Geopolitical Trade Tensions and Their Strategic Impact on Global Supply Chains

Author: Krishna Chaitanya Raja Hajarath, Independent Researcher

**Abstract:**

**Geopolitical trade tensions heavily redrawing supply chain strategies on the global level have an impact on international trade as well as resilience in operations. In this paper, we explore in-depth recent and historical geopolitical events, and examine their immediate and indirect influences on supply chain strategies. Grounded on detailed literature reviews, this research decides effective mitigation tactics like supplier diversification, technological innovation, cognitive supply chain platforms, and public-private partnerships. These are debated based on practical applications of exemplar case studies, highlighting effective and ineffective strategic responses. The paper also provides future trends and recommendations to help policymakers and organizations prepare proactively to manage geopolitical risks. Our research highlights the imperatives of agility, technological innovation, and collaborative systems to improve global supply chains in the face of escalating geopolitical uncertainties.**

**Keywords: Geopolitical tensions, Global supply chains, Supply chain resilience, US-China trade war, Brexit, Ukraine-Russia conflict, Supplier diversification, Public-private partnerships, Artificial intelligence, Blockchain.**

1. **Introduction:**

Globalization, as expressed in increasing integration and interdependence of nations through foreign trade and investment, has deeply restructured economic frameworks across the globe. From the previous periods, globalization accelerated at an exponential rate following World War II, driven primarily by technological advancements, trade policy liberalization, and removal of tariffs and non-tariff barriers under the auspices of the General Agreement on Tariffs and Trade (GATT) and later the World Trade Organization (WTO). The ensuing world trade boom facilitated the development of massive and complex global supply chains, significantly enhancing operating efficiencies, reducing production costs, and facilitating access to larger markets.

During its first phase, globalization was largely praised for its economic benefits in the shape of higher trade levels, economic growth, and poverty alleviation in the Third World. However, international market integration also raised risks, particularly when political relations among nations worsened. As political relations among nations worsened, geopolitical forces became increasingly involved with economic interdependencies, generating complicated dynamics in which political tensions could rapidly be translated into economic disruptions.[1]

Over the past ten years, geopolitical tensions have increased, and international supply chains have been under severe threat. Preeminent among these interruptions is the US-China trade war initiated in 2018, which has been characterized by retaliatory tariff hikes and extreme trade barriers. Not only did this war increase the price of operating business for firms that relied on Chinese production, but it also disrupted supply chains, compelling the majority of firms to reevaluate and diversify sources to avoid overreliance on politically volatile regions.

Brexit, another transformative geopolitical event, was the United Kingdom's formal departure from the European Union in January 2020. Brexit generated a great deal of uncertainty and complexity around trade agreements, customs procedures, and regulatory regimes. The resulting economic and logistics shockwaves fell most heavily on pharmaceutical, automotive, and financial sectors, which had all benefited previously from the frictionless trade of the EU single market.

More recently, the conflict between Ukraine and Russia highlighted the risks present in energy and agricultural markets, and the manner in which geopolitical conflict can have a profound effect on global commodity markets and supply chain activity. The conflict halted essential energy supplies, notably Russian natural gas exports to the continent, which added to energy price volatility and served to highlight the dangers of relying on politically unstable areas.[2]

The compounding impact of these geopolitics events, coupled with the unprecedented disruptions caused by the COVID-19 pandemic, has illustrated the need for strategically resilient and adaptive supply chain infrastructure. The global footprint of the pandemic also exposed weaknesses of dominant supply chain structures to the need for visibility, adaptability, and responsiveness to unforeseen, abrupt change. In response, this paper aims to critically explore the impact of geopolitical trade tensions on global supply chains, present strategic measures for countering these vulnerabilities, and provide actionable recommendations for business and policy leaders.

1. **Understanding Geopolitical Tensions and Their Historical Context:**

Geopolitical conflicts include wars and tensions among states driven by political, economic, and geographical interests. Global trade can be greatly affected through these conflicts in the form of trade wars, economic sanctions, border tensions, and pandemics. All categories affect global value chains differently through changing market environments, regulatory systems, and business continuity.[3]

Trade wars, which are the application of hostile economic actions like tariffs and trade barriers, are intended to protect domestic business or to exert political pressure on another country. The 2018 US-China trade war was a classic example of this kind, founded on historic economic competition and disagreement over trade deficits and intellectual property rights theft. The war escalated rapidly with retaliatory tariff increases, gravely impacting cross-Pacific trade-dependent industries in electronics, automotive, and agriculture. That resulted in an increase in expenses, supply chain logistics disorder, and compelled companies to reconsider business strategies, including diversification of suppliers and shifting production to politically neutral nations.

Economic sanctions, another prominent geopolitical tool, are measures to economically sanction countries in an effort to achieve political objectives without actual confrontation. Sanctions typically involve trade, financial transaction, and investment restrictions. Western sanctions on Russia following the invasion of Ukraine, for example, delivered a tough blow to Russia's economy and introduced volatility into global energy markets, particularly for European countries that were dependent on Russian oil and gas. Sanctions introduced price volatility, supply disruption, and massive operating uncertainties for business across the globe.[4]



Table 1: Timeline of Major Geopolitical Events and Key Outcomes

Table 1 summarizes significant geopolitical incidents, placing each incident under a category of tension and delineating the most significant impacts on global supply chains.

Territorial wars, which involve war over territorial boundaries, are often accompanied by trade route and resource access implications.[5] The 2014-2022 Ukraine-Russia war, which intensified in 2022, sparked large-scale unrest in world grain and energy exports. The Black Sea region, being an extremely vital area for grain export, was subjected to supply chain disruptions, triggering world food inflation and supply chain uncertainty in world agricultural produce markets.

Pandemics, while not traditionally geopolitics, are geopolitical due to their long-term economic implications and politically managed reactions. The COVID-19 pandemic showed how health crises could heighten geopolitical tensions because it showed exposure in global supply chains through factory closures, transportation disruptions, and enormous demand shocks.[6] Nations put in place protectionism by prohibiting exportation of health equipment, leading to further boosts in world trade disruptions as well as enhancing the health crisis and geopolitics interdependence.

These kinds of geopolitical events emphasize the politics and economics aspect of political agendas and economic implications, emphasizing the need for proper supply chain management practices. Knowledge of historical context, proper political intentions, and their implications provides necessary information for policymakers and companies, emphasizing the need to actively manage geopolitical risks in order to sustain operational resilience and economic stability.

1. **Detailed Impacts of Geopolitical Tensions on Supply Chains:**

Geopolitical tension significantly affects global supply networks through several interconnected channels, most notably by increasing operational costs, precipitating logistical disruption, creating regulatory uncertainty, and restricting access to markets. All of these factors create unique challenges that firms must address strategically in order to maintain operational efficiency and economic viability.

Higher operating costs are the direct result of geopolitical risks, most commonly caused by tariffs, trade restrictions, or economic sanctions. For instance, tariffs associated with the US-China trade war substantially increased electronic and auto firms' procurement and manufacturing costs that were highly dependent on Chinese-origin products.[7] Firms such as Apple and Tesla experienced higher costs, leading them to either incur losses or transfer added costs to consumers. This affected market competitiveness and profitability.

Logistic delays due to geopolitical tensions also contribute to the challenges of supply chain managers. War between Russia and Ukraine undermined key transport routes, particularly impacting energy supplies such as natural gas and oil exports essential to European markets. Not only did these disruptions delay shipments, but they necessitated rerouting logistics, again adding cost and complexity to guaranteeing seamless operational flows. In addition, Brexit created lengthy border controls and customs processes, substantially increasing lead times for the pharmaceutical sector.[8] Pharmaceutical companies were unable to deliver on time, with direct implications for the availability of drugs and higher storage and logistic expenses due to extended customs checks and slower transportation.



Table 2: Strategic Responses and Practical Applications

Table 2 presents a summary of strategic actions taken by major corporations, focusing on actual implementation and resulting impacts in order to counter geopolitical disruptions. Regulatory complexity due to geopolitical tensions creates another set of challenges, forcing businesses to keep up with ever-evolving compliance obligations on a perpetual basis. In the post-Brexit scenario, pharma firms had regulatory divergence in UK and EU markets, which meant dual approvals and compliance processes, thereby adding administrative cost and complexity.

Similarly, imposition of stringent export restrictions by the US government on Chinese technology companies significantly affected the electronics sector, particularly semiconductor businesses, who had to adhere to new regulations, making them less responsive to the market and slower in their pace of innovation.[9]

Market access constraints are another severe consequence of geopolitical conflicts, inhibiting the ability of companies to conduct business and grow in targeted markets. During the US-China conflict, American auto and technology firms had reduced access to the Chinese market, which slowed down their global expansion plans. Likewise, European businesses had reduced access to the Russian market as a result of sanctions after the Ukraine conflict, resulting in high revenue losses and prompting the need for strategic market diversification to buffer these negative impacts.

All of these sophisticated impacts together show how profoundly geopolitical tensions affect worldwide supply chains, the need for corporations to establish resilient, adaptive plans that can navigate and combat such intricate problems with success.

1. **Comprehensive Strategic Responses to Geopolitical Risks:**
* Supplier Diversification:

Supplier diversification is also a strategic imperative in hedging geopolitical conflict-related risks. Businesses highly exposed to politically exposed or risky regions intensively seek alternative sources to de-risk supply chains. For example, Apple and Samsung aggressively diversified their manufacturing bases during the US-China trade tension. Apple shifted some production of iPhones to India and Vietnam, thus decreasing dependence on China and neutralizing tariff impacts. Similarly, Samsung shifted significant smartphone manufacturing facilities from China to Vietnam, which enhanced flexibility of operations and reduced the influence of geopolitical risk.[10] This diversification strategy not only ensures business continuity with respect to political disruption but also enhances competitive advantage by lowering the cost and risk of concentrated sourcing. Geographic diversification of sources across regionally dispersed regions reduces the effect of unanticipated political changes, enabling firms to build resilience and agility in fast-changing geopolitical environments.

* Advanced Technological Integration:

Use of advanced technologies such as artificial intelligence (AI), machine learning (ML), and blockchain enhances the resilience of supply chains with higher transparency, enhanced forecasting, and enhanced risk management abilities. AI and ML technologies enable predictive analytics, enabling businesses to anticipate and act ahead of geopolitical disruptions. For instance, Amazon extensively uses AI-based predictive analytics in inventory management, minimizing disruption-induced inventory shortages during geopolitical tensions by a significant degree. Blockchain technology, used by companies such as IBM with its TradeLens platform, enhances transparency and traceability of global supply chains, minimizing risks associated with disruptions in trade by enabling real-time visibility of goods and documents to all parties involved.[11]

Additionally, ML algorithms provide enhanced forecasting accuracy through the examination of large collections of different geopolitical events, enabling companies to make well-informed decisions in a timely fashion and effectively avoid disruptions. All these technological uses significantly enhance strategic agility, enabling companies to manage geopolitical uncertainty effectively.

* Cognitive Supply Chain Platforms:

Cognitive supply chain platforms, particularly those based on SAP ERP systems with machine learning, are revolutionary geopolitical risk management tools. Cognitive platforms provide end-to-end functionalities like sophisticated demand forecasting, dynamic inventory management, and real-time operations decision-making.[12] Companies that utilized SAP's cognitive ERP systems, for example, were able to navigate supply chain dislocations during the COVID-19 crisis by precisely predicting shifts in demand and reconfiguring inventories in a timely manner. Cognitive capabilities of these platforms, including automated scenario planning and intelligent decision-making support, reduced response time during crises by a wide margin, enabling rapid adaptation to new geopolitical conditions. Companies like Pfizer utilized cognitive ERP platforms to effectively distribute vaccines amid geopolitical complexities and rapidly shifting regulations. The functionality demonstrates cognitive platforms' significant contribution to operational resilience, flexibility, and proactive geopolitical risk management via data-driven decision-making.



Table 3: Recommended Strategic Actions for Stakeholders

Table 3 provides focused strategic recommendations for different stakeholders, calling for priority actions required to build supply chain resilience in the face of future geopolitical volatility.

* Public-Private Partnerships:

Public-private partnerships (PPPs) lie at the heart of geopolitical disruption management, particularly through facilitating cooperative frameworks and collective strategic action between government and business. In the case of Brexit, the UK government closely collaborated with industry groups, logistics companies, and border authorities in streamlining customs processes and preventing disruptions at major trade points.[13] The partnerships facilitated effective sharing of resources, information sharing, and coordinated action in ensuring continuity of operations through complex regulatory adjustments. Similarly, in the case of the COVID-19 pandemic, PPPs played a critical role in managing vaccine distribution and supply chain continuity. Governments and pharmaceutical companies collaborated in developing and implementing detailed distribution plans, ensuring vaccine supply across regions in the face of logistical and regulatory challenges. Such partnerships significantly enhance supply chain resilience through facilitating coordinated, responsive action and countering the detrimental effects of geopolitical disruptions. They underscore the strategic advantage of cooperative governance models in managing complex geopolitical risks, ensuring crisis management, and maintaining economic stability.[14]

1. Timely Case Study Analysis:
* US-China Trade War:

The US-China trade war had a deep impact on supply chains around the world, with companies like Apple and Samsung compelled to re-strategize central operations in response to tariffs and trade barriers. Apple, long reliant on China for production and procurement of components, experienced tremendous cost hikes due to tariffs. Apple countered by diversifying manufacturing operations by moving segments of its production operations to India and Vietnam.[15] The strategic initiative was designed to de-risk against geopolitical disruption and decrease vulnerability to a single geopolitical region. The short-term financial impact involved initial heavy investment in new infrastructure and labor training. But the long-term impact was generally positive, leaving Apple with stronger, more agile supply chains less vulnerable to unilateral geopolitical disruption.[16].

Samsung too was affected, preemptively shifted the majority of its smartphone manufacturing to Vietnam from China. The move shielded Samsung from the increasing tariff impacts and reduced its operation risks from potential political conflicts. The move not only shielded Samsung's market share by stabilizing production cost but also enhanced its overall global competitive advantage through diversified supply chain operations.[17]

The financial performance was evident through stabilized price levels and sustained market presence amid the peak of trade tensions. Ultimately, both firms demonstrated pre-emptive strategic diversification is effective in countering geopolitical risks to create sustainable supply chain systems resistant to future interference.

* COVID-19 Pandemic:

The COVID-19 pandemic created unparalleled disruption to worldwide supply chains, testing the effectiveness of Enterprise Resource Planning (ERP) systems, namely SAP, predictive analytics, and advanced inventory control techniques. SAP ERP adopters in large businesses were more immune to pandemic-related disruption due to their control of data in real-time, end-to-end visibility, and dynamic decision-making.[18-21]

Pfizer and Amazon were shining examples of effective use of predictive analytics built into SAP, forecasting changes in customer demand and dynamically adjusting inventory planning accordingly.

Predictive analytics, powered by machine learning algorithms, enabled firms to forecast inventory shortages and take preventative measures in advance to balance resource allocations. Amazon made good use of predictive analytics to streamline its inventory levels in order to hold the necessary products in stock for the high-demand season, thereby mitigating the impact of disruption considerably. Sophisticated inventory management strategies, such as dynamic inventory allocation and automatic replenishment procedures, helped ensure operational continuity and customer satisfaction.[22-25] Aside from this, advanced ERP capabilities allowed seamless remote coordination among supply chain actors, with continuous coordination of operations despite lockdowns and travel restrictions. Companies with cognitive ERP showed amazing agility in adjusting logistical paths and managing workforce disruption effectively. Such technologies significantly improved resilience, emphasizing the paramount importance of digital transformation in supply chain management. In general, the COVID-19 pandemic proved the advantage of comprehensive technological solutions and forecasting analytical capabilities, emphasizing once more their importance in ensuring sustainable supply chain operations despite mass global disruption.

Graph 1: Economic Impact (% Increase in Operational Costs by Industry)

Graph 1 illustrates differential magnitudes of operating cost increases in large industries—Electronics, Automotive, Pharmaceuticals, and Energy—due to large-scale geopolitical events in terms of US-China Trade War, Brexit, Ukraine-Russia Conflict, and COVID-19 Pandemic. It can be noted from the graphs that pharm industry was the most affected by Brexit as well as by pandemic due to its reliance on regulatory congruities as well as globalization of distribution streams. The energy industry was worst hit by Ukraine-Russia conflict due to over-reliance of Europe on Russian energy exportations. The auto as well as the electronics industries incurred highest expenses due to trade war as well as due to COVID-19 due to disruption of supply chains of components as well as production activities. Overall, the chart reveals how geocapitals can asymmetrically influence industries, and thereby industry-specific risk avoidance measures are needed.

1. **Future Directions and Comprehensive Recommendations:**
* Emerging Trends and Strategic Directions:

Emerging global supply chain trends are driven by digital technologies, flexibility, and robust international cooperation. Rapid development and deployment of digital technologies such as blockchain, artificial intelligence (AI), machine learning (ML), and Internet of Things (IoT) will revolutionize supply chain management. Blockchain technology will grow as it offers greater transparency, traceability, and trust in global supply chains with secure, real-time information sharing between stakeholders. AI and ML-based predictive analytics will continue to evolve to offer even more precise forecasting to enable enterprises to react in advance to counter disruptions by predicting geopolitical and economic shifts with precision. IoT-enabled devices are likely to infuse supply chain operations to allow real-time tracking of products, streamline logistics management, and offer improved visibility and responsiveness to operations.[26]

Flexible supply chain structures are increasing in significance. Companies are discarding traditional linear supply chain structures in favor of dynamic, decentralized networks that are more responsive. Ideas such as regionalized manufacturing, multi-sourcing structures, and agile logistics solutions are becoming essential to companies that want to minimize geopolitical risks and respond rapidly to disruptions. Regionalized manufacturing reduces reliance on geopolitically exposed regions, and multi-sourcing structures create resilience through diversified supply chains. Agile logistics solutions, such as dynamically adjustable routing and distribution systems, enable rapid response to geopolitical disruptions by diverting resources rapidly and redistributing merchandise as necessary.

International cooperation remains a high-level strategic imperative, particularly in the evolution of harmonized approaches to regulatory standards, trade agreements, and crisis management regimes. Enhanced cooperation across a range of fronts via international institutions such as the WTO and the UNCTAD will be critical in the management and mitigation of geo-political tensions.[27-28] Increased coordination of standards-setting, regulatory harmonization, and coordinated crisis response will significantly reduce uncertainty, facilitate freer international trade, and enhance overall supply chain resilience.

* Specific Stakeholder and Policymaker Recommendations:

Business stakeholders and policymakers must initiate early measures to render supply chains more resilient to future geopolitical disruptions. Policymakers must give top priority to international diplomatic efforts for the reduction of trade barriers and cross-border regulatory harmonization. Increased diplomatic efforts towards the resolution of trade disputes through multilateral forums of dialogue and negotiation can effectively reduce geopolitical tensions and their impacts. Governments must actively invest in the creation of resilient infrastructure, particularly digital infrastructure for supply chain management, to enable international trade and logistics with ease.

Organizations need to undertake end-to-end digital transformation initiatives. Investment in advanced supply chain management tools like advanced ERP systems based on artificial intelligence-driven analytics like SAP, is imperative. Investment in such advanced tools introduces real-time transparency, risk prediction, and agile decision-making capability that is so critical to stay ahead of geopolitical risks. Organizations need to invest in regular training for staff to enable them to work with high-technology solutions.

Public-private partnerships must be enhanced to enhance more cooperation in the face of geopolitical crises. The policymakers must facilitate mechanisms of cooperation between the government authorities and private sector entities, particularly on crisis preparedness, cooperative infrastructure development, and coordinated responses to trade interruptions. Establishing special task forces with industry practitioners, government agencies, and academics can be pivotal in developing anticipatory contingency planning and strategic responses.

In addition, firms must aggressively pursue geographic and supply diversification. Governments can assist by offering policy incentives for local and regional procurement to reduce risk from politically volatile regions. Trade diversification policies, such as the lowering of trade barriers to imports and negotiating multilateral preferential trade agreements with numerous trading partners, can create more diversified and robust trade networks.

Finally, policymakers and industry leaders need to join forces in embracing agile, forward-thinking policies that prioritize digital innovation, operational flexibility, and enhanced global partnerships. Such proactive initiatives will greatly improve the resilience of global supply chains to help businesses navigate and react better to future geopolitical disruptions.

1. Limitations:

Although this study offers a strong conceptual analysis of trade tensions geostrategic impacts on international supply chains, it also has its limitations. First, this study relies mostly on secondary data as well as qualitative case studies, and lacks empirical or statistical modeling to substantiate its arguments. The generalisability of its arguments to other industries as well as geostrategic situations are restricted by this limitation. Secondly, there can be selection bias in such case studies employed since high-profile corporates like Apple, Samsung, and Pfizer are used whose actions may not reflect those of small- and medium-sized enterprises (SMEs) or even those in less highly publicized markets. Thirdly, geostrategic dynamics are fluid and are based on changing political agendas, so it may become increasingly challenging to incorporate all concerned factors into a single model. Future empirical data-based research with broader industry representation as well as geostrategic dynamic simulation may enhance robustness and usability to its findings.

1. Conclusion:

This article highlights key insights into the impact of geopolitical trade tensions on global supply chains, calling for forward-thinking, technology-enabled, and collaborative approaches by policymakers and companies. The research unequivocally proposes that supplier diversification is important in mitigating exposure to geopolitical instability risks, as evidenced by strategic redirections by industry titans such as Apple and Samsung. Integration of next-generation technologies such as artificial intelligence, machine learning, blockchain, and cognitive ERP systems also enhances predictive analytics, visibility, and responsiveness, the determinants in managing complex geopolitical disruptions.

Moreover, the study emphasizes the strategic value of public-private partnerships, demonstrating their utility in coordinated crisis management and infrastructure resilience, as evident in Brexit and COVID-19 management. Firms and policymakers must continue to innovate and devise strategies in a bid to remain agile in responding to changing geopolitical realities. Ongoing innovation, intensive employee training, and robust international cooperation are needed to facilitate resilient supply chains.

Last but not least, the synchronization of agile supply chain models, digitalization plans, and strengthened worldwide partnerships will take center stage in effectively addressing the geopolitical uncertainties in the future. This integrated framework ensures long-term operation continuity, financial viability, and competitiveness within an expanding unpredictable global market.

**References:**

1. Hajarath, K. C. R., & Vummadi, J. R. (2024). Analysing different risk management approaches and their effectiveness in enhancing supply chain resilience. International Journal of Supply Chain Management, 9(2), 62–76. https://doi.org/10.47604/ijscm.2530
2. Hajarath, K. C. R., & Vummadi, J. R. (2024). Enhancing supply chain resilience: Proactive strategies for disruptive events. International Journal of Supply Chain Management, 9(3), 1–11. https://doi.org/10.47604/ijscm.2633
3. Vummadi, J. R., & Hajarath, K. C. R. (2024). Integration of emerging technologies AI and ML into strategic supply chain planning processes to enhance decision-making and agility. International Journal of Supply Chain Management, 9(2), 77–87. https://doi.org/10.47604/ijscm.2547
4. Vummadi, J. R., & Hajarath, K. C. R. (2024). Machine learning in SAP for inventory optimization. International Journal of Supply Chain Management, 9(5), 41–54.
5. Hajarath, K. C. R., & Vummadi, J. R. (2024). Public-private partnerships in supply chain resilience. International Journal of Supply Chain Management, 9(2), 62–76.
6. Reddy, J., & Hajarath, K. C. R. (2024). Designing a cognitive supply chain platform using SAP ERP and machine learning for inventory optimization. International Journal of Supply Chain Management.
7. Baldwin, R., & Evenett, S. J. (2020). COVID-19 and trade policy: Why turning inward won't work. Centre for Economic Policy Research (CEPR) Press.
8. Gereffi, G. (2020). Global value chains, development and emerging economies. UNIDO Working Paper, 5, 1–36.
9. Friedberg, A. L. (2020). Getting the China challenge right. The American Interest, 15(4), 1–12.
10. WTO. (2021). World trade statistical review 2021. World Trade Organization Report, Geneva.
11. UNCTAD. (2021). Review of maritime transport 2021. United Nations Conference on Trade and Development.
12. De Backer, K., & Flaig, D. (2017). The future of global value chains. OECD Science, Technology and Industry Policy Papers, 41, 1–55.
13. Li, X., & Fung, K. C. (2019). US–China trade war: Global value chains and prospects for Asia. Journal of Asian Economics, 64, 101131.
14. Evenett, S. J., & Fritz, J. (2019). The global trade alert database handbook. Global Trade Alert Database, Centre for Economic Policy Research (CEPR).
15. Petri, P. A., & Plummer, M. G. (2020). East Asia decouples from the United States: Trade war, COVID-19, and East
16. Asia's new trade blocs. Peterson Institute for International Economics Working Paper.
17. IMF. (2022). World economic outlook: Managing divergent recoveries. International Monetary Fund Report, Washington D.C.
18. OECD. (2021). OECD economic outlook, interim report March 2021. Organization for Economic Co-operation and Development, Paris.
19. Lasserre, P. (2018). Global strategic management (4th ed.). Palgrave Macmillan.
20. Johnson, G., Scholes, K., & Whittington, R. (2017). Exploring strategy: Text and cases. Pearson Education.
21. Chopra, S., & Meindl, P. (2019). Supply chain management: Strategy, planning, and operation (7th ed.). Pearson Education.
22. Christopher, M. (2016). Logistics and supply chain management (5th ed.). Pearson Education.
23. Ivanov, D. (2020). Predicting the impacts of epidemic outbreaks on global supply chains: A simulation-based analysis on the coronavirus outbreak (COVID-19/SARS-CoV-2) case. Transportation Research Part E: Logistics and Transportation Review, 136, 101922.
24. McKinsey & Company. (2020). Risk, resilience, and rebalancing in global value chains. McKinsey Global Institute Report.
25. Ghemawat, P. (2018). Redefining global strategy: Crossing borders in a world where differences still matter. Harvard Business Review Press.
26. Handfield, R., & Petersen, K. (2020). The impact of COVID-19 on supply chain disruptions. Journal of Business Logistics, 41(2), 173–177.
27. WTO. (2022). Trade implications of the war in Ukraine. World Trade Organization Report, Geneva.
28. BBC News. (2022). Ukraine war: How the conflict is affecting global food supplies. Retrieved from https://www.bbc.com/news/world-60621457
29. European Commission. (2022). The economic impact of the Brexit deal. European Commission Report, Brussels.