

# Reconfiguring Agricultural Export Strategies in the Context of International Market Volatility: Managerial Perspectives

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**Abstract:** The study is devoted to the rethinking of agricultural export strategies in the conditions of instability of international markets from a managerial point of view, taking into account structural shocks, geopolitical risks, logistical gaps and price volatility. The goal is to identify management adaptation mechanisms that increase the sustainability of export activities, strategic flexibility and reliability of management decisions in agribusiness and export-oriented agricultural systems. The analytical framework combines strategic management approaches, export strategy models, risk management tools and supply chain resilience concepts. The methodological basis is formed through a comparative analytical review, structural mapping of instability factors, scenario interpretation and synthesis of modern empirical and institutional data on agrarian trade in crisis conditions, including war and post-pandemic disturbances. The results show that traditional export models, focused mainly on cost minimization and stable logistics routes, are insufficient in conditions of high market turbulence. Effective restructuring of strategies requires diversification of the export portfolio by sales directions, transport corridors and contract formats, dynamic selection of partners and formation of a multi-channel export architecture with built-in risk buffers. The highest adaptability is demonstrated by management systems that integrate operational market analytics, monitoring of regulatory changes and logistical risks into the decision-making circuit. Generalized evidence suggests that companies that apply flexible export management models – modular contract schemes, distributed storage, and combined transportation solutions – provide more stable results in volatile conditions. Strategic flexibility, scenario planning, and a delegated management structure have been proven to increase responsiveness and reduce systemic vulnerability to trade shocks. Institutional interaction with international regulatory regimes, regional trade associations and mechanisms of extraordinary trade facilitation is defined as an important competence. In addition, the study emphasizes that intercultural adaptation and culturally sensitive communication with international partners increase the effectiveness of export coordination, strengthen contractual stability and support long-term presence in diversified agricultural markets. The ability of export-oriented enterprises to integrate cultural and behavioural specifics into managerial decision-making is considered an additional factor of resilience in volatile international environments. The importance of digital traceability tools, analytical risk panels, and data-driven export management is emphasized separately. The practical value of the results lies in the formation of an adaptive management model of the export strategy, which reconciles the diagnosis of instability with the configuration of strategic decisions and supports the increase in the stability of agricultural exports in an unstable international environment.

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## STATEMENT OF THE PROBLEM

In today's conditions of global economic turbulence, geopolitical conflicts and high price volatility, the importance of effective management of agricultural export strategies increases significantly. International agricultural markets are characterized by demand instability, trade restrictions, logistical gaps and regulatory changes, which directly affects the performance of export activities. Agricultural export volumes in many countries remain critically important for macroeconomic stability, but the structure of export flows and approaches to their management have often been formed in relatively predictable market environments. This increases the requirements for the quality of management decisions, strategic flexibility and the ability to quickly rebuild export models. In practice, the export strategies of agricultural enterprises and industry operators do not always take into account the complexity of risks – currency, logistics, regulatory and contractual. A significant part of management decisions remains focused on short-term conditions and price preferences of individual markets, which increases vulnerability to shock changes. There remains a gap between strategic export planning and the actual ability of the export infrastructure to ensure continuity of supply. Systems of risk management, diversification of sales channels and alternative logistics routes are often fragmented. Management tools for monitoring market volatility and scenario forecasting are used in a limited or unsystematic manner. The problem is aggravated by the fact that the mechanisms for adapting export strategies are often launched already after the occurrence of losses or disruption of contracts, that is, they are reactive, not preventive in nature. Coherence between corporate export strategies, sectoral institutional support mechanisms and international trade regimes remains insufficient. Analytical results of market monitoring and risk assessment are not always integrated into the management circuit of strategic decision-making. The mentioned issues are directly related to the scientific and applied tasks of management. In the theoretical dimension, there is a need to clarify managerial approaches to restructuring export strategies in an environment of high uncertainty. In practical terms, the research is focused on increasing the stability, predictability and effectiveness of agricultural exports through the implementation of adaptive strategic models. The systematic integration of risk management tools, scenario planning and portfolio diversification of export directions creates the basis for a more reasonable management of export activities and meets the modern requirements of management science and international agribusiness practice.

## ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS.

In recent years, the problem of instability of agricultural markets and its consequences for export behavior, risk management and configuration of supply chains has been intensively developed in scientific works. Studies of market volatility emphasize that agricultural commodities are increasingly included in dynamic intermarket linkages with energy markets, and this strengthens the transmission of shocks and complicates the forecasting of export revenues; in particular, the time-varying relationship between oil and agricultural goods is substantiated as a factor that increases the instability of price signals for export management (Sun et al., 2021). At the same time, it is shown that trade restrictions in crisis periods can increase the global volatility of agrarian prices and change the parameters of external demand, which directly affects decisions on the reorientation of sales markets and contracting conditions (Yan et al., 2021). At the level of price transmission in value chains, the thesis about the asymmetry and unevenness of price reactions along the chain is actualized, which creates management challenges for exporters of perishable products and requires more precise adjustment of contractual mechanisms and logistics architecture (Sharma et al., 2025). A separate direction of publications concerns trade and sanitary-procedural disruptions during pandemic or other crises: it has been demonstrated that import refusals and related barriers can lead to noticeable losses in exports, changing priorities for market diversification and increasing the value of compliance and trade service quality (Mao et al., 2021). In the broader institutional context, the role of multilateral trade rules and reforms of the global trade system is emphasized as a framework within which enterprises and states build adaptive export strategies and mechanisms for coordinating interests in periods of increased protectionism (Hoekman & Wolfe, 2021). A significant body of work focuses on how long-term trends (climate policy, demand transformation, decarbonization costs) change the sensitivity of food prices and, accordingly, the conditions of export planning; it is argued that in the future the configuration of price drivers may change, which requires greater scenario-based and multivariate export decisions from the management (Chen et al., 2025). Research on the resilience of food systems and supply chains has systematized the lessons of COVID-19, emphasizing that export resilience is shaped not only by production parameters, but also by the ability to quickly reconfigure distribution channels, logistics, stocks, and coordination mechanisms between chain participants (Fan et al., 2021). Empirical data on the

example of local and global chains (in particular, vegetable chains) show that adaptive capacity depends on the organizational structure of the chain, contractual relations and access to logistics infrastructure, and therefore management decisions should take into account not only market, but also network and institutional constraints (Van Hoyweghen et al., 2021). The experience of individual countries and sectors during quarantine measures confirms that mobility shocks and activity restrictions directly affect producers' incomes and export opportunities, actualizing the need for flexible planning mechanisms, financial buffers and rapid restoration of operational capacity (Vargas et al., 2021). Generalized works on the transmission of price signals in agricultural markets form a theoretical basis for understanding why export prices and domestic prices can respond with lags or asymmetrically, and therefore export strategy management should include monitoring and adjustment tools based on actual transmission, rather than assumptions about "instant" market response (von Cramon-Taubadel & Goodwin, 2021). In the context of logistics and supply, it is emphasized that the crisis exposed the vulnerability of even developed chains and at the same time showed directions for increasing resilience through channel diversification, capacity reservation and adaptation of operational processes, which is directly related to export management design (Hobbs, 2021). In addition, the role of the currency factor is emphasized: the relationship between exchange rate fluctuations and the dynamics of agricultural exports has been empirically proven, which makes currency risks and hedging important elements of an export strategy in conditions of instability (Orman & Dellal, 2021). Institutional reviews and reports of international organizations systematize political responses to crisis phenomena in agricultural trade, describing trade policy instruments and their consequences for the movement of goods and prices, which creates an empirical basis for evaluating management decisions in external shocks (Food and Agriculture Organization of the United Nations [FAO], 2021). Materials dedicated to the impact of war on the agricultural sector and exports form a separate modern trend, where it is emphasized that logistical restrictions, changes in routes and regulatory regimes in conditions of war risk become determining factors for the restructuring of exports and require special management competencies and coordination with state and international institutions (Organisation for Economic Co-operation and Development [OECD], 2025; Bogonos et al., 2024).

In the context of international market volatility, intercultural adaptation becomes an essential

managerial component of agricultural export strategies. The stable presence of agribusiness enterprises in foreign markets depends not only on price competitiveness and logistical flexibility, but also on the ability to integrate cultural values, consumer preferences and communication specifics into export management. Research demonstrates that cultural values and social norms significantly influence product perception, negotiation effectiveness and long-term partnership development in international trade. Adaptive export strategies that consider local traditions, language factors and consumer behaviour patterns strengthen market resilience and reduce reputational and contractual risks. Moreover, culturally oriented management enhances trust, improves stakeholder cooperation and supports sustainable positioning of agricultural exporters in diversified global markets (Prokopenko et al., 2026; Vlad & Luca, 2020; Horodnic et al., 2018).

As a result, existing studies convincingly reveal individual components of the problem – the nature of volatility, mechanisms of price transmission, the role of trade restrictions, the stability of supply chains, currency risks and institutional frameworks (Sun et al., 2021; Yan et al., 2021; Sharma et al., 2025; Mao et al., 2021; Hoekman & Wolfe, 2021; Chen et al., 2025; Fan et al., 2021; Van Hoyweghen et al., 2021; Vargas et al., 2021; von Cramon-Taubadel & Goodwin, 2021; Hobbs, 2021; Orman & Dellal, 2021; FAO, 2021), as well as the specificity of war shocks for export capacity (OECD, 2025; Bogonos et al., 2024). At the same time, the publications do not adequately describe the management "architecture" of the restructuring of the export strategy as a coherent set of decisions regarding the portfolio of markets, contract models, logistics configurations and risk management procedures in a single decision-making circuit. It is this aspect – the systematic combination of volatility indicators with specific management mechanisms of export reconfiguration – that constitutes an academic gap, which is aimed to be filled within the scope of this article.

The main goal of this article is to scientifically substantiate and reveal the managerial role of restructuring agricultural export strategies as a tool for increasing the sustainability and effectiveness of export activities in the conditions of international market volatility, regulatory changes, logistical gaps and war risks. The study is aimed at clarifying the practical significance of adaptive export management in modern conditions of global instability and at forming an applied decision-making framework for agricultural exporters. To achieve the goal, the following scientific tasks have been defined. The primary task is to clarify the content, structural components and functions of the "reconfiguration of the export

strategy" in the system of strategic management of an agrarian enterprise, including portfolio diversification of markets, contract policy and logistics architecture. The second task is to analyze the interrelationship between market volatility, price shock transmission mechanisms, trade restrictions and currency fluctuations and their impact on the managerial choice of export instruments and risk management regimes. The third task is to determine how the results of volatility monitoring and risk assessment are integrated into export planning and operational contract execution through scenario planning, flexible contracting models, multi-channel logistics and the creation of risk buffers. In addition, a separate task of the research is the systematization of approaches to evaluating the effectiveness of restructuring the export strategy according to a set of measurable criteria – stability of export flows, reliability of delivery, manageability of risk exposure, adaptability of logistics and economic performance under various scenarios. This makes it possible to substantiate the transition from reactive anti-crisis actions to a structured management model of adaptive export, focused on stability, flexibility and readiness for multivariate international market conditions.

## RESULTS

The results of the study confirmed that in the conditions of international market volatility and military-logistical shocks, it is the management restructuring of export strategies that is a key tool for stabilizing and maintaining the effectiveness of agricultural exports. Summarizing modern empirical works and analytical reports showed that the main problem is not one-time failures of export operations, but repeated systemic vulnerabilities – concentration on a limited number of sales markets, dependence on one logistics corridor, sensitivity to price shocks and currency fluctuations (Sun et al., 2021; Yan et al., 2021; Sharma et al., 2025; Mao et al., 2021; von Cramon-Taubadel & Goodwin, 2021; Hobbs, 2021; Orman & Dellal, 2021; OECD, 2025; Bogonos et al., 2024). It was established that the instability of export results is most often associated not only with external restrictions, but with a gap between strategic export planning and the actual configuration of contracts, logistics and risk management at the operational level. In a significant number of cases, the reaction to shocks is delayed, and the tools of scenario planning and portfolio diversification are not fully used. Conclusions regarding the structure of risks and the role of managerial reconfiguration of export models were specified on two levels. The first working hypothesis was based on the assumption that the

effectiveness of the export strategy in an unstable environment depends on the management's ability to identify and take into account various groups of risks in a structured manner. The conducted analysis confirmed this hypothesis. It was found that threats are concentrated at the macro and micro levels. At the macro level, global price volatility, trade restrictions, regulatory changes, currency fluctuations, geopolitical and military factors that change the parameters of market access and the cost of logistics are decisive (Sun et al., 2021; Yan et al., 2021; Hoekman & Wolfe, 2021; Chen et al., 2025; FAO, 2021; OECD, 2025; Bogonos et al., 2024). These factors form an external field of uncertainty and reduce the predictability of export revenues. At the micro level, key risks are related to the quality of export activity management: narrow sales geography, inflexible contractual conditions, lack of alternative supply routes, weak integration of market analytics in decision-making, insufficient development of hedging and insurance tools (Sharma et al., 2025; Fan et al., 2021; Van Hoyweghen et al., 2021; Vargas et al., 2021; von Cramon-Taubadel & Goodwin, 2021; Hobbs, 2021; Orman & Dellal, 2021). It is the micro-level risks that are defined as those that can be directly mitigated through management decisions on restructuring the export strategy.

Table 1 summarizes the main groups of risks that affect the effectiveness of agricultural exports, the management zones of their manifestation and the corresponding strategic actions of restructuring.

As can be seen from Table 1, the restructuring of the export strategy is not considered as a one-time anti-crisis step, but is interpreted as a comprehensive management system, within which decisions regarding the portfolio of sales markets, contracting models, logistics configuration and financial risk reduction instruments are coordinated. In such an approach, the export strategy actually acquires the function of an integrated vulnerability reduction mechanism: it ensures not only the selection of sales directions, but also the management of key "points of failure" – supply routes, contract performance parameters, price fluctuations and currency exposure. Accordingly, strategic reconfiguration means a transition from dependence on one or two channels and standard rigid conditions to a portfolio logic: markets and products are diversified, contracts become more adaptive (due to tolerances, formula prices, adjusted schedules), and logistics is built as a multi-channel system with alternative corridors and reserved capacities. Such systematicity is important, since most critical risks in real export activity do not arise in isolation, but in a "chain": a logistical failure quickly turns into a contract violation, and then into financial losses due to fines, increased freight rates,

and price uncertainty. That is why the table captures the interdependence of management decisions: diversification of markets without flexible contracts does not guarantee sustainability, just as alternative routes without financial buffers do not ensure cost control and liquidity. As a result, the restructuring acts as a "resilience architecture", where each instrument plays a specific role in reducing risk exposure and supporting the fulfillment of export obligations in an unstable environment.

Summarizing the results of studies on the sustainability of supply chains showed that the best results are demonstrated by models with distributed channels, flexible partner networks and built-in buffers of stocks and capacities (Fan et al., 2021; Van Hoyweghen et al., 2021; Vargas et al., 2021; Hobbs, 2021). This means that the advantage is not the chains that are maximally "optimized" for one route and one partner, but those that can quickly switch between alternatives without a critical loss of time and quality of contract execution. In a managerial sense, this strengthens the case for a shift to adaptive export management, where resilience is built through a combination of diversification, flexibility and pre-planned reserves, rather than just post-crisis response. Figure 1 presents a generalized distribution of key areas of vulnerability of agricultural export activity in the context of international market volatility, trade restrictions and logistical shocks. Visualization reflects the relative concentration of risks in the main management areas and shows in which segments of the export system the greatest sensitivity to external and internal disturbances is formed.

Analysis of Figure 1 shows that the distribution of vulnerability zones of agricultural exports in conditions of international market instability has a pronounced structural unevenness. The largest share of risk exposure falls on logistical violations and contractual rigidity, which together form the most critical segment of export vulnerability. This means that it is the disruption of transport routes, limited capacity, dependence on individual supply corridors, as well as inflexible contract terms and penalty mechanisms that most often transform into actual losses or disruptions of export operations. This structure is consistent with the results of modern research on the resilience of supply chains and military-logistics shocks, where multi-channel logistics and the adaptability of contract models are determined as a key factor in resilience. The second most significant group consists of the risks of price volatility, which reflects the high sensitivity of agricultural exports to fluctuations in world prices and intermarket shock transmission effects. This confirms that the export strategy cannot be built only on the current situation,

but needs built-in mechanisms of price hedging, portfolio diversification and scenario planning of revenues. A smaller, but consistently noticeable share is formed by trade restrictions, currency fluctuations and regulatory changes. Although their relative weight is lower, these factors are often the trigger for sharp changes in market access conditions and contract performance costs. In summary, the results show that the vulnerability of exports is not concentrated in one point, but in the management relationship "logistics - contract - price", which justifies the feasibility of considering the restructuring of the export strategy as a systemic management tool. The practical conclusion is that increasing the sustainability of export activity is achieved primarily through the diversification of supply routes, the introduction of flexible contract structures and the integration of price risk management into strategic export planning. The results of the study confirmed that the stability of agricultural exports in the conditions of international instability is ensured not by separate anti-crisis solutions, but by a comprehensive managerial reconfiguration of the export model. The main problem is not single supply disruptions but recurring structural vulnerabilities (Sun et al., 2021; Yan et al., 2021; Sharma et al., 2025; Mao et al., 2021; von Cramon-Taubadel & Goodwin, 2021; Hobbs, 2021; Orman & Dellal, 2021; OECD, 2025; Bogonos et al., 2024). They arise due to concentration of risks, inflexible strategic configurations and weak integration of analytics in decision-making. It has also been found that market signals and analytical assessments often do not translate directly into strategic adjustments. Therefore, it was concluded that it is necessary to strengthen the preventive-analytical, scenario and portfolio components of export management and to directly integrate the results of market monitoring into the process of strategic and operational export planning.

## CONCLUSIONS

The results of the conducted research confirmed that the restructuring of agricultural export strategies in conditions of instability of the international market is a key management tool for ensuring the sustainability of export activities. In accordance with the goal set at the beginning of the study, the role of strategic reconfiguration is not reduced to one-time anti-crisis steps but is revealed as a systemic mechanism for managing volatility, reducing risk exposure, and maintaining export performance under various scenarios of external shocks. Generalized data showed that the most critical vulnerabilities are concentrated in the link "logistics - contract - price", and

therefore, increasing export sustainability requires simultaneous diversification of supply channels, flexible contract structures and integrated price risk management. The main tasks identified in the study have been completed. The content and functions of restructuring the export strategy in the strategic management system of an agrarian enterprise have been clarified, the relationship between market volatility, trade restrictions, currency fluctuations and the managerial choice of export adaptation tools have been revealed. It is substantiated that the effectiveness of the restructuring is determined not by a separate decision, but by the consistency of the portfolio of markets, logistics architecture and contract policy with the outline of risk monitoring and scenario planning. At the same time, it was established that a significant part of the recurring problems of export activity is of a structural and organizational nature and is associated with excessive concentration on limited routes and markets, insufficient flexibility of contracts and weak integration of analytics into the decision-making process. This indicates that the potential of managerial reconfiguration is not being used to its full extent, and the mechanisms for operational transformation of market signals into strategic adjustments need to be strengthened. The obtained results confirm the need to move from the reactive logic of "elimination of consequences" to a preventive-analytical model of export management, where decisions are made on the basis of early diagnosis of volatility, assessment of logistical and trade risks, and multi-scenario planning. This approach increases the stability of export flows, strengthens the discipline of contract execution and reduces the probability of critical losses during periods of sharp external shocks. In international agricultural trade, the effectiveness of adaptive export management is additionally influenced by the ability of enterprises to consider intercultural communication factors, behavioural differences and partnership expectations across foreign markets. The integration of intercultural adaptation into export coordination mechanisms contributes to strengthening trust, improving negotiation flexibility and supporting sustainable international business relations. At the same time, it is emphasized that export sustainability cannot be fully ensured until the tools of risk management, logistics diversification and flexible contracting are systematically integrated into strategic and operational management. The areas of further research related to the quantitative assessment of the effectiveness of the restructuring of export strategies, in particular through indicators of income stability, reliability of delivery, manageability of risk exposure and adaptability of logistics, remain relevant. The development of risk-oriented models of

export management, detailing of contractual flexibility tools and deepening of scenario planning methods for different types of agricultural products and market regimes is promising. Approaches focused on processes and risks, as well as frameworks of institutional analysis, which allow more precisely to take into account the impact of regulatory changes, trade regimes and military-logistical restrictions on the management configuration of exports, can be methodologically useful for further work.

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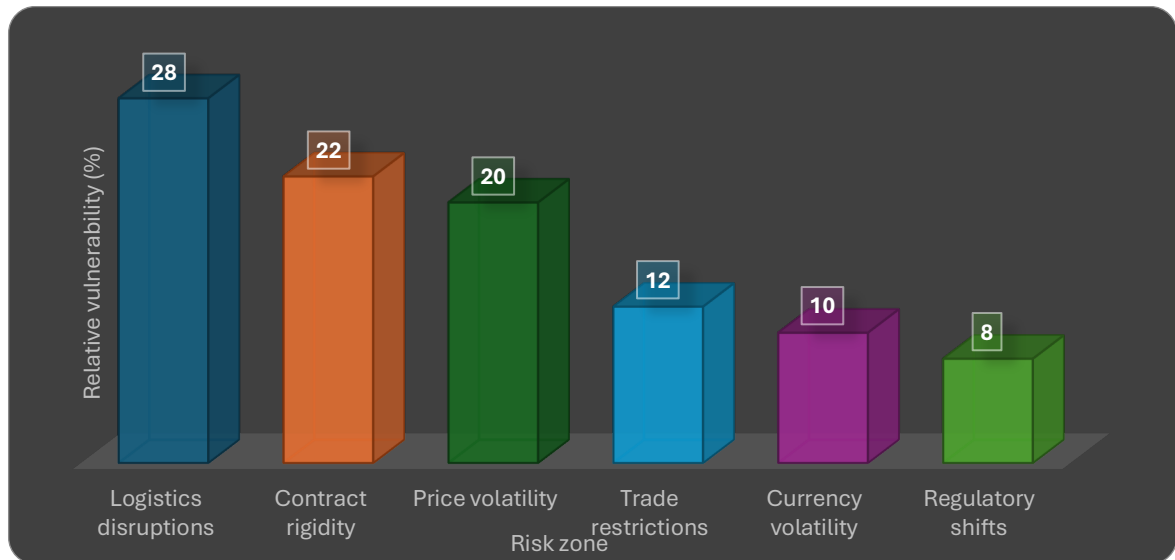
**Table 1**

Key risks of agricultural export in conditions of volatility and managerial actions of strategy restructuring

Risk level	Risk type	Manifestation in export activity	Managerial restructuring actions	Expected strategic effect
Market	Price volatility	Sharp fluctuations in export prices	Market and product portfolio diversification; flexible pricing formulas	Reduced revenue instability
Trade	Restrictions and barriers	Rejections, quotas, new requirements	Expansion of sales geography; regulatory monitoring	Improved market accessibility
Logistics	Route disruptions	Delays, cost increases	Multi-channel logistics; backup routes	Supply continuity
Currency	Exchange rate fluctuations	Unstable revenue	Currency hedging; currency diversification of contracts	Financial result stabilization
Contractual	Rigid terms	Penalties, non-performance	Modular and adaptive contracts	Greater execution flexibility
Organizational	Weak risk management	Delayed response	Scenario planning; risk dashboards	Faster response capability

*Source: developed by the author based on the findings of Sun et al. (2021), Yan et al. (2021), Sharma et al. (2025), Mao et al. (2021), Hoekman and Wolfe (2021), Chen et al. (2025), Fan et al. (2021), Van Hoyweghen et al. (2021), Vargas et al. (2021), von Cramon-Taubadel and Goodwin (2021), Hobbs (2021), Orman and Dellal (2021), OECD (2025), and Bogonos et al. (2024).*

## LIST OF FIGURES



**Figure No. 1**

Generalized distribution of vulnerability zones of agricultural exports in conditions of market volatility, trade restrictions and logistic shocks.

*Source: developed by the author based on the analytical findings presented in Sun et al. (2021), Yan et al. (2021), Sharma et al. (2025), Mao et al. (2021), Fan et al. (2021), Van Hoyweghen et al. (2021), Vargas et al. (2021), von Cramon-Taubadel and Goodwin (2021), Hobbs (2021), Orman and Dellal (2021), OECD (2025), and Bogonos et al. (2024).*