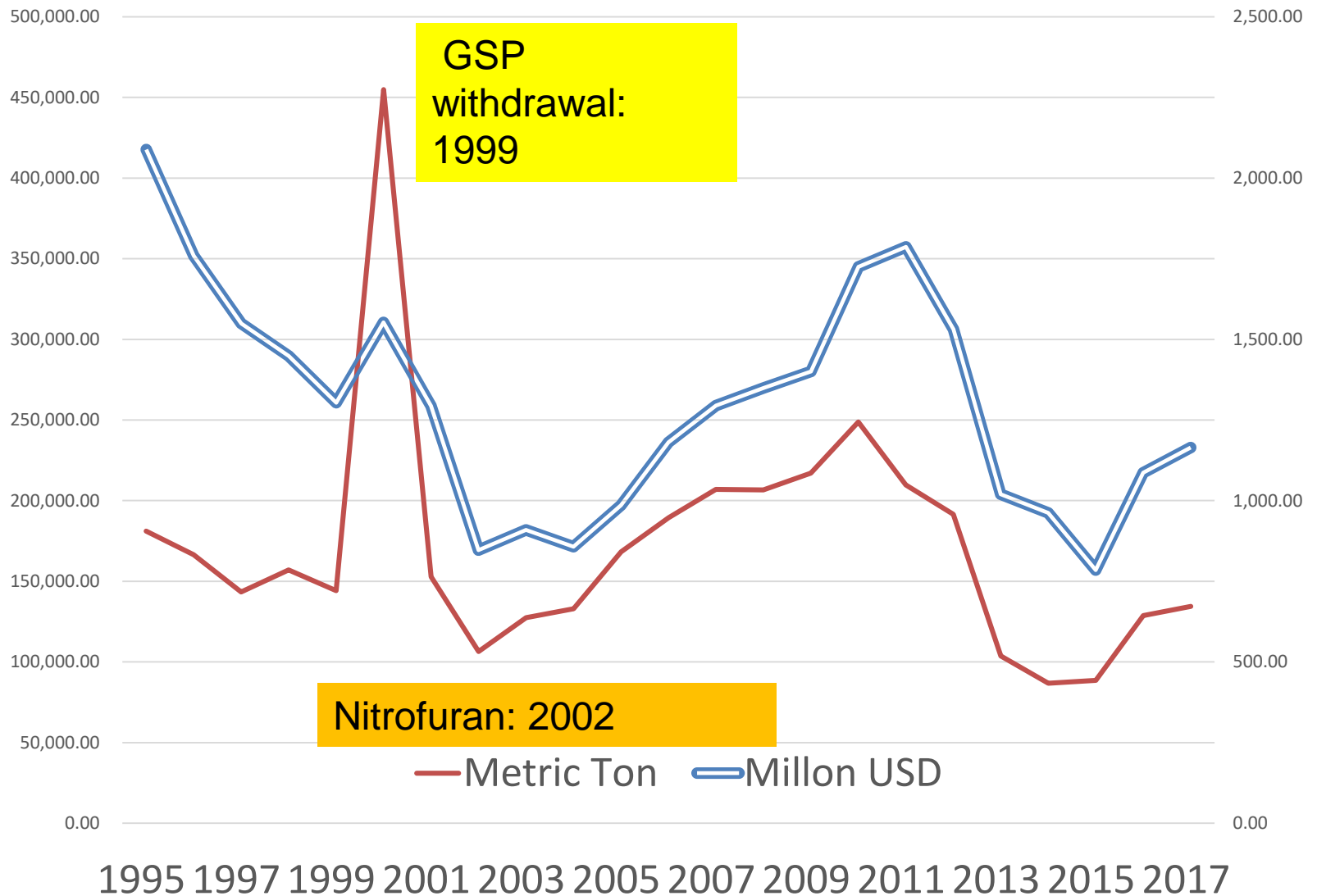
Sales in Thailand vs. Vietnam

- CP Foods is also planning to boost shrimp exports with the backing of the Vietnamese government. The company is considering increasing its shrimp farming capacity in the country to 50 billion units a year from the current 12 billion. To that end, the company will increase its annual production capacity of shrimp feed from 300,000 tons to 500,000 tons in 2019, said an executive in charge of fishery products at CP Vietnam.
- In the fiscal year to December 2018, CP Foods saw its sales in Vietnam jump 26% on the year to 81.7 billion baht (\$2.56 billion), in stark contrast to those in Thailand, which remained flat.

4. Non-tariff barriers

- The year 2001 witnessed the gain in Thailand's market share of chicken exports to the EU, reaching above **35 percent in the total imports** in the EU, at the expense of the US.
- The **rising market share** is an early warning that the chicken industry will be subject to new barriers.
- **Nitrofurans** detection was responsible for the decline of the Thai market share in **2002**.
- The Avian Influenza that triggered the ban on Thai chicken further depressed the share of Thai chicken in **2004**.

Exports of Crustaceans



Further processed chicken

- There was a sharp fall in exports of chilled and frozen chicken because of the ban on Thai chicken after the outbreak of Avian Influenza in 2004
- Since it is safe to consume cooked chicken, Thai exporters began exporting *boiled chicken* and further processed chicken meat to compensate the fall in exports of frozen chicken.
- In 2004, Thailand exported heat-treated chicken worth 20 billion baht, half of which went to Japan, followed by the EU.

5. Responses to non-tariff barriers

- Thai food processing firms have to adjust in the new technical trade barriers:
- Move from *chilled and frozen* to *cooked* chicken and further chicken exports.
- Adopt a closed farming system (as opposed to free-range farming)
- Invest directly in importing countries (CP Chilled chicken plants in UK)
- Canned tuna green curry
- Tuna spread
- Kaew Kung (frozen shrimp soup), 59 baht per cup, are produced in a billion-baht factory close to shrimp farms near Trad province.

Sanitary and Phytosanitary Standard (SPS)

SPS can be used as powerful tools to impede international trade and **protect domestic producers** through unjustified different requirements in different markets, unnecessary costly or time consuming tests, or duplicative conformity assessment procedures.

The case of the EU

- The European Commission has set clear guidelines for producers and exporters to improve the healthiness of food for EU consumers.
- **Labeling requirements:** nutritious values
- Among the measures is voluntary "traffic labeling", which deems products either **green**, **yellow** or **red**, depending on the risk of causing obesity.
- **What causes obesity? Does it run in the family?**

Pathogenic substances

- The EU also has strengthened its food-safety measures dealing with pathogenic micro-organisms that could harm consumers.
- The list of chemical residues from **pesticides** would be revised with tougher inspections to head off diseases.
- Stringent checks on imported meat, fruit and vegetables are carried as a part of risk assessment procedure.
- Is it safe to eat horse (dog) meat?
- *Red-meat stimulus* substance was found in Nakorn Prathom pig farms.

Traceability (From Farms to Forks)

- Most Thai exporters had co-operated well with previous EU requirements, including a 2005 traceability system for feed and food.
- “The EU have found the Thai record was not too bad but not perfect,”
- Based on 2006 statistics, there were 86 cases of Thai food imports with problems including *nitrofurans* in freshwater shrimp and *pesticides* in fresh vegetables.

On pesticides

- The sharp increase in pesticide use by Thai farmers has alarmed international markets.
- Department of Agriculture: We needed to impose a complete ban on four hazardous chemicals still used in Thailand but not in any developed country.
- The country's record of pesticide use was worrying.

Thais love chemicals: Paraquat

- Food and Agriculture Organization figures for 2007 show **Thailand had 27,126 agricultural chemical brands registered** for use - more than China (20,000), Vietnam (1,743), Indonesia (1,158), Malaysia (917), Burma (818) and Laos (100) combined.
- Thailand is consuming a massive amount of chemicals,
- Thai farmers still use **agricultural chemicals** that have been banned in many countries: carbofuran, dicrotophos, methylePN
- **Paraquat** is a poisonous bipyridinium compound used as contact **herbicide**. Contact with concentrated solutions causes irritation of the skin, cracking and shedding of the nails, and delayed healing of cuts and wounds.

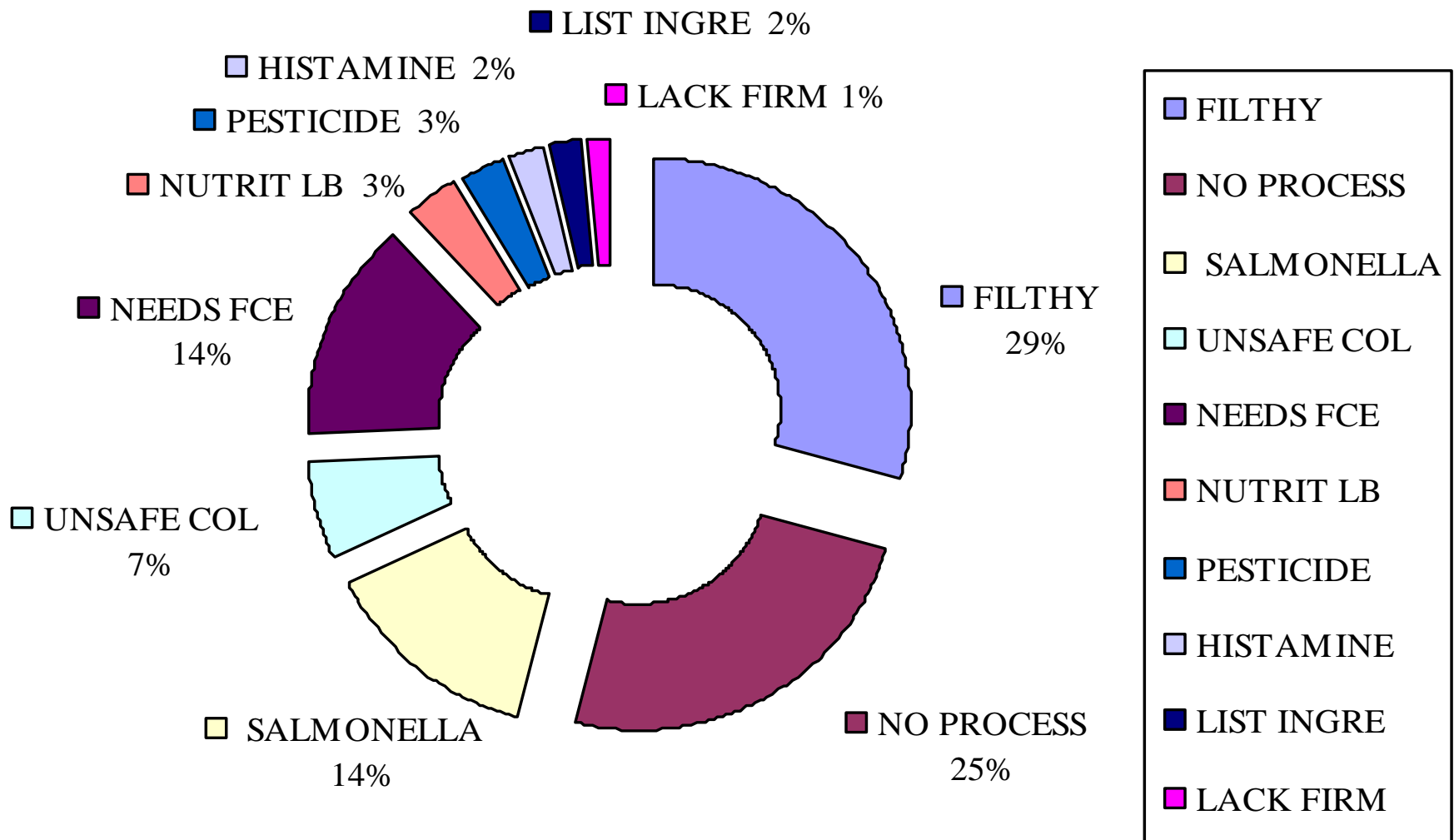
Beware of Salmonella

- People infected with salmonella and campylobacter may suffer from abdominal pain and diarrhea.
- Salmonella is found in both *chicken meat and eggs* while campylobacter is found in chickens.

Quality improvement

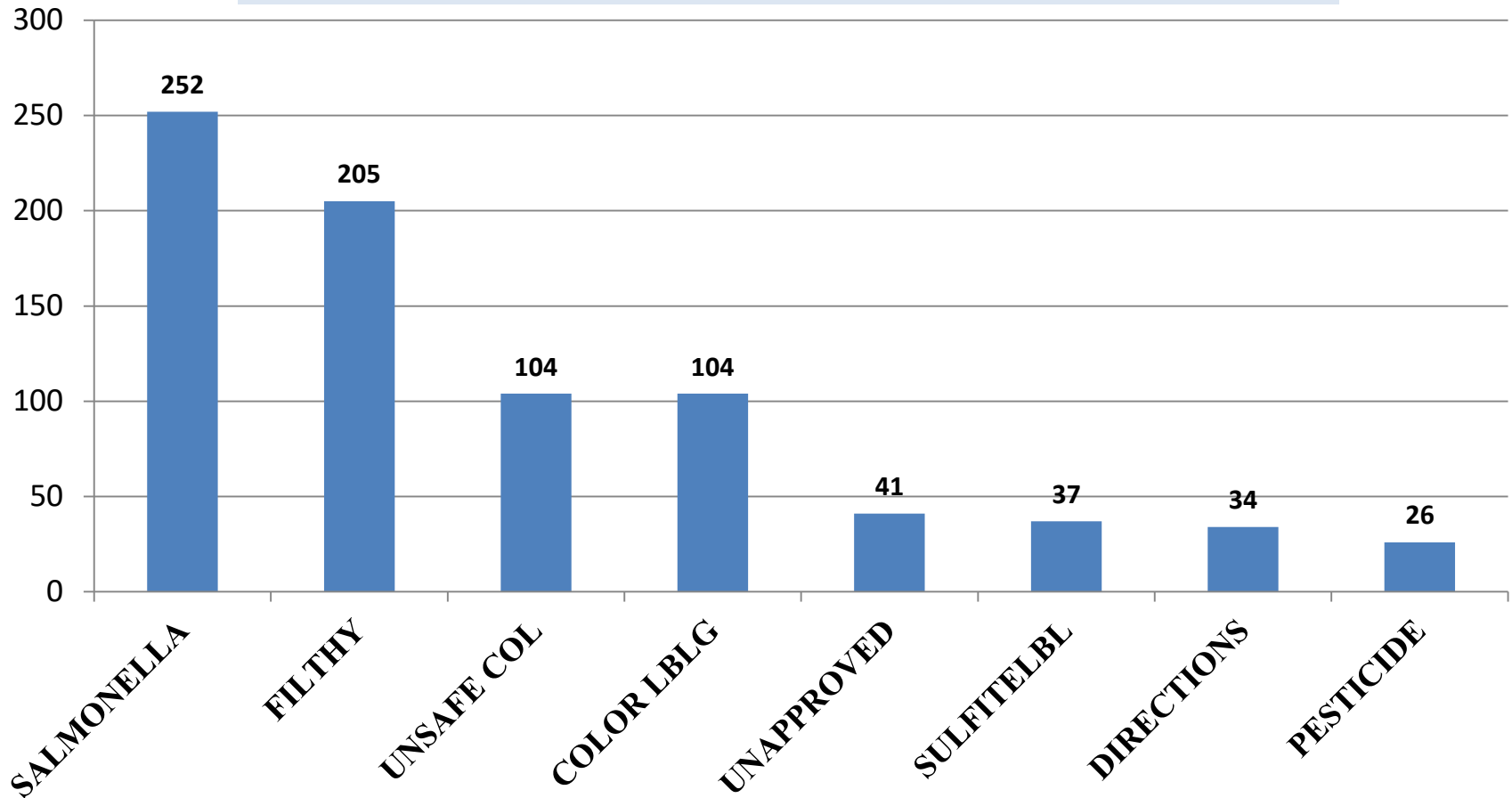
- Major causes of Thailand's exports detention by USFDA are related to quality and safety of the products: unsafe coloring, filthy, salmonella.
- Some are not difficult to deal with: nutrition labeling, specification of production process, listing of ingredients, factory certificates.

USFDA Detention of Thai food products in 2004



That was a decade ago. Has the pattern of detention changed since then?

Reasons of USFDA's Detention of Thai processed food exports in 2014 (number of cases)



A wake-up call: Rising Awareness of Food Safety Standards

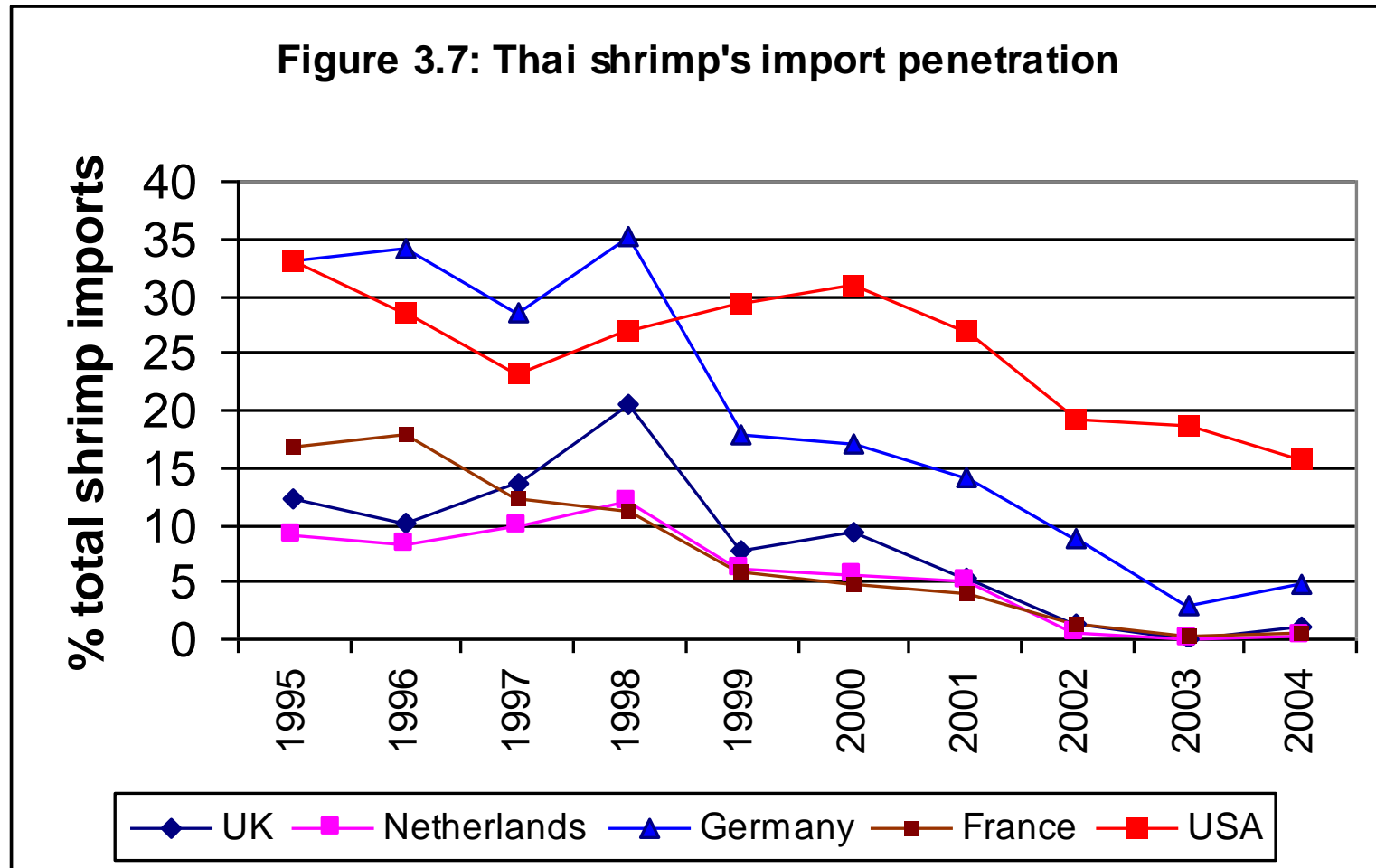
2002: Declining exports of chicken and shrimp to the EU

2004: (1) Outbreak of Avian Influenza

(2) Massive culling of chickens

(3) Reduction in domestic consumption of chicken

Impact of the import bans



Thailand's responses to shocks

- National Bureau of Agricultural Commodity and Food Standards (ACFS) was established in 2002 to supervise and control food chain from farms to consumers.
- ACFS established **national standards** for swine, poultry and daily farms.

ACFS: Thailand's food inspector

- ACFS inspection activity is conducted from hatchery to final markets at home and aboard.
- Good agricultural Practice (**GAP**) involves the upstream activities at hatchery and farm levels.
- The Good Manufacturing Practice (**GMP**) and **HACCP** (Hazard Analysis at Critical Control Points) are issued to qualified firms at the harvesting and processing plants.

Technical trade barriers from the down under

- The Australian food safety regulations exemplify in trade-impeding effects of technical barriers.
- Chicken meat imported into Australia must be heated at **70 Celsius for 143 minutes** to assure disease-free meat.
- Neither Thailand nor any other country has ever penetrated the Australian chicken market.

Technical trade barriers

- Food safety standard became a thorny issue during the negotiation of free trade agreement between Thailand and Australia.
- The Thai firms argued that they had a lot to lose because the aberration of food safety standards was still maintained after the removal of tariff barriers.

How to retaliate the Aussie

- Some Thai companies jokingly suggested the Thai government retaliate by requiring the same kind of heat treatment (**70 Celsius**) on imported wine and chocolates from Australia.
- The basic argument is that food products that are subjected to heat treatment would change their nature and appearance after meeting the most stringent food safety regulations.
- Thus unnecessarily high food safety standards can lead to zero volume of exports.

Nitrofurantoin and Thailand's Exports of shrimp in 2002

- **Nitrofurantoin** is a veterinary drug used in food-producing industries, but it is banned in many countries because of a link to **cancer** in humans.
- The EU first employed costly **new laboratory equipment--LCMS/MS--** in March 2002.
- The machine found nitrofurantoin residues in both Brazilian and Thai chickens and black tigers shrimps

Detecting drug residues

- The new LCSMS/MS instrument is so accurate that it can detect drug residues at ***parts per trillion***.
- While Brazilian exports were subject to only **random check**, Thai products were subject to a 100 percent testing.
- The cost of the new testing equipment is 15 million baht (\$350,000).
- Small firms could not afford this costly imported equipment.

The way to respond to stringent food safety standards

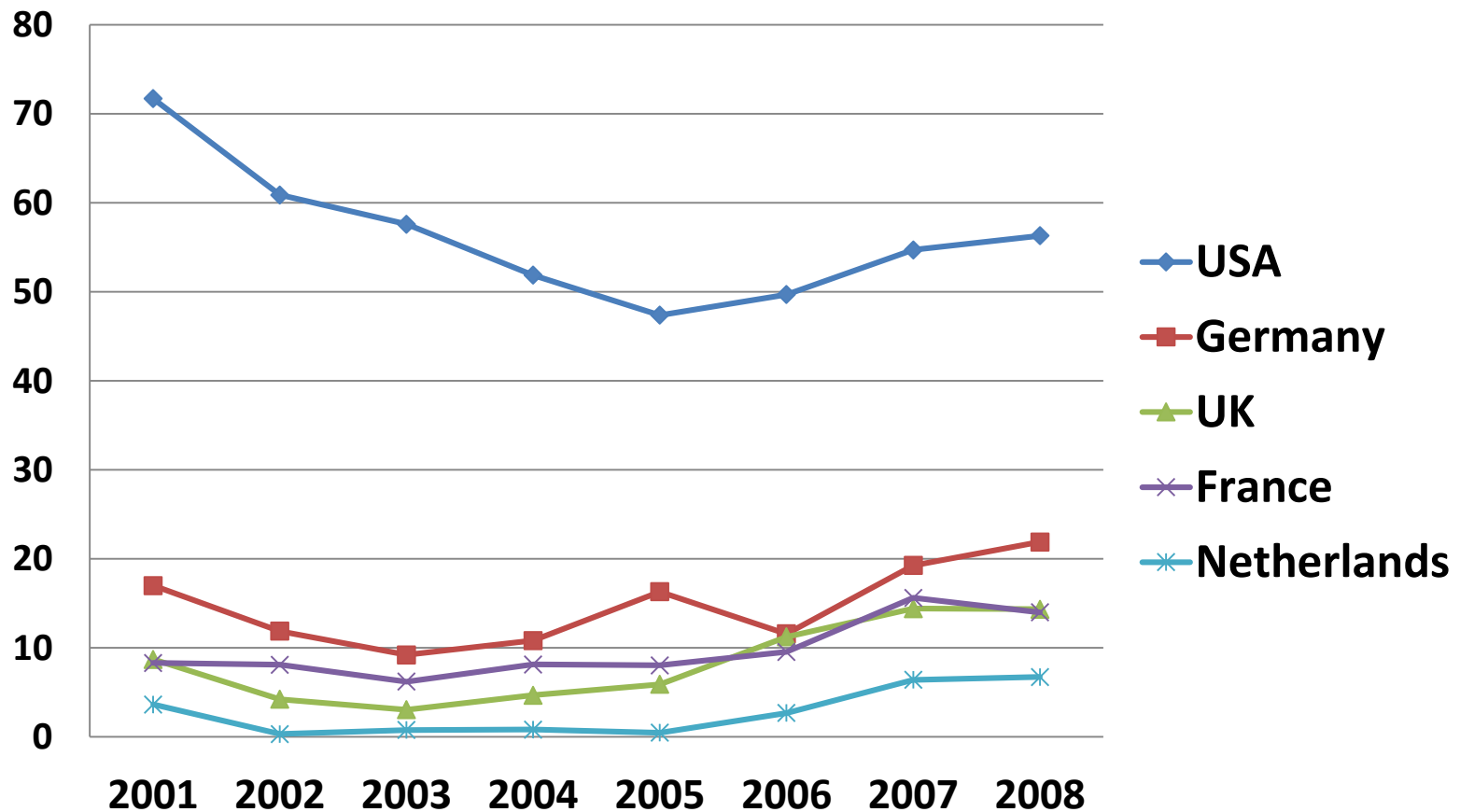
- Switched from **black tigers** to ***white shrimp***
- Employed pro-biotic farming to create friendly environment for shrimp
- Applied **no** anti-biotic to improve shrimps' digestion system,
- Reduced stress and increased virus resistance of baby shrimps (less crowded ponds)

Dynamic responses

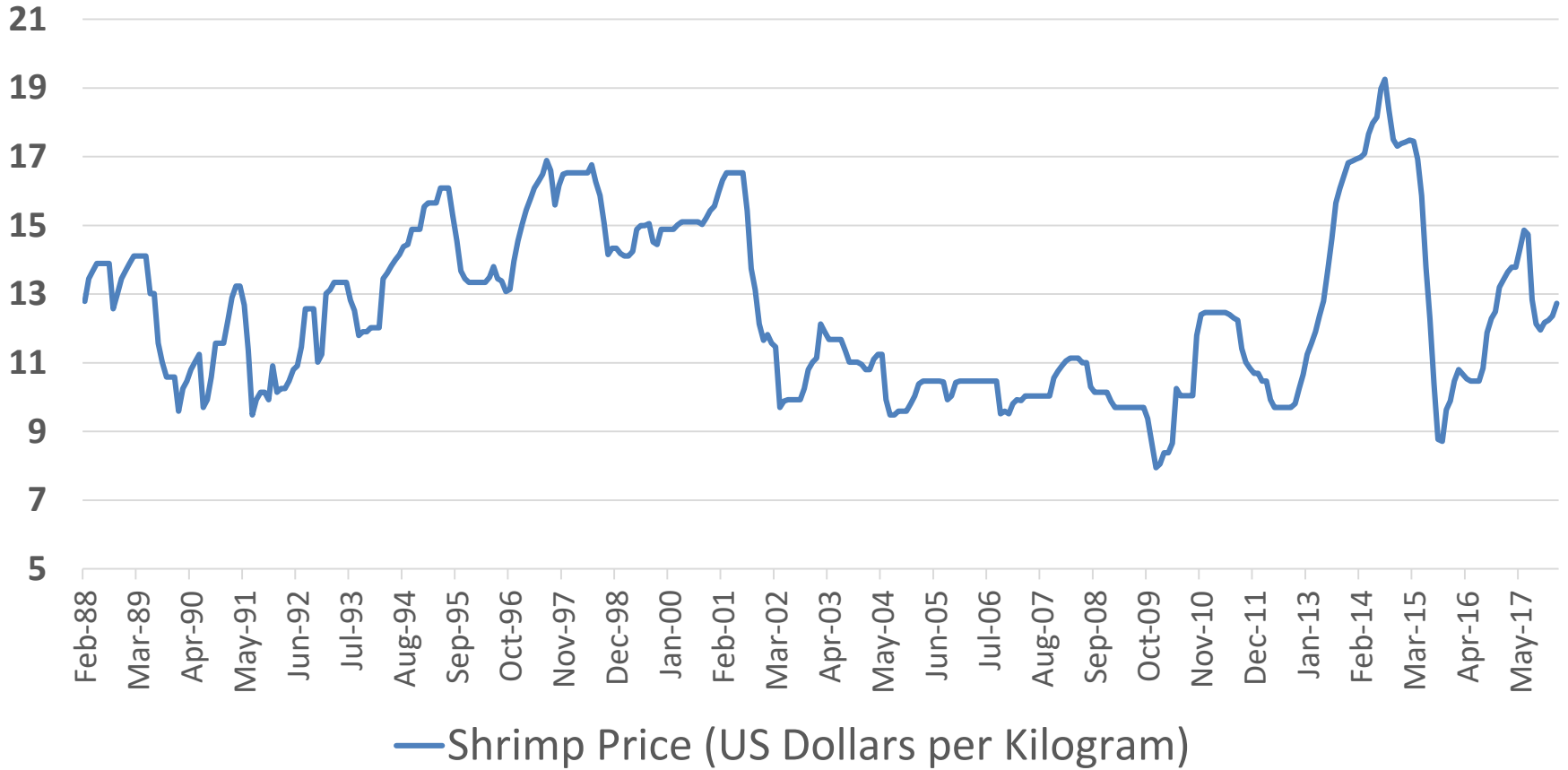
- But these measures also incur higher cost to producers
- Must do proactive investment, anticipating more stringent food safety standards.
- Upgrading laboratory standards
- It boils down to whether marginal cost exceeds marginal revenue.
- The long-run benefit can be seen from rising market shares

Market penetration of Thai shrimp exports: *A rebound after upgrading food safety standards*

% of total imports in each market



Shrimp Price (US Dollars per Kilogram)



Anti-Dumping Duty (ADD) and Non-Tariff Barriers (NTB)

- Rising market shares can be thought of as an early warning indicator of incoming trade barriers, either in the form of ADD (USA) or NTB (EU).
- There were other countries that are subjected to these anti-dumping duties: Vietnam, India, Indonesia, and China
- Illegal, Unreported, and Unregulated (IUU)

Thailand's multibillion-dollar seafood industry plagued by pirates and slaves on high seas

- Overfishing and the use of *illegal and undocumented* trawlers has ravaged Thailand's marine ecosystems and even encouraged the use of **slave labor** from neighboring countries.
- Thai fishing boats are now catching about **85 percent less** than what they brought in **50** years ago, making it one of the most overfished regions on the planet.
- Depleted fisheries in the Gulf of Thailand and Andaman Sea have, in turn, pushed Thai fishing boats farther and farther from home (Indonesia).

Migrant workers: Slave workers?

- Fewer Thais are willing to take on the dangerous, low-level work, so fishing operations use brokers and agents to enlist ***migrant workers*** from impoverished neighboring countries such as Myanmar and Cambodia, often through trickery and kidnapping.

Challenges to Thailand's seafood Industry

2012	EMS (Emergency Mortality Syndrome)	
2014	Tier 3 Watch List on Human Trafficking (lowest)	GSP withdrawal by the EU on processed shrimp
2015	Yellow card by the EU for illegal fishing	GSP withdrawal on frozen and chilled shrimp
June 2016	Upgraded to Tier 2	

Recent challenges

- The fishing industry faced investigation by the European Union for illegal, unregulated fishing, higher tariffs for exports to the EU, and low prices resulting from higher supply from many exporting countries.
- *USA measures in 2014: To comprehensively combat **illegal, unreported, and unregulated (IUU)** fishing and seafood fraud from entering the U.S. market place.*

IUU Fishing Inspection by the EU October 2018



Legal, reported, and regulated fishing activities
labor and environmental standards
*In March 2019, Thailand has the second best
record in the world for reducing IUU*

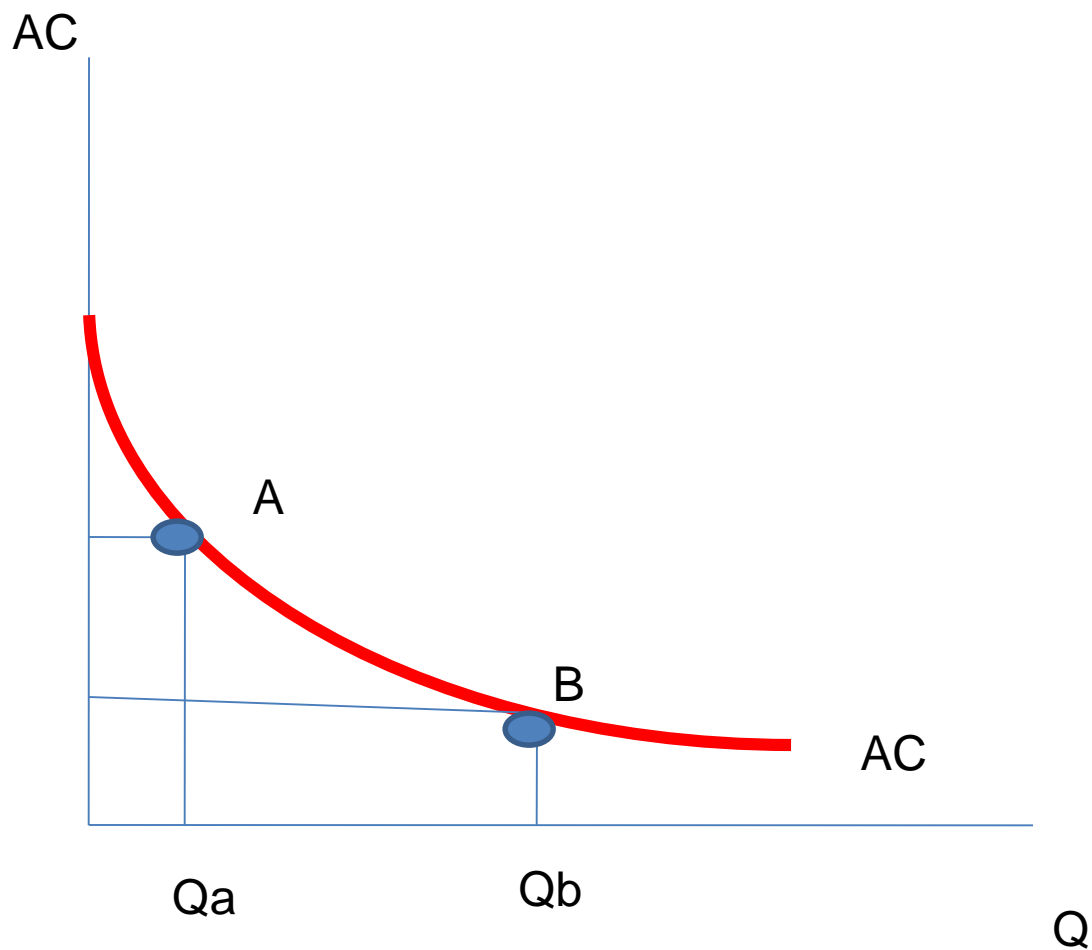


โดยเฉพาะในส่วนของข้อมูลเชิงลึกของเรือที่จะเทียบท่าเข้ามา ต้องทำการตรวจเวลาการแจ้งเข้าเวลาการแจ้งออกของเรือ จำนวนลูกเรือประมงแรงงานในเรือประมงให้มีความถูกต้อง และ ตรวจสอบค่าจ้างที่แรงงานจะได้รับ โดยนำระเบียบทางกฎหมายมาใช้ในการดำเนินการ ให้การทำประมงของประเทศไทยถูกกฎหมายควบคู่กับการดูแลสิ่งแวดล้อม คือการร่วมกันฟื้นฟูทรัพยากรประมงทะเลให้ฟื้นกลับคืนมาสมบูรณ์ เพื่อให้อาชีพประมงและการทำประมงไทยมีความยั่งยืน

6. SPS compliance: firm size matters

- Large firms take advantage over smaller firms in the ability to comply with international food safety standards, because of **lower** average compliance cost.
- Large firms have their own brands, which they must protect their reputation.
- Large firms are more likely to form strategic partners.
- More chances to be a member of exporters' associations

Firm size matters in SPS compliance: Average cost declines as production increases



Disadvantages of small firms

- **Incur higher unit cost of upgrading safety standards**
- **Require government assistance in providing information of food safety standards**
- **Need subsidies on laboratories**
- **Difficult to establish strategic partners.**

A joint venture with importers is crucial if exporting firms want to gain access to developed countries, whose governments require plant inspection as a necessary condition for market access.

Don't delay improvement in quality and safety standard

- The sooner firms achieve stringent food safety standards, the greater their ability to compete in the world market.
- Export market shares depend partly on firms' accumulated investment to comply with food safety standard norms.
- Abuses of SPS standards are more frequent in those markets where there are substantial domestic subsidies.

Product differentiation through raising food safety standards

- SPS standards imposed by importing countries may increase domestic price level of the affected products, as there are lower level of imports.
- Stringent SPS measures can be used to protect domestic industry by fending off the supply of imported product—at the cost of higher prices for domestic consumers

SPS compliance cost is investment expenditure

- Firm's initial investment to comply with SPS measures would pay off in the long run.
- Investment in upgrading food safety standard is related to **export performance** of the firms, specific industry, and the country that is aware of food safety standards.
- **Indirect subsidies** through public spending on raising food safety concerns by government can reduce short-term adjustment costs.

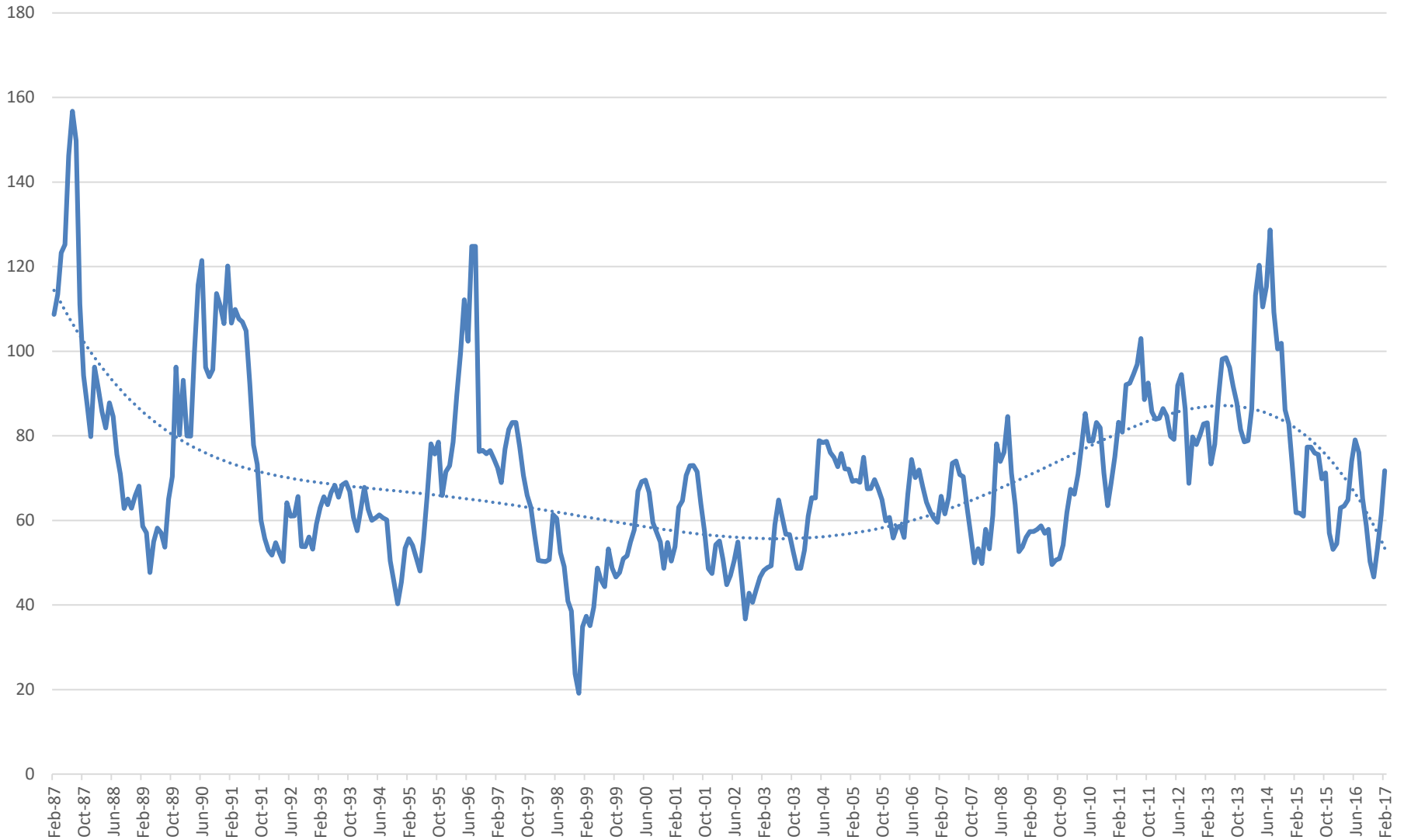
Returns to Food Safety Standards Compliance

- Satisfying customers' requirements
- Maintaining market access
- Accessing **new** markets
- Increasing operation efficiency

Examples of industry responses to SPS measures

- Substitution of soybean (GMO) by sunflower oil in canned tuna production
- Established strategic partnerships in importing countries (CP and Queensland in fruit exports, Betagro and Sumitomo in exports of pork to Japan).
- Integrated vertically (pig meat industry) and SPF (Specific Pathogen-Free) pork.
- Apart from being positioned as a country leader in the fully integrated agro-industrial and food business sector, Betagro Group is widely recognized for its quality and **safety standards**.

Swine (pork)Description: Swine (pork), 51-52% lean Hogs, U.S. price, US cents per Pound.







Dead pigs are wrapped in plastic bags and sent to a landfill after being culled by government in Hong Kong on May 14. Vietnam has now culled more than 1.7 million pigs as African swine fever spread across the country. (AP file photo)

Betagro focusses on teriyaki chicken exports in 2019

"The company is looking to become one of the world's leaders in safe and hygienic food products free from antibiotics, hormones and growth stimulants, certified as raised without antibiotics for fresh pork, chicken, and eggs," he said. "We plan to invest more in the intermediate manufacturing process this year to capture the ready-to-eat and processed food markets both for domestic and exports."

For the past 2-3 years, the company has focused investment mainly on upstream processes such as farm and animal feeds.

Mr Somsak said the company's 600-million-baht processed food factory in Lop Buri is under construction and is due to be completed in September this year. The new facility has a production capacity of 3,000 tonnes a year and will focus largely on teriyaki chicken for export to Japan.

90 billion baht sales, 80% domestic

The company also plans to increase Betagro shops to 200 this year from 190 last year, selling products to wholesale and food service businesses.

He said the deepening trade war has not affected Betagro's export market, but admitted the fluctuating exchange rate has troubled the company's exports.

"Thailand's poultry exports look promising this year because of the rising price of livestock products, including eggs and pork, compared with last year," said Mr Somsak. "But the country needs to prevent diseases that have broken out in other countries."

He said Thailand's food products still have a lot of opportunities in the global market as long as local producers can offer a variety of processed food products and adjust as fast as possible to customers' varying needs.

Founded in 1967 to make and distribute animal feed, Betagro Group operates a wide range of agriculture-related business, such as chicken and swine farms, eggs, processed meat, animal drugs and pet food, from 30 factories.

The company reported sales of more than 90 billion baht last year, with 80% from domestic sales. Food business made up 60% of total sales.

Focus on high-income markets

Betagro Group, one of Thailand's biggest agro-industrial and food companies, seeks sales growth of 15% this year from the food business, led by processed food and exports.



Somsak Boonlarp, chief operating officer for food of Betagro, said the company expects sales from its food business will top 53 billion baht this year, up from 49 billion last year. Some 30% of total sales will stem from exports, up from 24% last year.

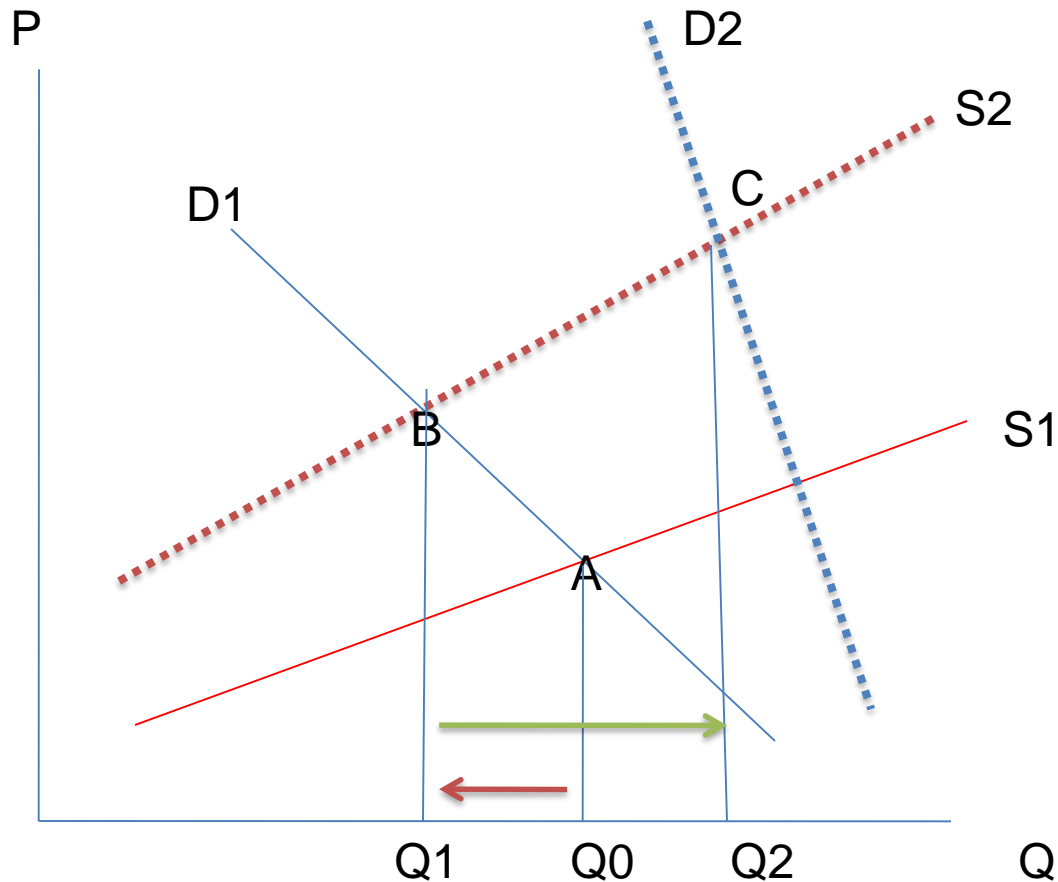
Betagro aims to increase export volume by 12% this year to 97,580 tonnes at year-end, mainly for frozen cooked chicken and chicken raised without antibiotics under the S-Pure brand.

Export markets include Asia, specifically Hong Kong, Singapore, Japan and the Middle East, as well as Europe and Scandinavian countries.

Tariff vs. Non-tariff barriers

- The processed food industry is subject to a constant shock syndrome.
- Tariff and non-tariff barriers can be **substituted** in importing countries.
- When tariff barriers fall (due to FTAs) NTB rises (substitution of trade barriers).
- Structural change: more concentration of the food industry, because size matters for international market access and competitiveness.

Impact of long-term investment in upgrading food safety standard



Product differentiation through high SPS standard reduces the price elasticity and increases the demand for the product in the long run.

Conclusion

- The concern for food safety increases with rising per capita income.
- *The higher the level of market penetration in importing countries, the higher the technical barriers.*

Conclusion

- Dynamism of the processed food industry is required to maintain the market share.
- The sector must continuously invest in upgrading both safety and quality standards.
- There will always be new challenges for processed food industries, which are constantly faced by new barriers.