

New Trade Protectionism and the Reshaping of Global Value Chains: Challenges of Integrating Small and Medium-sized Enterprises

Alili Miloud

Laboratory of Entrepreneurship and Innovation Strategies in the Business and Financial Environment – University of Jijel; Email: miloud.alili@univ-jijel.dz

Mohamed Faradji

Laboratory of Entrepreneurship and Innovation Strategies in the Business and Financial Environment – University of Jijel; Email: mohamed.faradji@univ-jijel.dz

Received: 25/01/2026

Accepted: 28/08/2026

Published: 05/10/2026

Abstract

Global transformations and the rise of trade protectionism have led to the reorganization of trade and global value chains as a result of increased tariffs and restrictions on investment and technology transfer. This study aims to analyse the impact of these policies on global value chains and the opportunities for small and medium-sized enterprises to integrate into international trade, using a descriptive-analytical approach. It finds that new protectionism has not dismantled value chains but reorganized them, thereby imposing challenges on small and medium-sized enterprises, most notably higher costs, supply disruptions, stricter compliance requirements, and difficulty accessing technology and finance, while creating new opportunities for integration into regional value chains, provided that innovation and digital transformation are supported and the business environment improved to strengthen their competitiveness.

Keywords: trade protectionism, global value chains, new trade protectionism, small and medium-sized enterprises.

Introduction

In recent years, the global economy has undergone profound transformations that have affected the structure of international trade and global value chains as a result of a new wave of trade protectionism adopted by many major economies under the pretext of protecting national industries and strengthening economic and technological security. This has taken the form of imposing tariffs, restricted foreign investment, and tightening constraints on technology transfer, reshaping value chains and redistributing production activities across economic regions. These transformations have created growing challenges for small and medium-sized enterprises, despite their previous benefits from globalization, including integration into international markets and

gains from specialisation and the international division of labor. They now face higher transaction costs, supply-chain disruptions, stricter compliance requirements and technical and commercial standards, and challenges related to competitiveness, innovation, digital transformation, and access to finance and technology. Conversely, restructuring value chains may provide some of these enterprises with new opportunities to integrate into alternative or regional production networks, making an understanding of the effects of new trade protectionism on their integration into global value chains an important research issue, particularly in developing countries that rely on them as a lever for economic diversification and sustainable development.

Thus, this study seeks to analyse the effect of new trade protectionism on the reshaping of global value chains, focusing on the challenges and opportunities facing small and medium-sized enterprises in their efforts to integrate into and retain their positions within international production networks, and to anticipate mechanisms capable of strengthening their ability to adapt to rapid changes in the global trading environment.

On this basis, the central problem of this research is formulated in the following question:

To what extent do new trade-protectionist policies contribute to reshaping global value chains, and what effect does this have on opportunities for small and medium-sized enterprises to integrate into international trade?

Study Objectives

The study aims to achieve the following objectives:

- Identify the concept of new trade protectionism and its main manifestations and instruments in the contemporary global economy.
- Analyse the impact of new protectionist policies on the structure and organisation of global value chains.
- Examine the implications of the reshaping of global value chains for international trade and investment flows.
- Highlight the challenges facing small and medium-sized enterprises in integrating into global value chains amid current trade transformations.
- Identify the opportunities created by the restructuring of global value chains for small and medium-sized enterprises.
- Propose supportive mechanisms and policies to strengthen small and medium-sized enterprises' capacity to integrate into and benefit from global value chains.

Significance of the Study

This study is significant because trade protectionism and the reshaping of global value chains are highly relevant today, and they create challenges and opportunities for small and medium-sized enterprises that require support to improve their competitiveness and integration into the global economy.

Methodology

The study uses a descriptive-analytical and comparative approach to examine new trade protectionism and its effects on international trade and value chains, and to analyse the opportunities and challenges of integrating small and medium-sized enterprises into international trade.

First: Conceptual and Theoretical Framework of New Trade Protectionism and Global Value Chains

The study addresses the conceptual framework of new trade protectionism and global value chains by explaining their concepts, the reasons for their emergence, and the stages of integration into them.

Trade Protectionism and New Trade Protectionism**Trade Protectionism**

It is a set of government policies that protect domestic producers from foreign competition by raising the cost of imports, supporting domestic production, or restricting the entry of foreign products. Trade protectionism refers to policies and measures states adopt to regulate international trade and protect national production from foreign competition by imposing tariffs, setting import quotas, establishing technical and regulatory barriers, supporting domestic producers, and adopting exchange-rate and foreign-currency policies that strengthen the competitiveness of domestic goods.

New Trade Protectionism

New trade protectionism emerged with globalisation and the relocation of industrial activities to developing countries. It initially focused on protecting traditional industries and then expanded to include advanced sectors and agricultural products. Despite GATT and the World Trade Organisation's efforts to liberalise trade, protectionism increased from the 1970s onward, particularly in developed countries, driven by economic crises, slower growth, exchange-rate fluctuations, and global economic shifts, as countries sought to protect national interests and enhance competitiveness. New trade protectionism is a modern form of government intervention to protect the national economy, relying on non-traditional instruments such as government subsidies and discriminatory practices that favour domestic producers. This reflects a shift in trade protection from direct restrictions to more flexible, less visible methods, while maintaining its effects on competition and international trade.

Difference between Old and New Trade Protectionism

The new and traditional forms of protectionism can be distinguished through several fundamental characteristics.

Traditional tariff barriers affect market mechanisms without completely disrupting them, whereas new protectionism is characterised by more complex barriers that may substantially disrupt these mechanisms.

Traditional tariffs are characterised by clarity and transparency, whereas new protectionist barriers are often indirect and unobtrusive, making them more difficult to identify.

Traditional protectionism can be measured easily through clear indicators, whereas new protectionism is difficult to measure accurately because no comprehensive measure reflects its true scale.

Overall, the spread of new protectionism has reduced gains from trade liberalisation and has become more widespread than traditional protectionism, particularly after the global financial crisis.

Causes of the Emergence of New Protectionism

Despite growing calls for the liberalisation of international trade and the opening of markets within globalisation, many developed countries have adopted new forms of trade protectionism. This trend has resulted from a combination of economic, financial, and environmental factors that have

prompted these countries to impose restrictions and measures intended to protect their national economies.

Financial Crises

The post-1990s period witnessed a substantial expansion in capital flows and international investment as a result of financial-market liberalisation. This openness, however, contributed to global financial crises that caused economic losses and undermined stability and development, prompting governments to adopt protectionist measures to mitigate their effects, particularly after the 2007 global financial crisis, which highlighted the importance of government intervention in protecting national economies from external fluctuations.

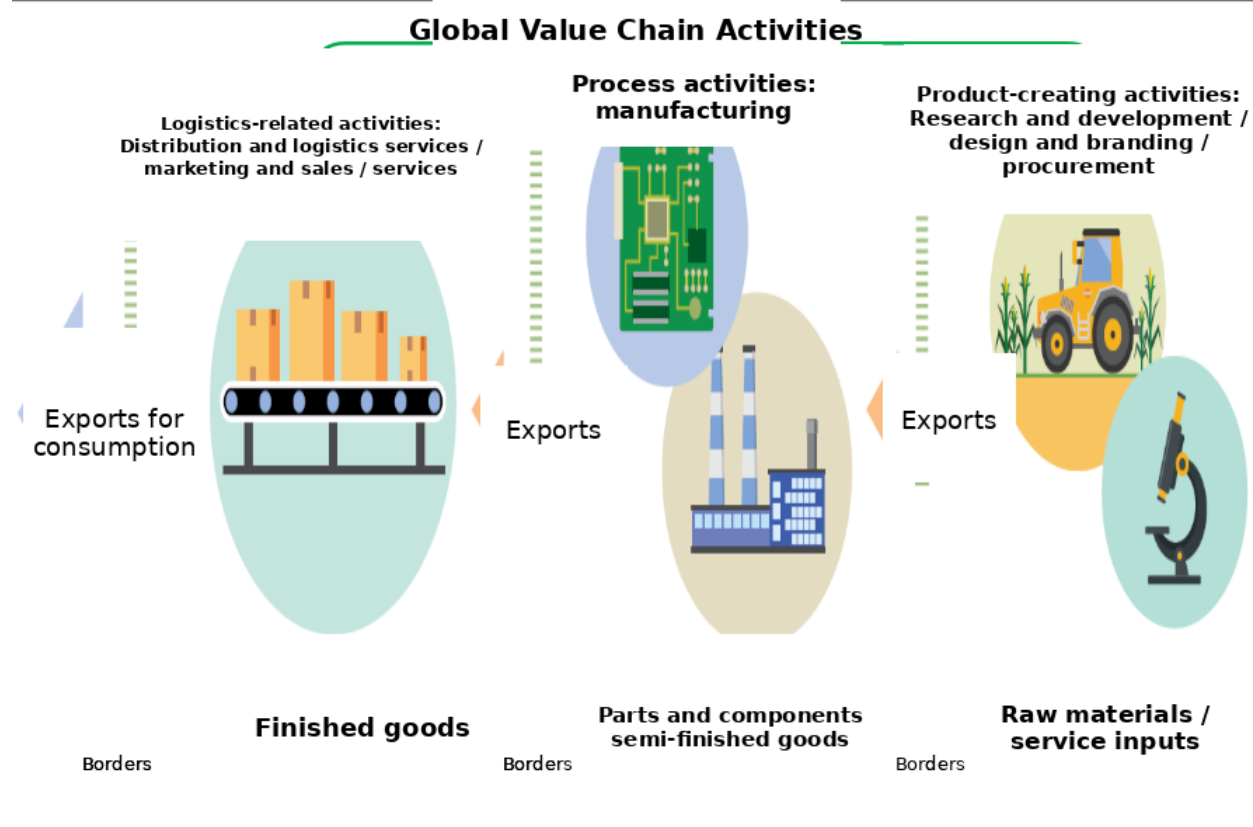
Environmental and Health Problems: Globalisation and trade liberalisation have facilitated the movement of goods and people, but they have increased the risks of disease and epidemic transmission and environmental hazards. This has prompted states to adopt laws and measures to protect health and the environment, making these concerns modern justifications for adopting protectionist policies.

Currency Wars: After the global financial crisis, developed countries resorted to exchange-rate policies to strengthen export competitiveness and improve trade balances, making competitive currency depreciation a form of new trade protectionism. The depreciation of the Chinese yuan and US monetary policies, such as interest-rate cuts and quantitative easing, contributed to the emergence of what became known as the currency wars, raising concerns about the stability of trade and global economic recovery and prompting calls for stronger international cooperation to limit the effects of exchange-rate fluctuations.

Global Value Chains

The concept of the value chain first appeared in the work of Sanyal and Jones (1979) and was later developed by Michael Porter in 1985, who presented a model explaining the activities and processes that contribute to the production of goods and services, from design to marketing and after-sales services. He divided these into primary and support activities to identify sources of value, reduce costs, and achieve competitive advantage. Porter argues that value-chain analysis helps achieve two competitive advantages: cost reduction and differentiation. Information technology also plays a pivotal role in strengthening competitiveness by reducing costs and creating new business models and methods, making continuous adaptation to technological developments an essential condition for organisational survival and competitiveness.

Figure **1**
Activities **in** **Global** **Value** **Chains**



Source:

2.1 Patterns of Global Value Chains

Global value chains take various forms, depending on the nature of organisational relationships and governance mechanisms. They can be classified into four main patterns that differ in coordination, role distribution, and the degree of control lead firms exercise over production and distribution stages.

First: International Supply Markets

This pattern is based on direct contractual relationships between sellers and buyers across borders, characterised by low coordination and control, with transactions conducted through market mechanisms and prevailing prices, as in the trade in primary commodities and raw materials.

Second: Producer-driven Chains

This pattern is characterised by a lead firm that directs the international production network and exercises direct control over production and distribution stages. It is particularly prevalent in technology- and capital-intensive industries such as automobiles and electronics, which require high coordination and supervision to ensure product quality and manage complex production processes.

Third: Buyer-driven Chains

This pattern is based on the dominance of brand-owning companies or marketing and retail firms, which design and market products while assigning manufacturing operations to independent

suppliers in different countries. It is particularly prevalent in labour-intensive industries such as clothing, footwear, and furniture.

Fourth: Vertically Integrated Firms

This pattern involves carrying out most production stages within the firm itself through a hierarchical structure characterised by vertical integration and administrative control. Although its prevalence has declined with the global fragmentation of production, it remains in some industries that require complete control over the production chain, such as certain branches of the automobile industry in the United States.

2.3 Integration into Global Value Chains

Integration into global value chains means enterprises' participation in international production and their use of linkages with foreign companies to access markets, transfer technology, and improve productivity and value added.

Integration into global value chains is not limited to entry; it also aims to move toward higher-value-added activities and achieve sustainable economic growth. This integration proceeds through three main stages.

Stage One: Entry into Global Value Chains

This stage marks the beginning of integration into global value chains, based on investment, low-cost labour, and natural resources, with a focus on low-value-added activities.

Stage Two: Expansion within Global Value Chains

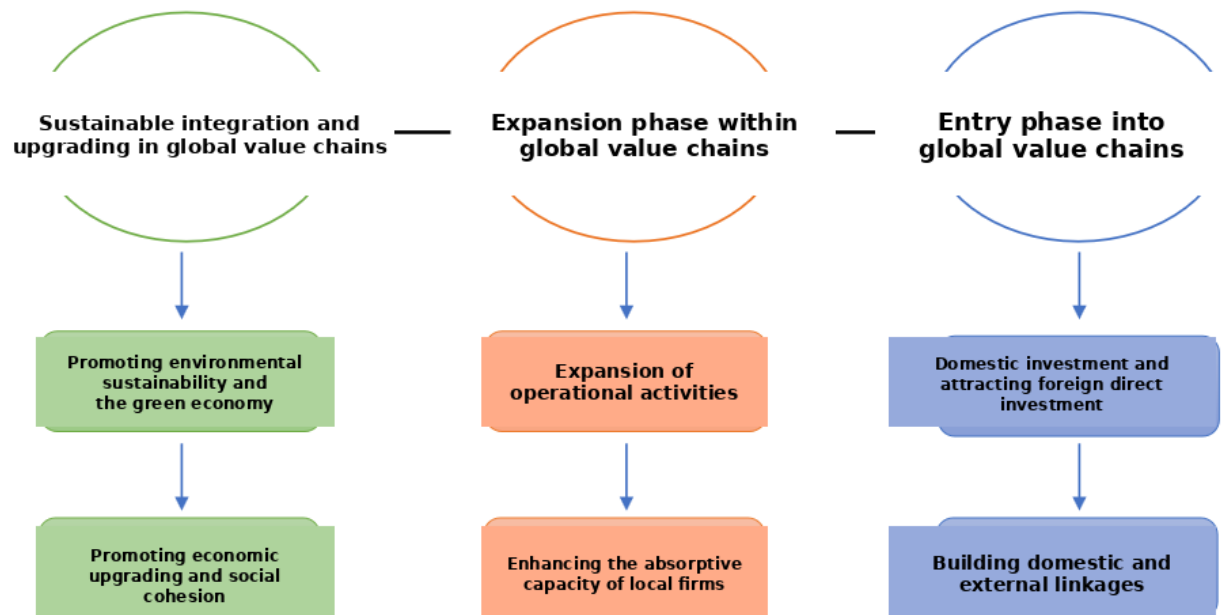
This stage aims to expand integration into global value chains by diversifying activities and moving towards more complex operations, while strengthening technology and knowledge to increase value added, improve competitiveness, and reinforce linkages with lead firms.

Stage Three: Sustainable Integration and Upgrading in Global Value Chains

At this stage, the country becomes a stable actor in global value chains and moves towards high-value-added activities based on innovation and technology, thereby promoting economic and social upgrading and environmental sustainability. This represents the highest levels of integration achieved by a limited number of countries.

Figure 2

Stages of Integration into Global Value Chains



Source:(World Bank Group, 2020).

Second: Effect of New Trade Protectionism on International Trade and Global Value Chains

Free trade and globalisation prevailed over past decades, leading to the expansion of global value chains. However, the rise of trade protectionism and geopolitical tensions has disrupted supply chains and increased uncertainty, prompting companies to reconsider their production and sourcing strategies to enhance their adaptive capacity. To understand the implications of new trade protectionism, the following section examines its effects on international trade and the reshaping of global value chains, as these transformations shape the opportunities and challenges small and medium-sized enterprises face in integrating into the global economy.

Effect of New Trade Protectionism on International Trade

New trade protectionism affects international trade through non-tariff restrictions, subsidies, and technical and environmental standards, which raise trade costs, disrupt flows of goods and services, and increase uncertainty and trade disputes, reflecting significant changes in the global trading system.

In light of the foregoing, the principal effects of new trade protectionism on international trade can be summarised as follows:

First: Slower Global Economic Growth

New trade protectionism has raised production and trade costs and slowed economic growth, particularly in industrial and technological sectors. Uncertainty has also contributed to a decline in domestic and foreign investment.

Second: Decline in the Volume of International Trade

Protectionist measures have limited the cross-border flow of goods and services, resulting in slower growth in international trade, lower exports and imports, and reduced dynamism in the global trading system.

Third: Higher Trade and Production Costs

Tariffs and import restrictions have increased input and production costs and raised final-goods prices, weakening firms' competitiveness and adversely affecting consumer welfare.

Fourth: Financial-market Disruption

Trade tensions have led to financial-market volatility and declining investor confidence, driven by concerns about slower global economic growth and escalating trade disputes.

Fifth: Escalation of Trade Disputes and Spread of Protectionist Policies

The protectionist policies of major economies have triggered reciprocal trade wars and weakened confidence in the free-trade system and the World Trade Organisation's rules.

Reshaping of Trade Partnerships

Protectionism has prompted countries to diversify their partners and markets and strengthen regional agreements to reduce dependence on unsettled markets.

Effect of New Trade Protectionism on the Restructuring of Global Value Chains

Over the past three decades, global value chains have expanded considerably owing to the liberalisation of international trade, lower tariff barriers, and rapid developments in transport and communications, enabling multinational enterprises to distribute production stages across several countries according to their comparative advantages. The rise of protectionism since the 2018 trade war between the United States and China, together with the COVID-19 pandemic and geopolitical tensions, has shifted the focus from cost reduction to strengthening supply-chain resilience and economic security. Tariffs and non-tariff measures, along with restrictions on investment and technology transfer, have raised production and trade costs, prompting many companies to reorganise their production networks to reduce dependence on a single country or region. In this context, multinational enterprises have adopted new value-chain management strategies, including diversifying supply sources, bringing production sites closer to final markets, and relocating certain strategically important industries.

New strategies have emerged, such as reshoring, nearshoring, and friendshoring, to strengthen supply-chain security and resilience. This has made geopolitical considerations and economic security as important as economic efficiency in selecting production locations. New trade protectionism has also contributed to the redistribution of foreign investment: countries such as Viet Nam, India, and Mexico have benefited from the relocation of some industrial activities from China, while investment has declined in other economies owing to global trade uncertainty. In the same context, companies have adopted the "China +1" strategy to diversify production locations and reduce the risks of supply-chain disruption. Although the restructuring of global value chains has strengthened companies' ability to withstand shocks, it has also increased production costs owing to the loss of some benefits of international specialisation and economies of scale. This has been reflected in higher prices for many intermediate and final goods and has slowed the pace of production globalisation compared with previous decades.

Hence, trade protectionism has reshaped global value chains in a way that balances economic efficiency with economic and geopolitical security without dismantling them completely.

Third: Challenges of Integrating Small and Medium-sized Enterprises into Global Value Chains

Tariff wars have increased uncertainty and reshaped trade and value chains, affecting small and medium-sized enterprises through higher production costs and declining competitiveness while creating opportunities to strengthen local resources, innovation, digital transformation, and alternative markets.

Small and medium-sized enterprises can address trade transformations through adaptive strategies based on investing in their internal resources, such as flexibility, innovation, and local knowledge, and strengthening partnerships with government and financial bodies and large companies, thereby supporting their competitiveness, sustainability, and integration into markets and global value chains. Global value chains (GVCs) are among the most important forms of organising production and international trade, distributing production across several countries and thereby offering small and medium-sized enterprises greater opportunities to integrate into international markets, particularly because of their role in creating jobs and promoting exports, innovation, and industrial development; they account for approximately 90% of all enterprises. Before addressing the challenges of integrating small and medium-sized enterprises into global value chains, this paper clarifies the concept, then examines the challenges to their integration and the role of trade policies in supporting or limiting it amid global economic transformations.

Definition of Small and Medium-sized Enterprises

No internationally uniform definition of small and medium-sized enterprises exists, as it varies by country, sector, and economic conditions. Most definitions rely on quantitative and qualitative criteria, chiefly the number of employees, capital, sales, and assets, with the number of employees being the most widely used criterion. A study by the Georgia Institute of Technology found approximately 75 different definitions of small enterprises across 75 countries. The World Bank defines small enterprises as those employing fewer than 50 workers, whereas the European Union classifies small enterprises as those with fewer than 50 employees and medium-sized enterprises as those with fewer than 250. The United Nations Industrial Development Organisation (UNIDO) defines them as enterprises employing between 10 and 50 workers, while the Organisation for Economic Co-operation and Development (OECD) relies on the number of employees and the value of assets and includes enterprises employing between 10 and 300 workers. This reflects the difficulty of adopting a uniform definition suitable for different economic environments.

Main Challenges to Integrating Small and Medium-sized Enterprises into Global Value Chains

Harvie and Charoenrat (2015) note that integrating small and medium-sized enterprises into global value chains has become one of the most important ways to strengthen their competitiveness and increase their contribution to international trade. However, this integration faces a range of challenges that limit these enterprises' ability to benefit from global market opportunities. The most prominent of these challenges are:

Weak productive and technological capacities and limited finance, which restrict small and medium-sized enterprises' ability to compete.

Difficulty complying with the quality standards and international specifications imposed within global value chains.

Compliance with quality standards and international specifications: Global value chains impose stringent standards relating to quality, safety, the environment, and social responsibility, which constitutes an additional burden for small and medium-sized enterprises.

Weak managerial and human-resource skills and a shortage of qualified competences.

Limited access to markets and information and weak relationships with multinational enterprises.

The authors further emphasise that overcoming these challenges requires government policies that support finance, innovation, training, and infrastructure to strengthen the integration of small and medium-sized enterprises into global value chains.

Role of Trade Policies in Strengthening the Integration of Small and Medium-sized Enterprises into Global Value Chains

Small and medium-sized enterprises participate in global value chains through importing and exporting. Bas and Strauss-Kahn (2014) and López González (2017) show that importing inputs enhances their export capabilities. They can also integrate through foreign direct investment and multinational enterprises, although they face constraints, notably finance, trade costs, information, and competition. This highlights the role of trade policies in supporting their integration into the global economy, including the following.

First: Improving the Business Environment

Providing a favourable environment by reducing barriers and costs and developing laws and taxation to attract investment and strengthen linkages with large companies.

Second: Strengthening Institutional and Managerial Capacities

Raising efficiency, facilitating finance, and transitioning from the informal to the formal sector to ensure effective participation in value chains.

Third: Developing Entrepreneurial Skills

Developing human and managerial capabilities to strengthen enterprises' ability to expand, solve problems, and engage robustly in international markets.

Fourth: Addressing Supply-side Constraints

Upgrading transport, energy, and communications infrastructure to reduce high transaction costs and increase competitiveness domestically and internationally.

Fifth: Advancing Trade Liberalisation

Reducing tariffs, simplifying rules of origin, and expanding agreements to facilitate global integration, as Bangladesh has demonstrated.

Sixth: Improving Access to Markets and Information

Providing accurate data on foreign markets and supporting compliance with international standards to facilitate access to foreign customers.

Seventh: Reducing Trade Costs

Simplifying customs and administrative procedures and reducing regulatory complexity to facilitate the flexible cross-border flow of goods and services.

Fourth: Proposed Mechanisms to Overcome the Challenges Facing Small and Medium-sized Enterprises and Maximise the Benefits of Integration into Global Value Chains

Based on the foregoing, integrating small and medium-sized enterprises into global value chains requires activating targeted mechanisms to overcome barriers related to finance, technology, expertise, and market access. This support aims to raise competitiveness and improve products to exploit available opportunities and drive economic growth and sustainable development.

First: Mechanisms for Addressing Financial Challenges

The global integration of small and medium-sized enterprises requires facilitating finance through foreign investment, whether equity-based or non-equity-based.

Equity-based Foreign Investment

According to the International Monetary Fund, UNCTAD, and OECD, foreign direct investment contributes to the transfer of technology and skills needed to integrate enterprises into global networks.

Non-equity-based Foreign Investment

Manufacturing, franchising, and licensing contracts enable enterprises to expand, gain expertise, and upgrade within value chains without acquiring equity stakes in global companies.

Second: Strengthening Technological Capacities and Digital Transformation

Raising productivity and adopting modern technologies such as cloud computing and artificial intelligence require advanced digital infrastructure. The government should also encourage e-commerce and strengthen partnerships with universities and research centres to transfer technology and reduce operating costs.

Third: Developing Human Resources and Building Capacities

Developing human resources requires intensifying continuing training programmes in technical, managerial, marketing, and digital fields. Linking educational outcomes to labour-market needs and disseminating a culture of innovation helps enterprises adapt to the requirements of global value chains.

Fourth: Improving Quality and Innovation and Complying with International Standards

Global integration requires enterprises to comply with international quality standards and specifications to obtain accreditation certificates. This can be achieved by providing technical consultancy and establishing testing centres that encourage innovation in products and processes, thereby strengthening international market confidence.

Fifth: Enhancing Market Access and Integration into Global Value Chains

International expansion requires export support, organising trade fairs and trade missions, and establishing digital platforms that link enterprises with large companies. Partnerships and alliances with multinational enterprises also enable knowledge transfer and entry into new markets.

Sixth: Developing the Institutional and Legislative Environment

Improving the business environment rests on simplifying administrative procedures, developing legislation, and reducing bureaucratic complexity. Government policies based on transparency and governance support investment and facilitate enterprises' access to digital services.

Seventh: Strengthening Cooperation and Production Networks

Establishing industrial clusters and production networks strengthens cooperation between small and large enterprises and activates public-private partnerships. This approach is supported by enhancing the role of chambers of commerce and business associations in providing marketing and advisory services.

Conclusion

Amid rapid transformations in the global economy, new trade protectionism has emerged as one of the most influential factors reshaping global value chains and imposing unprecedented challenges on small and medium-sized enterprises seeking to integrate into them. Protectionist measures, along with geopolitical tensions and health and economic crises, have prompted a reconsideration of production and sourcing strategies, with many multinational companies moving toward shorter supply chains and diversified sourcing. This has created new opportunities but has also increased competition and the need to comply with international standards.

The study shows that the ability of small and medium-sized enterprises to integrate into global value chains no longer depends solely on low production costs; it is now linked to the extent to which they possess technological capabilities, organisational efficiency, innovation, and the ability to comply with environmental and digital standards, as well as the availability of a supportive institutional environment and effective public policies.

Therefore, strengthening the integration of these enterprises requires a comprehensive approach that develops digital and logistical infrastructure, facilitates access to finance, supports digital transformation and innovation, upgrades human resources, and expands economic and regional

cooperation agreements in ways that mitigate the effects of protectionist tendencies and enhance opportunities to access international markets.

In conclusion, this paper confirms that new trade protectionism is not merely an obstacle for small and medium-sized enterprises; it also stimulates the rebuilding of more flexible and sustainable business models. Consequently, the success of these enterprises in integrating into future global value chains will continue to depend on their ability to adapt to global transformations and on the effectiveness of national economic policies in providing a stimulating competitive environment, thereby contributing to sustainable economic development and strengthening the competitiveness of national economies in the new international trading system.

References

1. Abboushi, S. (2010). Trade protectionism: Reasons and outcomes. *Competitiveness Review: An International Business Journal*, 20(5), 384–394.
<https://doi.org/10.1108/10595421011080760>
2. Abdelli, S. (2024). The impact of technological innovation on integration into global value chains: A comparative study between Algeria and the United Arab Emirates during the period 2009–2021. Mila University Center. <https://dspace.univ-mila.dz/jspui/handle/123456789/3957>
3. Abe, M. (2016). SME participation in global value chains: Challenges and opportunities. In *Integrating SMEs into global value chains: Challenges and policy actions in Asia*. Asian Development Bank. <https://www.adb.org/node/363146/printable/print>
4. Aldawsari, A. (2022). Global value chains and small and medium enterprises: Challenges and growth in the developing countries. *Information Sciences Letters*, 11(5), 1679–1691.
<https://doi.org/10.18576/isl/110525>
5. Balghaithar, M., & Brahimia, A. (2023). The impact of new protectionism and currency wars on the global economy in light of the COVID-19 pandemic: A case study of the trade conflict between the United States and China—An econometric study (2000–2021). *Al-Afaq for Economic Studies*, 2(8), 29–52. <https://asjp.cerist.dz/en/article/237858>
6. Boulaaras, S. (2025). New trade protectionism: The semiconductor war between the United States of America and China and its implications for the multilateral trading system. *Journal of Economics of Finance and Business*, 9(4), 126–147.
<https://asjp.cerist.dz/en/article/288066>
7. Djafri, A. (2018). New protectionist policies in light of the agreements of the World Trade Organization: Currency depreciation policy as a model, with reference to the case of China [Doctoral dissertation, University of Biskra, Faculty of Economic, Commercial and Management Sciences]. University of Biskra. <http://thesis.univ-biskra.dz/4632/>
8. Epede, M., & Wang, D. (2022). Global value chain linkages: An integrative review of the opportunities and challenges for SMEs in developing countries. *International Business Review*, 31(5), 101993. <https://doi.org/10.1016/j.ibusrev.2022.101993>
9. Hamou, F., Mekkaoui, M., & Ould Ali, L. (2025). Global value chains under uncertainty: Resilience and sustainability in confronting disruptions. *Shuaa Journal of Economic Studies*, 9(2), 160–185. <https://asjp.cerist.dz/en/article/276104>
10. Herak, S. (2026). The implications of new trade protectionism on the structure of international trade: The trade war between China and the United States of America as a

- model. *Journal of Legal and Economic Studies*, 9(1), 267–285.
<https://asjp.cerist.dz/en/article/292943>
11. IMF. (2023). Geoeconomic fragmentation and the future of multilateralism. *International Monetary Fund*. https://econpapers.repec.org/paper/imfifmsdn/2023_2f001.htm
 12. Kada, J., & Gharbi, H. (2022). New protectionism and international trade liberalization under the conditions of the World Trade Organization and the changing realities of the international economy. *Algerian Journal of Political Economy*, 4(2), 43–68.
<https://asjp.cerist.dz/en/article/201332>
 13. Lwesya, F. (2021). SMEs' competitiveness and international trade in the era of global value chains (GVCs) in Tanzania: An assessment and future challenges. *Small Business International Review*, 5(1), 1–15. <https://doi.org/10.26784/sbir.v5i1.325>
 14. Lwesya, F. (2022). Integration into regional or global value chains and economic upgrading prospects: An analysis of the East African Community (EAC) bloc. *Future Business Journal*, 8(1), 1–14. <https://doi.org/10.1186/s43093-022-00141-9>
 15. OECD. (2021). Global value chains: Efficiency and risks in the context of COVID-19. Organisation for Economic Co-operation and Development.
https://www.oecd.org/content/dam/oecd/en/publications/reports/2021/02/global-value-chains-efficiency-and-risks-in-the-context-of-covid-19_e838d87a/67c75fdc-en.pdf
 16. Patel, J. (2025). Navigating trade tariffs and protectionism: Strategic supply chain responses in an era of geopolitical uncertainty. *International Journal for Multidisciplinary Research*, 7(4), 1–6. <https://doi.org/10.36948/ijfmr.2025.v07i04.50898>
 17. Ricciotti, F. (2019). From value chain to value network: A systematic literature review. *Management Review Quarterly*, 1–22. <https://doi.org/10.1007/s11301-019-00164-7>
 18. Sukmana, D. (2025). MSME strategies in facing the global trade tariff war. *Dinasti International Journal of Digital Business Management*, 6(5), 1487–1490.
<https://doi.org/10.38035/dijdbm.v6i5.5543>
 19. UNCTAD. (2020). World investment report 2020: International production beyond the pandemic. United Nations Conference on Trade and Development.
https://unctad.org/system/files/official-document/wir2020_overview_fr.pdf
 20. World Bank Group. (2020a). World development report 2020: Trading for development in the age of global value chains. World Bank.
<https://www.worldbank.org/en/publication/wdr2020>
 21. World Bank Group. (2020b). World development report 2020: Trading for development in the age of global value chains—Overview. International Bank for Reconstruction and Development / World Bank. <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/310211570690546749>
 22. WTO. (2023). World trade report 2023. World Trade Organization.
<https://doi.org/10.30875/9789287074102>