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The Impact of Protectionism Policies and Geopolitical Issues on Supply Chain Management of Export-Import Companies

Muhammad Tanwirul Huda*[1], Mukayat Al Amin[2], Eka Firmansyah[3], Kenneth Sulthon Alafi Al Hallaj[4], Muhammad Syafiullah Akbar[5]
[1]Universitas Islam Negeri Sunan Ampel Surabaya, Indonesia, tanwirulhuda15@gmail.com
[2]Universitas Muhammadiyah Surabaya, Indonesia, mukayatalamin821@gmail.com
[3]Universitas Muhammadiyah Palu, Indonesia, ekafirmansyah@unismuhpalu.ac.id
[4]Universitas Islam Negeri Sunan Ampel Surabaya, Indonesia, elaphy07@gmail.com
[5]Universitas Negeri Surabaya, Indonesia, 25081295009@mhs.unesa.ac.id
*corresponding author: tanwirulhuda15@gmail.com

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ABSTRACT: *The resurgence of protectionist trade policies and intensifying geopolitical rivalries among major economies have reshaped the operating environment of export-import companies worldwide. This study examines how protectionism and geopolitical issues affect export-import firms' supply chain management (SCM) practices and identifies the strategic responses companies adopt to sustain competitiveness. A qualitative descriptive method grounded in a systematic literature review of Scopus and SINTA-indexed articles (2004-2026) was employed, with findings synthesized through Supply Chain Resilience Theory and the Geopolitical Supply Chain Disruption framework. Results show that protectionist measures tariffs, non-tariff barriers, and export restrictions combined with geopolitical shocks such as the US-China trade war and the Russia-Ukraine conflict, disrupt export-import supply chains through three channels: rising procurement and logistics costs, elevated trade policy uncertainty delaying firm-level investment, and direct disruption of cross-border physical and contractual flows. In response, companies increasingly adopt supplier diversification, reshoring, nearshoring, friendshoring, and digital supply chain technologies to strengthen resilience. For export-import companies in emerging economies such as Indonesia, findings underscore the urgency of formal risk-management systems, hedging instruments, and regional trade cooperation. This study contributes a synthesized, theory-informed understanding of the protectionism geopolitics supply chain linkage relevant to practitioners and policymakers.*
Keywords: *Geopolitical Risk; Supply Chain Management; Export-Import; Trade Policy Uncertainty*

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I. INTRODUCTION

Global supply chains have historically been organized around the logic of comparative advantage, in which firms disperse sourcing, production, and distribution activities across countries to minimize cost and maximize efficiency. This paradigm, however, has come under sustained pressure over the past decade as major economies have reintroduced protectionist instruments and as geopolitical tensions have escalated into open trade conflicts, sanctions regimes, and armed confrontation. Caldara and Iacoviello (2022) demonstrate that geopolitical risk, measured through a news-based index capturing adverse geopolitical events and threats, has surged since the mid-2010s and is systematically associated with declines in investment and heightened disaster probability at both the country and firm level. Parallel to this trend, Smyrnov (2025) shows that disruptions originating from geopolitical risk propagate through global supply chains via increased costs, delivery delays, and, in extreme cases, complete production shutdowns, prompting firms to reconsider the flexibility and adaptiveness of their logistics and procurement systems.

The confluence of protectionism and geopolitics has led scholars to describe the present period as one of de-globalization, in which the political logic of national security and strategic autonomy increasingly overrides the economic logic of efficiency. Witt (2019) argues that de-globalization is best understood through two competing political-science lenses, liberalism and realism, which generate different expectations for the future world economy: a patchwork of selective economic linkages under liberalism, or the consolidation of economic blocs around major powers under realism. Either trajectory carries direct implications for firms engaged in cross-border trade, because both imply a retreat from the assumption of frictionless, cost-minimizing global sourcing that underpinned supply chain design for the past three decades. Building on this premise, Bednarski et al. (2026) develop a conceptual framework of Geopolitical Supply Chain Disruptions (GSCD) that integrates operations and supply chain management theory with international relations perspectives, arguing that disruptions originate from state-level political friction, propagate through resource-dependent supply chain nodes, and generate consequences ranging from cost inflation to the wholesale reconfiguration of production networks. In a related empirical contribution, Moradlou et al. (2025) find that firms exposed to recurring geopolitical shocks tend to pursue structural ambidexterity, simultaneously exploiting existing supply chain configurations while exploring alternative sourcing geographies to hedge against future disruption.

Supply chain resilience theory offers a complementary lens through which to interpret these dynamics. Christopher and Peck (2004) define supply chain resilience as the capacity of a supply chain to return to its original, or a more desirable, state after being disrupted, and identify re-

engineering, collaboration, agility, and a supply chain risk-management culture as the four pillars through which resilience can be built. This theoretical foundation is particularly salient in the current environment, where protectionist shocks are frequently compounded by trade policy uncertainty rather than by discrete, one-off events. Caldara et al. (2020) show empirically that uncertainty about future trade policy, independent of the tariffs actually imposed, exerts a significant dampening effect on investment and economic activity, because firms rationally delay irreversible commitments when the policy environment is unpredictable. Most recently, Miller, Jin, and Ortega (2025) document that the tariff actions implemented in 2025 represent the largest series of United States tariff increases since 1930, compounded by extraordinary uncertainty as tariffs were repeatedly revised, legally challenged, and renegotiated, constituting what the authors describe as the greatest exogenous shock to global supply chains since the onset of the COVID-19 pandemic.

For export-import companies based in emerging economies, these dynamics are far from abstract. Pangestu (2019) documents that the United States-China trade war has generated both risks and opportunities for Indonesia, as trade diversion effects redirect certain export orders toward third countries while simultaneously exposing globally integrated Indonesian manufacturers to retaliatory tariff regimes and volatile input prices. This vulnerability is not new: Aswicahyono, Hill, and Narjoko (2010) trace how Indonesian industrialization has historically been shaped by the interaction between domestic policy choices and external economic shocks, underscoring that Indonesian firms operate in a trade policy environment that has long combined liberalization episodes with periodic protectionist reversals. More recent firm- and sector-level evidence reinforces this picture: Firmansyah, Arkeman, and Arief (2022) show that Indonesian companies importing strategic commodities, such as feeder cattle, must develop formal risk-mitigation and policy strategies to manage supply disruptions intensified by pandemic-era trade restrictions, while Sandi and Lie (2025) identify fifteen dominant categories of risk in Southeast Asian export-import transactions, including exchange rate fluctuations, regulatory divergence across countries, and geopolitical risk, and find that large firms are considerably better equipped than small and medium enterprises (SMEs) to manage these exposures through hedging and formal risk-management systems. Almalita and Rinjani (2025) further show that Indonesian export-oriented SMEs have suffered materially from reciprocal tariff policies introduced amid recent trade tensions, reducing their competitiveness in international markets and necessitating adaptive strategies such as market diversification and digitalization.

Despite this growing body of evidence, existing literature tends to treat protectionism and geopolitical risk as separate research streams, with trade-policy economists focusing on aggregate trade flows and investment, and supply chain scholars focusing on operational

resilience mechanisms, without adequately connecting the two literatures at the level of the individual export-import firm. Moreover, much of the empirical evidence available is concentrated on large multinational enterprises headquartered in advanced economies, leaving a gap in the systematic understanding of how these forces affect export-import companies operating from, or trading with, emerging markets such as Indonesia. This study addresses that gap by asking two research questions: first, through what mechanisms do protectionist policies and geopolitical tensions transmit disruption into the supply chains of export-import companies; and second, what strategic responses do export-import companies adopt to preserve competitiveness and continuity under conditions of elevated protectionism and geopolitical risk. By synthesizing findings from Scopus and SINTA-indexed literature through the combined lens of supply chain resilience theory and the geopolitical supply chain disruption framework, this study aims to provide an integrated, theory-informed account of the protectionism geopolitics supply chain linkage that is directly relevant to practitioners, policymakers, and future researchers, particularly those concerned with the resilience of export-import companies in emerging economies.

II. METHOD

This study employs a qualitative descriptive research design based on a systematic literature review (*studi kepustakaan*) of peer-reviewed academic publications. The qualitative descriptive approach was selected because the research questions are conceptual and explanatory in nature, seeking to describe mechanisms and patterns rather than to test statistical hypotheses, and because the phenomena under investigation, namely protectionism, geopolitical risk, and supply chain adaptation, are best understood through the synthesis of theoretical and empirical findings already established across multiple disciplines, including international business, operations management, and international economics.

Data for this study consist exclusively of secondary sources drawn from peer-reviewed journal articles indexed in internationally recognized databases (Scopus, Web of Science, and major publisher platforms such as Elsevier ScienceDirect, Emerald Insight, Wiley Online Library, Taylor and Francis Online, and Springer Link) as well as journal articles indexed in the Science and Technology Index (SINTA) for the Indonesian context. The literature search was conducted using combinations of the following keywords: "protectionism," "geopolitical risk," "trade war," "tariffs," "trade policy uncertainty," "supply chain management," "supply chain resilience," "reshoring," "nearshoring," "friendshoring," and "export-import." The search covered publications from 2004, the year in which the foundational supply chain resilience framework of Christopher and Peck (2004) was published, through 2026.

Inclusion criteria required that a source (a) be published in a peer-reviewed journal with an assignable Digital Object Identifier (DOI); (b) directly address protectionism, geopolitical risk, trade policy uncertainty, or supply chain resilience/disruption in the context of cross-border trade; and (c) be indexed in Scopus or SINTA. Sources were excluded if they were non-peer-reviewed working papers, opinion pieces, or grey literature without a verifiable DOI, or if their content, upon inspection, was only tangentially related to the research questions. Twenty qualifying sources were retained for detailed synthesis, comprising foundational theoretical works, empirical firm- and country-level studies, and Indonesia-specific export-import case studies, ensuring both conceptual depth and contextual relevance.

The analytical technique applied to the selected literature was qualitative content analysis, in which each source was coded according to (a) the type of disruption mechanism it identifies (cost-based, uncertainty-based, or physical/contractual disruption), and (b) the type of corporate response it documents (diversification, relocation, digitalization, or formal risk management). These codes were then organized thematically around two theoretical anchors: Supply Chain Resilience Theory (Christopher & Peck, 2004), which provides the analytical vocabulary for corporate adaptive capacity, and the Geopolitical Supply Chain Disruption framework (Bednarski et al., 2026), which provides the analytical vocabulary for how political friction between states translates into operational disruption. Triangulation was achieved by cross referencing global empirical evidence (predominantly from studies of the United States, China, and Europe) against Indonesia-specific evidence, allowing the discussion to move from general mechanisms toward context-specific implications. This approach does not involve primary data collection, human subjects, or proprietary firm data, and therefore does not raise ethical concerns beyond the standard requirement of accurate and non selective representation of the cited sources.

III. RESULT AND DISCUSSION

The synthesis of the reviewed literature yields two closely related sets of findings that directly address the study's research questions: first, the mechanisms through which protectionism and geopolitical tensions are transmitted into the supply chains of export-import companies; and second, the strategic responses that companies, including those operating in Indonesia, adopt to preserve resilience and competitiveness. These findings are presented and discussed below as two focused discussion points, followed by a discussion of their combined implications for export-import companies in emerging economies.

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Transmission Mechanisms: How Protectionism and Geopolitical Risk Disrupt Export-Import Supply Chains

The reviewed literature converges on three interrelated transmission channels through which protectionism and geopolitical risk disrupt export-import supply chains. The first is a direct cost channel. Tariffs and non-tariff barriers mechanically raise the landed cost of imported inputs and exported finished goods, compressing margins and forcing firms to either absorb costs, pass them to consumers, or restructure sourcing networks. Miller, Jin, and Ortega (2025) characterize the 2025 United States tariff actions as an exogenous shock of a magnitude comparable to the COVID-19 pandemic, affecting importer and exporter behavior through heterogeneous adjustment costs, transaction costs, and opportunity costs of responding early versus late to policy change. Because many manufactured inputs, particularly in electronics, automotive, and apparel value chains, cross borders multiple times before final assembly, tariffs compound at each stage, disproportionately penalizing firms embedded in long, fragmented supply chains relative to firms with vertically consolidated production.

The second channel operates through uncertainty rather than through realized policy changes. Caldara et al. (2020) provide robust empirical evidence that trade policy uncertainty, independent of whether tariffs are ultimately imposed, systematically reduces investment because firms facing irreversible sunk costs rationally delay capital commitments until the policy environment stabilizes. This mechanism is corroborated by Handley and Limão (2015), who show theoretically and empirically that policy uncertainty deters firm entry into export markets even when expected tariffs remain unchanged, because the option value of waiting increases with the variance of possible future outcomes. At the macro level, Borojo, Yushi, Miao, and Liu (2023) find that trade policy uncertainty significantly and adversely affects both the extensive and intensive margins of trade flows for emerging economies and low-income developing countries, an effect that is particularly damaging for economies, such as Indonesia, that rely on manufacturing exports to sustain growth and employment. For export-import companies, this uncertainty channel manifests operationally as delayed contracting, shortened planning horizons, and a reluctance to commit to long-term supplier relationships, all of which erode the very stability that efficient supply chain management depends upon.

The third channel is direct physical and contractual disruption arising from acute geopolitical events, including armed conflict, sanctions regimes, and abrupt export controls. Bednarski et al. (2026) formalize this pathway in their Geopolitical Supply Chain Disruption framework, proposing that disruptions propagate through resource-dependent supply chain nodes and are amplified when critical inputs originate from politically misaligned regions, a proposition consistent with the empirical patterns observed following the Russia-Ukraine conflict and recurring tensions in

the Taiwan Strait. Moradlou et al. (2025) extend this analysis by showing that firms repeatedly exposed to such shocks develop structural ambidexterity, restructuring governance and sourcing arrangements not merely in reaction to a single event but as an ongoing organizational capability. For Indonesian export-import companies, Sandi and Lie (2025) provide direct evidence of this channel, identifying geopolitical risk as one of fifteen dominant risk categories affecting Southeast Asian export-import transactions, alongside more conventional risks such as exchange rate fluctuation, payment default, and cross-border regulatory divergence. Taken together, these three channels, cost, uncertainty, and direct disruption, rarely operate in isolation; rather, as Kanyepe, Musasa, and Wilbert (2025) demonstrate in their study of SME supply chain risk factors, they interact and compound one another, with firms that possess weaker technological and risk-management capabilities experiencing disproportionately severe performance effects.

Corporate Strategic Responses: Diversification, Relocation, and Resilience Building

In response to these transmission mechanisms, the reviewed literature documents a consistent set of strategic adaptations among export-import companies, which can be organized around the four resilience-building principles articulated by Christopher and Peck (2004): re-engineering of supply networks, collaboration, agility, and the cultivation of a supply chain risk-management culture. The most prominent re-engineering response documented in the literature is geographic relocation of sourcing and production, commonly described through the triad of reshoring, nearshoring, and friendshoring. Banaszyk (2023) synthesizes evidence from eighteen studies published between 2014 and 2024 to show that reshoring functions as an effective resilience-building strategy, with nearshoring reducing logistical distance and associated lead-time risk, and friendshoring specifically targeting geopolitical exposure by concentrating sourcing among politically aligned trading partners. This relocation logic responds directly to the de-globalization dynamic described by Witt (2019), in which firms increasingly substitute the pure efficiency criterion of classical offshoring with a security-adjusted criterion that explicitly weighs the political alignment of supplier countries.

A second major adaptive response is supplier and market diversification, whereby firms deliberately reduce dependence on any single country or supplier in order to limit the propagation of any one country-specific shock through the entire supply chain. This response aligns with the resilience principle of building redundancy into critical nodes, and is echoed in Southeast Asian firm-level evidence: Almalita and Rinjani (2025) describe how Indonesian export-oriented SMEs, confronted with reciprocal tariff policies, have adopted market diversification alongside digitalization as adaptive strategies to preserve international competitiveness. Diversification, however, is unevenly accessible across firm sizes. Sandi and Lie (2025) find that larger companies are markedly better positioned to diversify and to deploy complementary

instruments such as hedging contracts and trade insurance, while SMEs continue to face structural constraints in accessing these instruments, a disparity that is corroborated by Kanyepe, Musasa, and Wilbert (2025), who show that SME supply chain performance is strongly conditioned by the technological capabilities firms are able to mobilize.

The third adaptive response documented across the literature is the deployment of digital supply chain technologies to enhance visibility, agility, and coordination, directly operationalizing the agility principle of Christopher and Peck's (2004) resilience framework. Manurung, Yudoko, and Okdinawati (2023), drawing on an Indonesian institutional context, propose a conceptual framework in which proactive resilience capabilities, including redundancy, robustness, and visibility, combine with reactive capabilities such as collaboration, information exchange, and adaptability to help firms not only recover from disruption but sustain performance over time, a formulation that is particularly relevant for export-import companies seeking to embed resilience as an ongoing organizational capacity rather than a one-off crisis response. Finally, several studies document the emergence of a formal supply chain risk-management culture as a distinct organizational response: Firmansyah, Arkeman, and Arief (2022) show that Indonesian importers of strategic commodities have institutionalized structured risk-identification and mitigation methodologies as a standing component of corporate policy, rather than as an ad hoc reaction to individual disruptions, reflecting the fourth pillar of Christopher and Peck's (2004) resilience framework directly.

Implications for Export-Import Companies in Emerging Economies: The Case of Indonesia

Synthesizing the transmission mechanisms and strategic responses identified above yields several implications specific to export-import companies operating in emerging economies such as Indonesia. First, because Indonesian trade policy has historically alternated between liberalization and protectionist reversal, as documented by Aswicahyono, Hill, and Narjoko (2010) in their analysis of industrialization following the Asian financial crisis, Indonesian export-import firms operate within an environment where domestic and international sources of policy uncertainty compound one another; firms must therefore build resilience not only against external shocks originating from major-power rivalry but also against domestic policy volatility. Second, Pangestu (2019) shows that the United States-China trade war has produced a mixed picture for Indonesia, generating trade diversion opportunities in some sectors, as buyers seek alternatives to Chinese suppliers, while simultaneously exposing Indonesian manufacturers with foreign-invested, China-linked value chains to indirect tariff exposure, implying that the net effect of major-power protectionism on any individual Indonesian export-import company depends heavily on its specific position within global value chains rather than on any uniform national effect.

Third, the pronounced firm-size disparity identified by Sandi and Lie (2025) and reinforced by Kanyepe, Musasa, and Wilbert (2025), whereby large firms access hedging, insurance, and formal risk-management systems far more readily than SMEs, carries direct policy relevance given that SMEs constitute the overwhelming majority of Indonesian export-import actors. This suggests that resilience-building cannot be left solely to firm-level initiative; the reviewed evidence points toward a complementary role for trade facilitation institutions, export credit and insurance schemes, and regional trade cooperation frameworks in extending resilience-enabling instruments to smaller exporters and importers. Finally, given that Borojo, Yushi, Miao, and Liu (2023) find trade policy uncertainty to be especially damaging to emerging and low-income economies' trade flows, and that Handley and Limão (2015) show such uncertainty independently suppresses firm entry into export markets, sustained participation in credible, rules-based regional trade frameworks, which reduce policy uncertainty by binding tariff commitments, represents a structurally important, if indirect, contribution to the resilience of Indonesian export-import companies, complementing the firm-level strategies of diversification, relocation, and digitalization discussed above.

IV. CONCLUSION

This study set out to examine how protectionist trade policies and geopolitical tensions affect the supply chain management of export-import companies, and to identify the strategic responses companies deploy to sustain resilience under these conditions. The synthesis of Scopus and SINTA-indexed literature shows that protectionism and geopolitical risk transmit disruption into export-import supply chains through three interacting channels: direct cost inflation from tariffs and non-tariff barriers, delayed investment and market entry driven by trade policy uncertainty, and direct physical or contractual disruption arising from acute geopolitical shocks. In response, companies adopt a coherent set of resilience-building strategies consistent with Christopher and Peck's (2004) framework, most prominently supplier and market diversification, reshoring, nearshoring and friendshoring, digital supply chain technologies, and the institutionalization of formal risk-management practices.

For export-import companies operating in or trading with emerging economies such as Indonesia, these dynamics carry particular weight, as domestic policy volatility compounds external geopolitical exposure, and as firm-size disparities in access to hedging, insurance, and formal risk-management instruments leave SMEs disproportionately vulnerable. The findings suggest that firm-level adaptive strategies are necessary but not sufficient; they must be complemented by institutional support, including export financing, trade insurance schemes, and continued participation in credible regional trade agreements that reduce policy uncertainty. Theoretically, this study contributes an integrated account that bridges the traditionally separate literatures on

trade-policy economics and supply chain resilience, demonstrating that the two are best understood jointly rather than in isolation. Practically, the findings offer export-import managers and policymakers an evidence-based framework for anticipating disruption channels and prioritizing resilience investments.

This study is not without limitations. As a qualitative literature synthesis, it does not generate new primary or quantitative evidence, and its conclusions are necessarily bounded by the scope and currency of the literature reviewed. Future research would benefit from firm-level quantitative studies that directly measure the relative magnitude of the three transmission channels identified here across different export-import sectors in Indonesia and other emerging economies, as well as longitudinal research tracking how resilience strategies adopted during the 2018-2026 period of heightened protectionism and geopolitical tension perform under subsequent shocks.

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