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STRATEGIC MANAGEMENT AND IMPROVEMENT OF NATIONAL EXPORT SUPPORT AND PROMOTION SYSTEMS TO ENSURE SUSTAINABLE DEVELOPMENT

ABSTRACT

The article provides an overview of the main components of national export support and promotion systems. The objective of this article is to substantiate and propose directions and mechanisms for improving the system of support and promotion of Ukrainian exports through strategic management to ensure sustainable development. The study applied a range of methods to ensure a comprehensive analysis. Systemic and structural approaches were employed to examine economic processes and trends relevant to enhancing the effectiveness of Ukraine's national export support and promotion framework. Methods of analysis and synthesis were used to examine the current state and modernisation of the export strategy. Quantitative and qualitative comparative techniques were used to evaluate macroeconomic indicators across various countries, trace structural shifts in the global economy, and indicators of economic activity of Ukraine. Additionally, deduction and theoretical generalisation served as the basis for formulating proposals aimed at increasing the efficiency of national mechanisms for export promotion. For a better understanding of market trends, an analysis of key sectors of export of goods and services was carried out. Considerable attention was paid to the study of the current state of Ukrainian international trade, in particular, the dynamics of exports and imports, with a classification of the main trends affecting these processes. A separate direction of the research was the modernization of the Export Strategy of Ukraine, within which potential export sectors were identified and a Roadmap for entering foreign markets was developed. The system of modernization of Ukrainian exports is presented and possible scenarios for the development of export activity are modeled. Additionally, the article has developed an econometric model that allows assessing the impact of exports on the gross domestic product of Ukraine. The coefficient of determination reveals that 51% of the variation in GDP is explained by export performance, while the remaining 49% depends on other factors. Based on the results of the analysis, it was established that exports have a significant impact on GDP, but other factors, such as domestic consumption and investments, also play a significant role. The conclusions of this study may serve as a valuable foundation for developing an effective and resilient foreign trade policy, strengthening institutional mechanisms of export promotion, and supporting sustainable economic development in Ukraine.

Keywords: export, international trade, trade policy, export support and promotion system, commercial diplomacy, sustainable development, strategic management

JEL Classification: F10, F13, F18

INTRODUCTION

The importance of an effective system of support for foreign economic activity is now a top priority for countries, as it is the basis for ensuring their economic security and understanding the national economic interests of states.

Changing approaches to trade, the increasing role of services and the digital economy in trade, the importance of transition to a sustainable and resilient economy, new development strategies, and a period of geopolitical instability create unique challenges

that require flexibility from international economic actors. Strategic management, which is the basis for improving the systems of support and promotion of export activities, helps to achieve this.

Strategic management in public administration and foreign economic activity, in particular, is characterised by the selection of priorities for improving the efficiency of export activities, as well as the development and implementation of interrelated tasks and measures to achieve the set development goals.

Ensuring sustainable development is an essential trend today. Governments and organisations play a key role in the green transition from a linear to a circular economy, and they should set an example for society to follow. The achievement of the Sustainable Development Goals should not remain the exclusive goal of governments, sustainable development of companies is also important and should introduce a new management philosophy that redefines the role of organisations in socio-economic development. Incentive programmes launched at the state level should be accompanied by companies' activities aimed at adhering to the principles of sustainable development.

As Ukraine not only integrates into the global economy but also continues to operate in the midst of a full-scale war, the issue of export support and promotion is a strategic one. Despite the difficult security situation, the Ukrainian economy is adapting to new realities and demonstrating resilience. Improving this system will help to increase the competitiveness of Ukrainian exports, ensure sustainable economic development and strengthen Ukraine's position in global trade.

LITERATURE REVIEW

The interest in this topic is quite high, as evidenced by the huge body of research work by scholars. The results of theoretical and empirical studies show that a number of foreign and domestic authors are interested in the topic of international trade: D. Winkler, H. Kruse, M. Timmer, G. Vries, M. Czinkota, D. Lukyanenko, Y. Stolyarchuk, T. Tsygankova, T. Obolenska, O. Yatsenko, G. Solodkovska, L. Lyskova, V. Olefirenko, L. Petrashko, N. Tyurina, O. Koblianska, A. Mazaraki, T. Melnyk, O. Shkurupiy, V. Kozyk, L. Pankova, T. Lositska, O. Yukhta, and others.

M. Czinkota (1996) considers the role of exports as a market expansion strategy for companies. The author emphasizes that exports allow firms to reduce costs, earn higher profits by scaling up production, and diversify risks by entering different international markets.

T. Lositska (2019) considered export activity as an important component of the modern development of the overall economic system. Effective export of business entities is a step towards balanced economic development. An overview of current export trends was provided, and the main directions of state regulation of export activities in Ukraine and the world were identified.

J. Freixanet (2022) offers a structured review of existing export promotion programs, identifying key components that influence their effectiveness. The author emphasizes the need for a more integrated, strategic approach to program design and evaluation to ensure sustainable export development.

U. Heriqbaldi, M. Esquivias, B. Samudro, and W. Widodo (2023) examine how government export support initiatives affect firms' capabilities and market performance. Analyzing data from 204 exporting firms using structural equation modelling, the authors demonstrate that participation in such programs strengthens organizational resources and export strategies, leading to competitive advantages in cost, product quality, and distribution, which in turn increases market share and financial performance, especially for smaller and more experienced exporters.

M. Timmer (2023) was interested in the importance of exports in stimulating the development of a country. Traditionally, policymakers have focused on analyzing exported products to formulate their industrial policy. However, this approach may not provide a clear understanding of the actual capabilities required for production. Instead, an analysis of export activity can provide a more accurate picture of a country's export capabilities.

E. Kahiya (2024) proposes a new framework for export support based on four key elements: incentives, interventions, initiatives, and impacts. Using a reflexive, hermeneutic approach, the study identifies significant research gaps and sets a clear agenda for future research on the design, implementation, and evaluation of export support mechanisms.

M. Chen, H. Wang (2024) use fixed-effects modelling, system Generalized Method of Moments, and instrumental variables to assess how export intensity and domestic value added in exports affect firms' total green factor productivity. The authors find that increasing both export intensity and domestic value added significantly promotes green development, especially among coastal firms, private enterprises, and younger firms, through competition, improved governance, and end-of-life waste treatment channels.

J. Yuan, Q. Liu, C. Zhao, J. Du (2025) examine how adjustments to China's export tax rebate rates affect both the intensive and extensive frontiers of export activity among multi-product firms. Based on firm, product, destination, and time-varying data (2002–2013), the authors find that higher rebate rates significantly increase export volumes, especially for lower-ranked products, and broaden the range of export destinations, thereby highlighting the strategic link between taxes and trade in shaping firm-level export competitiveness.

A number of foreign and domestic researchers are interested in the field of international economic relations with diplomatic themes: R. Baltezarevic, O. Naray, M. Rassias, V. Baranovska, I. Bezverkha, V. Vergun, A. Hrytsenko, N. Hruschynska, K. Flissak, O. Sharov, and others.

O. Naray (2008) focuses on diplomatic topics. The study contains a conceptualization of commercial diplomacy as a business promotion activity. The author addresses the justification of commercial diplomacy in promoting international business. The author identifies the critical factors that shape commercial diplomacy as a business promotion activity.

K. Flissak (2013) examined the place of economic diplomacy in the modern international economy and international economic relations. The author thoroughly covers the principles of its regulatory support and the main directions of economic diplomacy in Ukraine. The author considers the issues of economic security of our country and the organization of economic units of diplomatic missions (Kukharyk & Nübling, 2021).

O. Sharov (2019) covered the general theoretical issues of economic diplomacy as a science of international economic relations and a means of implementing the state's foreign economic policy, and the author analyzes the categorical apparatus. The author analyzes topical issues of some areas of economic diplomacy, the choice of which is mainly due to the author's professional experience, which contributed to a comprehensive consideration of both theoretical and practical aspects (Sharov, 2019).

The research points to the need to comply with current trends and to formulate an effective policy of export support and promotion. As a result of the research, scientists develop new approaches and concepts to foreign economic activity, analyze international trade trends, and study the features of export support and promotion systems.

AIMS AND OBJECTIVES

The purpose of this article is to substantiate and provide proposals on the directions and mechanisms for improving the system of support and promotion of Ukrainian exports through strategic management to ensure sustainable development.

The main objectives of the article are:

- to reveal the essence of the role of exports in international economic relations;
- to study the impact of structural changes in world trade on the exports of countries;
- analyse the peculiarities of Ukrainian trade policy and the system of export support and promotion;
- to develop adequate recommendations for modernising the Ukrainian export strategy;
- analyze the impact of exports on GDP using an econometric model.

METHODS

The following methods were used in the study: systemic and structural analysis of economic processes and trends (in substantiating ways to improve the efficiency of the national system of export support and promotion); analysis and synthesis (in studying the modernisation of the export strategy); methods of quantitative and qualitative comparisons (in analysing the economic indicators of countries, structural changes in the world economy, indicators of economic activity of Ukraine); deduction and theoretical generalisation (in substantiating the directions of improving the efficiency of the national system of export promotion).

RESULTS

In the modern globalised world, foreign trade activities play an increasingly important role in the development and integration of countries in the international arena. The growth of international trade makes exports one of the key levers of economic development and increases the competitiveness of countries in the global market. Ensuring sustainable development is a key objective in international trade, which is achieved through strategic management. Strategic management

helps to manage for the long term to achieve the set goals through clearly defined strategies and development scenarios, which help to ensure quality growth.

Modern approaches to international trade and exports include a variety of areas. The first is to increase profitability by selling products at a higher profit abroad due to differences in income taxation or price regulation. Integrated production and supply chains play a key role in the export process: they ensure efficiency, as integration of production and supply reduces costs and time to deliver products to international markets; integration also minimises risks, allowing for diversification of suppliers from different regions of the world, which protects against supply disruptions; integrated chains allow for rapid adaptation to changes and flexible response to market conditions and demand. Innovations allow companies to create products that meet the requirements of international markets, improve quality, and reduce costs, which increases the competitiveness of exports and opens up access to new markets. Another important feature of this approach is the distribution of risk through exports. By expanding sales beyond the domestic market, the manufacturer is able to attract more new customers, making the company less dependent on the loss of customers at the local level. Vertical integration, in turn, contributes to better control over supply chains, includes country specification for a particular part of production, improves quality, and reduces costs. Sustainable and resilient trade allows for long-term access to international markets by meeting environmental and social standards. Digitalisation activities in the export sector include e-commerce, digital platforms for consumers, technologies such as the Internet of Things, blockchain, and customs automation, which can increase the efficiency of export activities, simplify them, and reduce risks and losses.

Considering the importance of economic interaction between countries in the context of influencing international economic relations, it can be argued that a state's decisions on exports and trade agreements significantly affect its diplomatic relations with other countries. International trade is a tool for integration into global supply and production chains, which allows countries to improve their position in the international arena. Countries can also impose trade barriers to protect domestic businesses from foreign competition, subsidise or provide financing to domestic enterprises to help them compete with foreign producers. In general, trade barriers reduce a foreign country's profits, which can be retaliated against by the foreign country. This situation can lead to a trade war, which results in a reduction of economic interaction between countries and causes political tensions (Indeed, 2024). Given current trends, such as carbon neutrality and environmental goals of sustainable development, export diversification, technological innovations in the environmental field, and environmental provisions in trade agreements will help to strengthen the green transformation and mitigate the effects of climate change within the framework of the Sustainable Development Goals (Iqbal, 2021; Brandi, 2020).

In order to analyse export activity, it is important to look at the main export sectors, which are summarised in Figure 1.

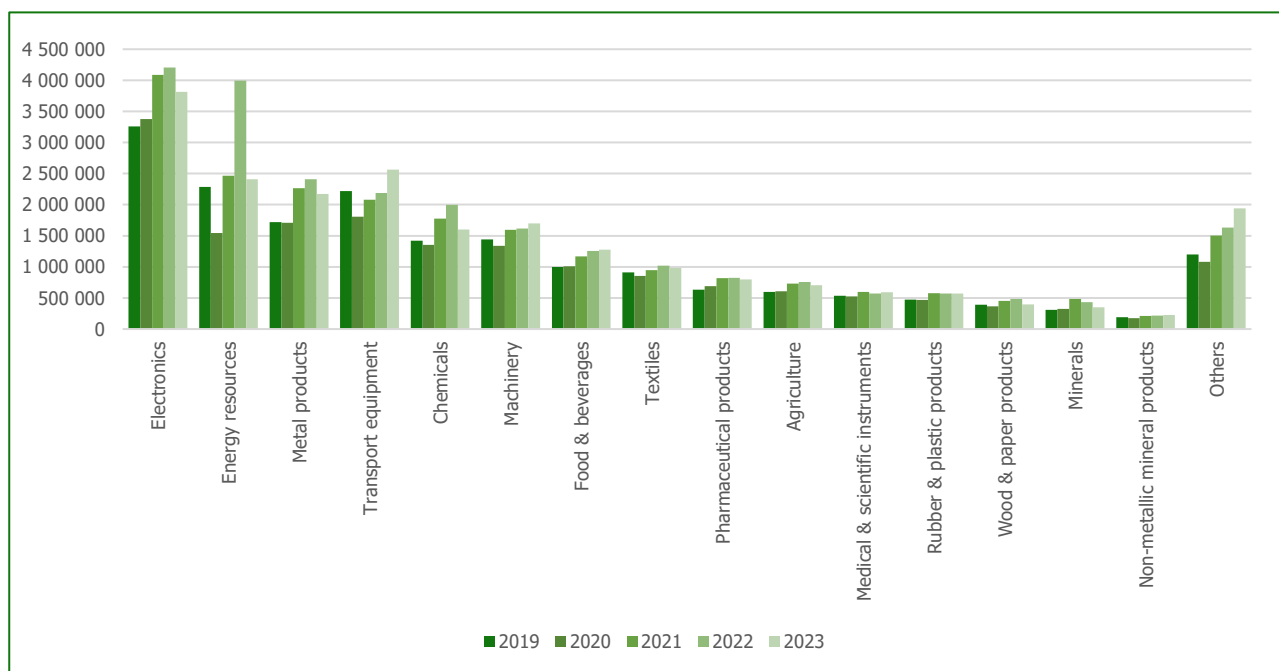


Figure 1. Main sectors of global exports of goods in 2019-2023, USD million. (Source: created by the authors based on McKinsey & Company data, 2025)

Figure 1 shows the main sectors of global merchandise exports. The first place is occupied by electronics, which consistently remains the leading export sector. In 2022, this sector reached its highest level, indicating growing demand for technological products, but there is a downward trend in 2023. The energy resources sector shows the highest growth in 2022 of all the other sectors as a result of the recovery from the COVID-19 crisis and rising energy prices. Demand for metal products, transport equipment, chemicals, and food is also expected to increase in 2022. The high demand for metal products and transport equipment indicates the importance of these industries for the development of infrastructure and other sectors of the global economy. Growth in food and agriculture exports reflects rising consumption and the importance of food security in the world. In 2021, exports of pharmaceutical products increased due to the COVID-19 pandemic, which strengthened the role of the pharmaceutical sector. In 2023, many sectors tended to decline, driven by geopolitical challenges. Exports of some goods have been declining for several years: rubber and plastic products, minerals. This is due to changes in the global approach to international trade, which includes sustainable and resilient trade. Nowadays, the issue of sustainable development and environmental sustainability has become one of the most important in any activity. For the first time at the international level, the Global Sustainable Development Goals were defined in 2015 at the UN Sustainable Development Summit. Even now, the issue of an environmentally friendly future is being addressed in many activities. The circular economy is an important trend today that focuses on the reuse of resources to minimise waste, emissions, and environmental damage by closing material cycles (Geissdoerfer, 2017). The main trends in global merchandise exports are: a gradual recovery from the pandemic, export growth in high-tech and basic sectors, and a decline in exports of sectors that harm the environment.

Below is a look at global exports of services by sector, as shown in Figure 2.

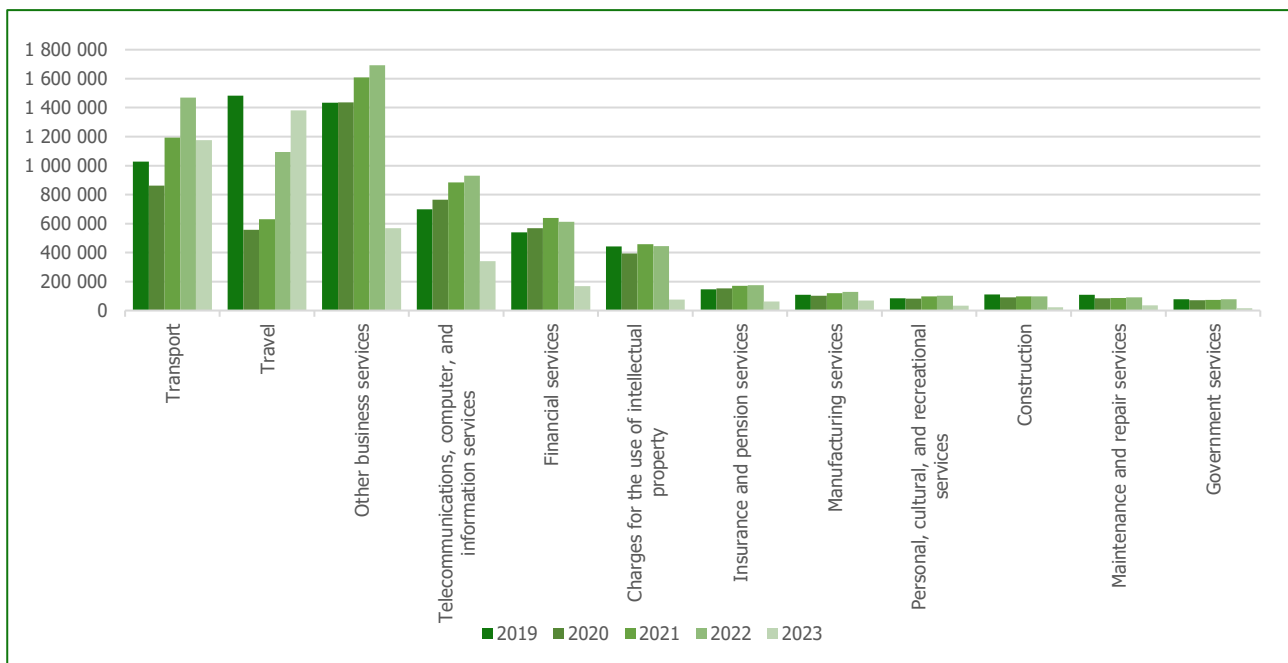


Figure 2. Main sectors of global services exports in 2019-2023, USD million. (Source: created by the authors based on International Trade Centre, 2025)

Figure 2 shows that exports of transport services have started to grow in recent years following the COVID-19 pandemic. In 2022, this service sector had the largest growth of all, indicating a gradual recovery of global supply chains and international trade in general, but in 2023, this sector tended to decline. Also, the travel-related services sector has seen significant positive results due to the lifting of quarantine restrictions. The business services sector and the telecommunications, computer, and information sector showed steady growth until 2022, reflecting, first, the global trend towards digitalisation, and second, the growing demand for business services, such as consulting, due to increased needs resulting from digital transformation. In 2023, these two sectors experienced a sharp decline. The main trends in global services exports are: the recovery of services after the COVID-19 pandemic in the travel and transport sectors; and the growing role of business services and the telecommunications, computer, and information services sector by 2022, which contributed to the digitalisation of the economy. The decline in some service sectors was driven by the global economic slowdown.

In order to understand Ukraine's trade policy, it is worth looking at the main categories of exports and imports of goods and services. First, consider exports of goods, which are shown in Figure 3.

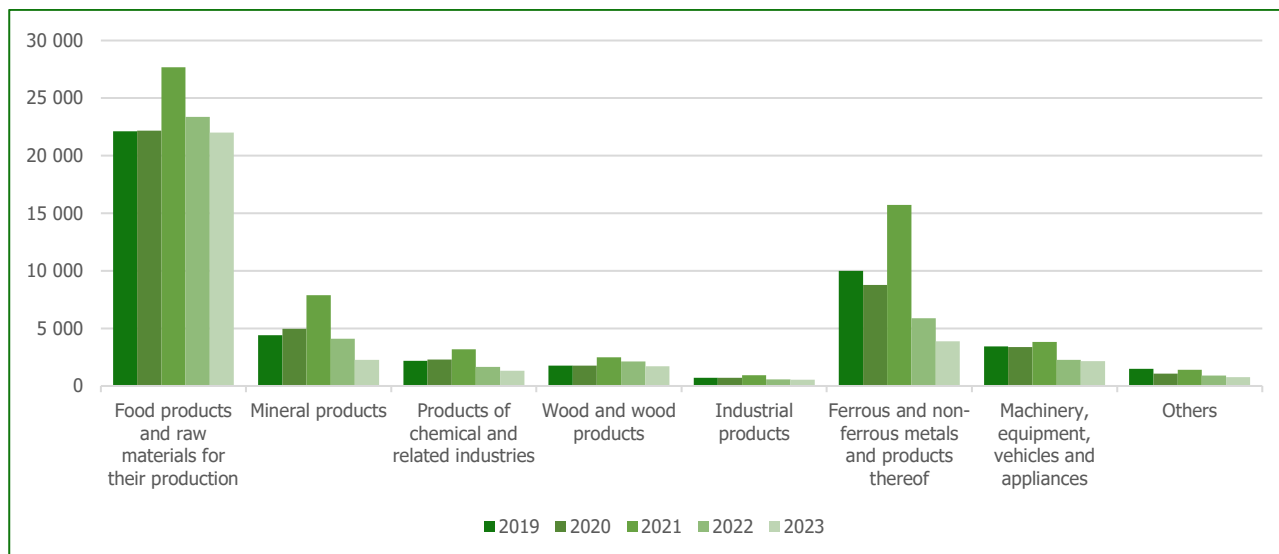


Figure 3. Structure of commodity exports of Ukraine in 2019-2023, USD million. (Source: created by the authors based on The National Bank of Ukraine, 2024)

Figure 3 shows that the largest export categories are food products and raw materials for their production, ferrous and non-ferrous metals and products, mineral products, and machinery. Machinery, equipment, vehicles, and appliances are only in fourth place, but their volume is not as large as in the previous three categories. Ukraine mainly exports raw materials, which has several negative consequences: dependence on global commodity prices, lack of value added from the manufacture of finished products, and low economic diversification, which affects the vulnerability of the economy.

Figure 4 shows the main categories of imported goods.

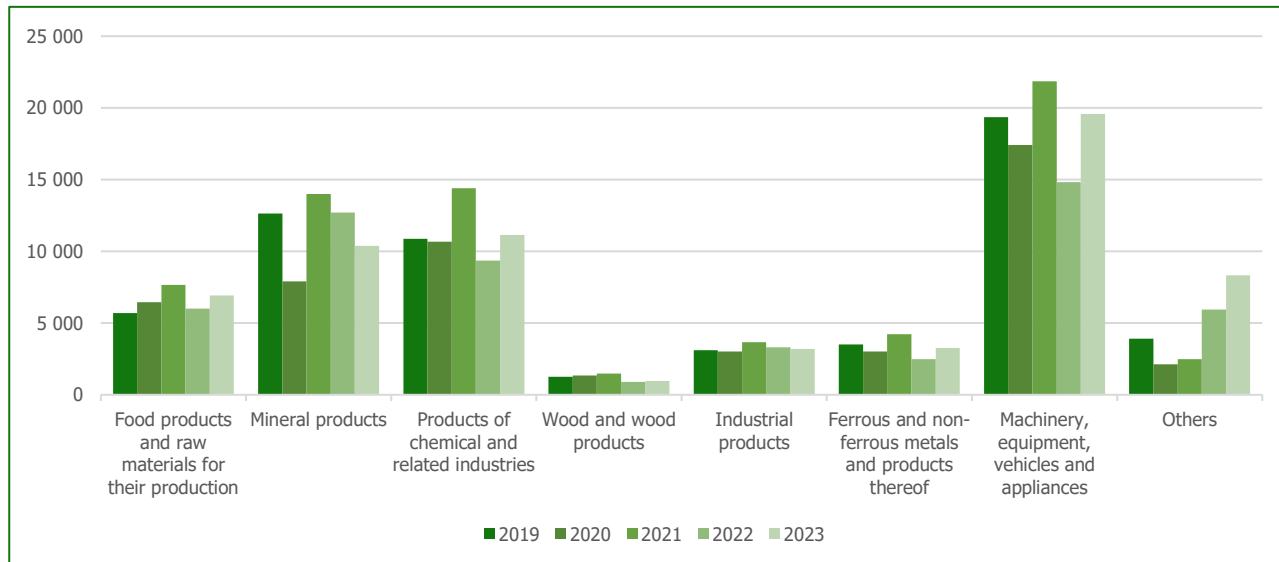


Figure 4. Structure of commodity imports of Ukraine in 2019-2023, USD million. (Source: created by the authors based on The National Bank of Ukraine, 2024)

In the structure of imports, the situation is quite the opposite. Machinery, equipment, vehicles, and appliances come first, followed by chemical and related products, and then mineral products, with food and raw materials for their industry. From this, we conclude that Ukraine mostly imports finished products with added value. This situation makes the country dependent on technology imports, and the country has a trade deficit, losing job opportunities and slowing down economic development in the long run.

Another important point is to look at Figure 5, which shows the dynamics of service exports by type.

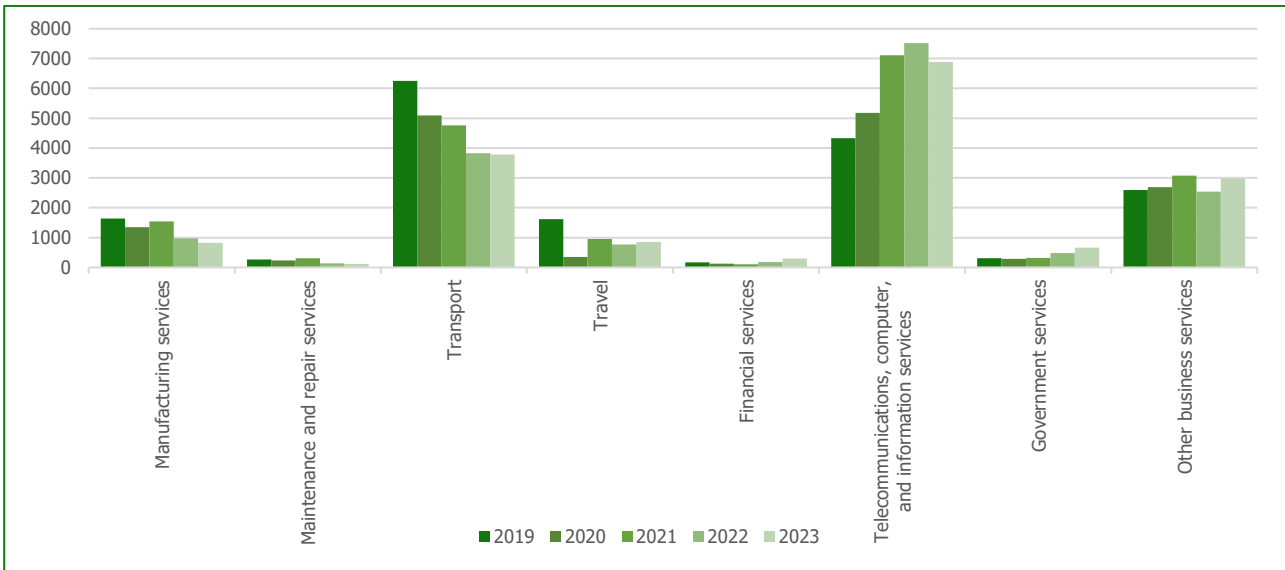


Figure 5. Dynamics of exports of services by Ukraine in 2019-2023, USD million. (Source: created by the authors based on The National Bank of Ukraine, 2024)

Telecommunication, computer and information services, together with transportation services, occupy the first two places in service exports, followed by other business services and services for the processing of material resources. Professional services, technical consulting services, and trade services account for the largest volume of exports of services in the category of other business services. Ukraine has established itself as a reliable provider of outsourcing and IT services, so many foreign companies continue to cooperate despite the risks.

Next, we will also characterize Figure 6, which summarizes the dynamics of service imports in 2019-2023.

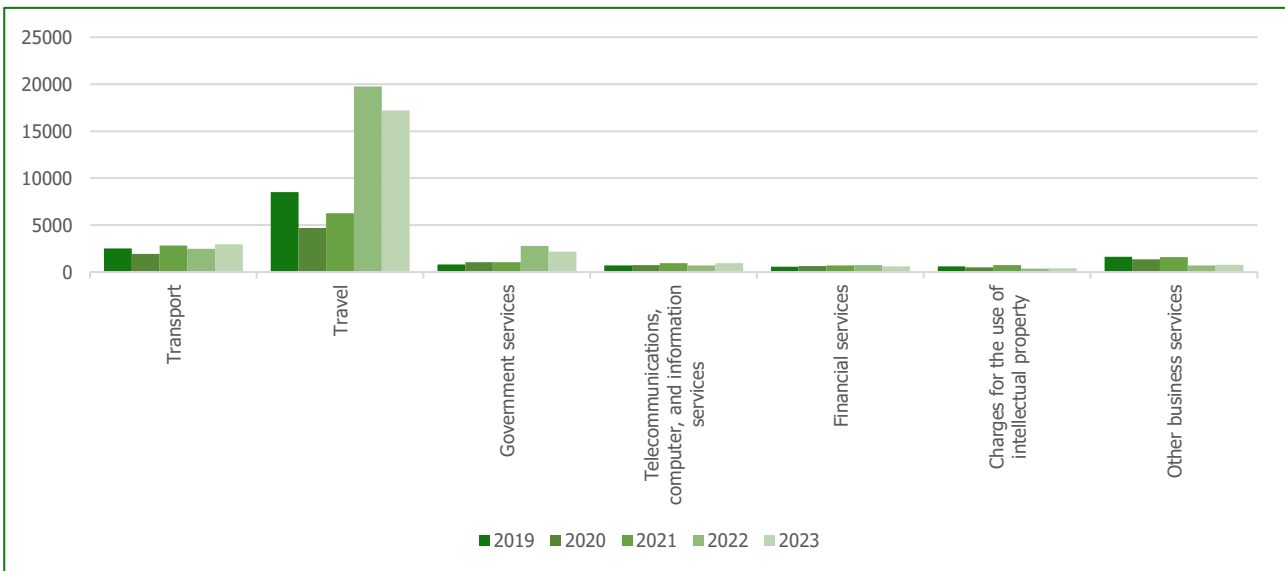


Figure 6. Dynamics of imports of services by Ukraine in 2019-2023, USD million. (Source: created by the authors based on The National Bank of Ukraine, 2024)

Figure 6 shows that Ukraine imports the most travel-related services and transportation services. The country imports these services mainly from the European Union, as Ukraine specializes in providing other types of services.

Modernization of Ukraine's export strategy should take into account the realities of international trade. Table 1 shows the main current trends.

Table 1. Trends affecting international trade. (Source: Morgan, 2024; HSBC Bank, 2023; TPC Group, 2024)

Environmental:	Economic:
<ol style="list-style-type: none"> 1. Climate change 2. Sustainability and green trade 3. Demand for green products 	<ol style="list-style-type: none"> 1. Impact of geopolitical tensions 2. Transparency of economic activity 3. High interest rates 4. Continued inflation
Technological:	Social:
<ol style="list-style-type: none"> 29. Increasing importance of digitalization and e-commerce 30. Standardization of trade activities 31. Diversification of supply chains 32. Growth of trade in services 33. Vertical integration in production 34. Innovations in production 35. Demand for high-tech products 	<ol style="list-style-type: none"> 1. Decline in consumer demand 2. Aging of nations 3. Migration and demographic risks

International trade in the coming years will depend on environmental, economic, technological, and social aspects. Companies that can predict and implement these trends will be better positioned to thrive in a more dynamic global environment. Flexibility, innovation, and collaboration will be essential to successfully navigate these changes and ensure growth and competitiveness in international markets (TPC Group, 2024).

An examination of trends in specific regions and on the global stage will help to offer recommendations for modernizing Ukraine's export strategy. Modernization of the export policy can consist of several parts. First, it is the addition of key guidelines to a comprehensive export strategy. Second, it is the selection of an updated policy on exported goods and services.

It is worth noting that the Export Strategy of Ukraine for 2017-2021 takes into account all the necessary components: a description of the economic situation in the country, specific expected results, a collection of promising sectors, and a plan of tasks with deadlines and desired effect (Verkhovna Rada of Ukraine, 2017). The export strategy is updated every 5 years without adjustments, but the COVID-19 crisis and the large-scale Russian invasion of Ukraine have changed some priorities.

The modernization of the Export Strategy of Ukraine can be achieved by:

1. Regional diversification of exports.
2. Expansion of priority export sectors.
3. Taking into account the priority sectors in services, as services have a greater growth and have a greater impact on economic development.
4. Digitalization of trade through the use of digital platforms, electronic customs.
5. Increasing exports of finished goods and integrating Ukraine into global value chains.
6. Importance of compliance with standards, certification.
7. Increase in performance indicators of the strategy implementation, which should be specific and measurable with arguments.
8. The development of the circular economy which is an irreversible driver of sustainable development. The circular economy is viewed from the perspective of its impact on sustainable development and as a means of building a new environmentally sustainable society in the context of globalization changes, and is justified as an integral path of Ukraine's future in terms of globalization and promoting sustainable development as a core element of sectoral collaboration between Ukraine and the EU.

Now we turn to the commodity nomenclature of exports of goods and services, which is presented in Table 2.

Table 2. Key sectors of Ukrainian exports with potential for growth. (Source: developed by the authors based on their own research)

Sector	Important examples of exports
Energy	Liquid biofuels for the transport sector Renewable energy sources
Steel industry	Metal products
Machinery	Railroad and agricultural machinery, aircraft for transport aviation, shipbuilding, public transport
Pharmaceuticals	Generics, biologically active additives
Electronics	Electronic components for aviation, medicine, mechanical engineering
Chemicals	Mineral fertilizers, especially nitrogen fertilizers
Forestry	Furniture production
Non-metallic materials	Ceramic products and glass
Agriculture	Food production
Defense industry	High-tech weapons
High-tech products	Machine learning, development of automation devices (Internet of Things), bionic prostheses
Creative industries	Virtual and augmented reality
Services	Software, IT services, gaming, educational services, consulting and transportation services

To begin with, it is worth outlining the potential sectors that will be in demand on the international stage. In general, Ukraine has potential in most sectors, starting with the energy sector. Ukraine has a significant potential for the production of liquid biofuels for the transportation sector: biodiesel, bioethanol, biomethane, which are in demand by countries that have a green course, such as the EU and the US.

Ukraine is focused on renewable energy sources, and this green energy can be exported abroad, including in 2022, when Ukraine's power system was physically connected to the ENTSO-E continental European network.

In the metal products sector, Ukraine is the undisputed leader, as evidenced by the trade balance items with other countries, where this sector ranks first.

In the machine building sector, Ukraine can promote its railroad car and agricultural machinery, as well as aircraft for transport aviation, shipbuilding, and public transportation. The production of agricultural machinery has recovered twofold after a program to compensate Ukrainian farmers for 25% of the cost of Ukrainian machinery. An important aspect of this is compliance with modern standards, support from investors and partners, and the search for markets due to high barriers to standardization in regions such as the EU and the US.

Pharmaceutical products, including generics and biologically active additives, are currently a rather promising sector for Ukraine. Due to inflationary processes and the price of medicines of well-known pharmaceutical brands, the issue of generic production is particularly relevant. Even in times of military aggression by the Russian Federation, this market is growing steadily, and Ukrainian companies are already preparing to conquer the EU market and are preparing for the recognition of GMP certificates and pharmaceutical visa-free travel with the EU.

In the electronics sector, Ukraine can specialise in electronic components for aviation, medicine, and mechanical engineering.

The next sector is chemicals, where Ukraine has an advantage in the production of mineral fertilisers, especially nitrogen fertilisers, which are produced using coke oven and natural gas as raw materials.

In the timber sector, Ukraine also benefited from a moratorium on the export of roundwood, which led to a 52% increase in the woodworking industry. As a result, furniture production grew by 1,5 times, and production and exports gained more added value. Sustainable use of resources and modern waste reduction technologies are also promising in this sector.

In the textile sector, Ukraine needs to focus on clothing made from environmentally friendly fabrics and authentic clothing, such as linen products. Such clothing will be in demand in EU member states.

In the non-metal manufacturing sector, there is a high demand for ceramic products and glass in the EU.

Ukraine is a guarantor of food security, so the agricultural sector is quite developed and should be combined with the food production sector to increase the added value that is necessary for the country's development. An example of this is how

Ukraine has gone from being a sunflower exporter to becoming the world's largest exporter of oil. Ukraine exports more than half of its raw materials in raw form and imports a lot of value-added goods, which causes a negative trade balance and is a reason why Ukraine is losing out on economic development. In the food sector, dairy products, meat, chocolate products, dough products, and bakery products are also promising. The health food market and the production of organic snacks and fermented beverages, which will be popular in Europe and the US, are a modern trend.

Ukraine has a powerful defence industry capable of producing high-tech weapons. Currently, there is a question of arms exports, as the state does not have enough money to contract production, which has tripled, but this proposal has some counterarguments, as exports have been banned since the start of the full-scale war. Ukraine has advantages in arms production: military experience that adds credibility, joint projects with partners, and cooperation with NATO.

Ukraine ranks 55th in the export of high-tech products (World Bank, 2024). A comparison with other countries is shown in Figure 7.

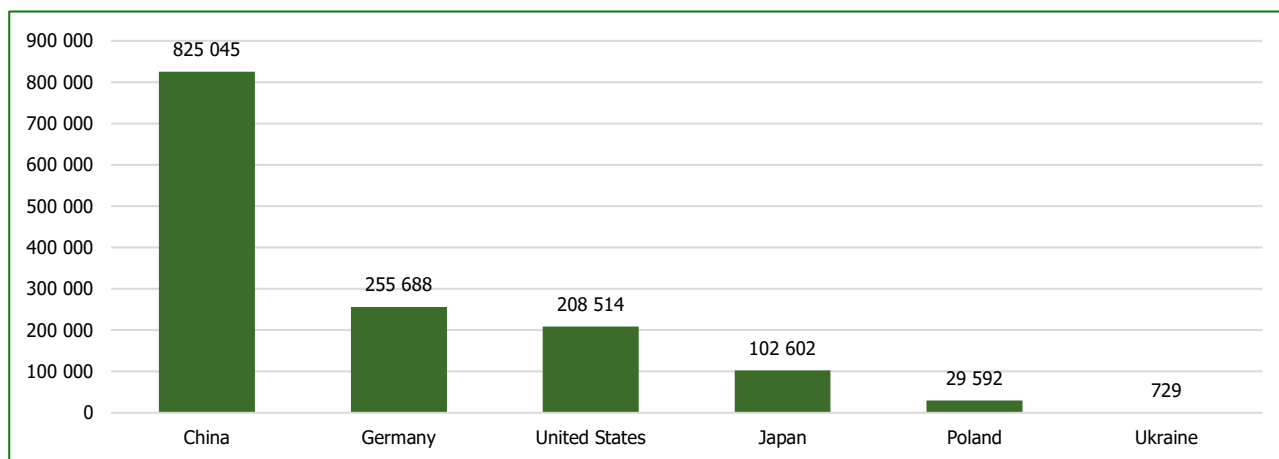


Figure 7. Exports of high-tech products in 2023, USD million (Source: created by the authors based on the World Bank data, 2024)

China has the largest exports of high-tech products, ranking 1st in 2023. Germany was ranked 3rd, the US – 4th, Japan – 11th, Poland – 23rd, and Ukraine – 62nd. Ukrainian manufacturers have prospects in machine learning and the development of automation devices (Internet of Things). Bionic prostheses are also an area that will be trusted by other countries.

The Ukrainian creative industries are also gaining popularity outside the country. This includes virtual and augmented reality, which can be used in medicine and education.

Next, we will move on to services. Ukrainian software development services and IT services are quite well known worldwide, and they are imported mostly by the US, Canada, and the UK. The main services are mobile app development, fintech software, and the gaming industry. Potential industries include medical tourism from European countries, educational services, consulting, and transport services. The tourism industry in Ukraine has great potential. The post-war reconstruction of transport infrastructure and facilities should be carried out with a view to integrating it into the tourism infrastructure. For the successful post-war recovery of the tourism industry, it is necessary to continue strategic projects to promote the national tourism product and brand in target markets, especially in Central and Eastern Europe. To optimise costs, an alternative promotion strategy based on the use of social media marketing tools and the creation of thematic content with the involvement of influential content creators may be used (Obolenska et al., 2024).

In the context of increasing globalisation, transformational changes in the interaction and cooperation of countries are observed, in particular, integration processes are reaching a significantly new level of development and are reflected in regionalisation processes (Bazaluk, 2022). One of the characteristic features of the modern trade system is the rapid growth in the number of regional trade agreements and the integration vector of the global trade system (Tsygankova et al., 2022; Yatsenko et al., 2019a). An important component of the EU-Ukraine Association Agreement is the Deep and Comprehensive Free Trade Area, which facilitates the economic integration of Ukraine into the EU internal market. Ukraine is interested in trade and economic cooperation with the EU and eventual accession to the EU, which is why it is important to note that the European Union is focusing on a large-scale initiative called the European Green Deal, which is intended to make Europe the world's first carbon-neutral continent by 2050. The priority of Ukraine in developing the circular economy is to harmonise this process with relevant EU initiatives, and the starting point should be the EU Circular Economy

Action Plan, which covers a wide range of trade agreements, product standards, consumer standards, environmental goals and other issues that Ukraine should integrate into its legislation (UNIDO, 2024).

The circular economy is an integral part of the global transition to sustainable development. Governments and organisations play a key role in the green transition from a linear to a circular economy, and they should set an example for society to follow. Incentive programmes launched at the state level should be accompanied by the activities of companies aimed at complying with the principles of sustainable development (Vicentini, 2020; Yatsenko et al., 19b). For the Ukrainian economy, an important element is to build a more diverse and sustainable foreign trade, which will include comprehensive changes based on improving legislation, supporting environmental projects, innovations, digitalising trade processes, and raising environmental awareness in society (Yatsenko et al., 2019b).

Due to the regional focus of international trade, Ukraine should diversify its exports to different geographical regions. This will reduce dependence on traditional markets and ensure resilience to change. The national economic interests of Ukraine overlap with those of the EU member states, which is why we will face possible decisions not in favour of Ukraine upon accession. Therefore, we now need to pay attention to this and start expanding exports to other regions of the world. In this context, Ukraine needs to increase trade cooperation with other countries by signing agreements that will facilitate an easier transition to current trends, for example, in environmental regulation.

In terms of modernising the export strategy, it is important to create a roadmap, as shown in Figure 8, to help focus efforts on specific aspects.

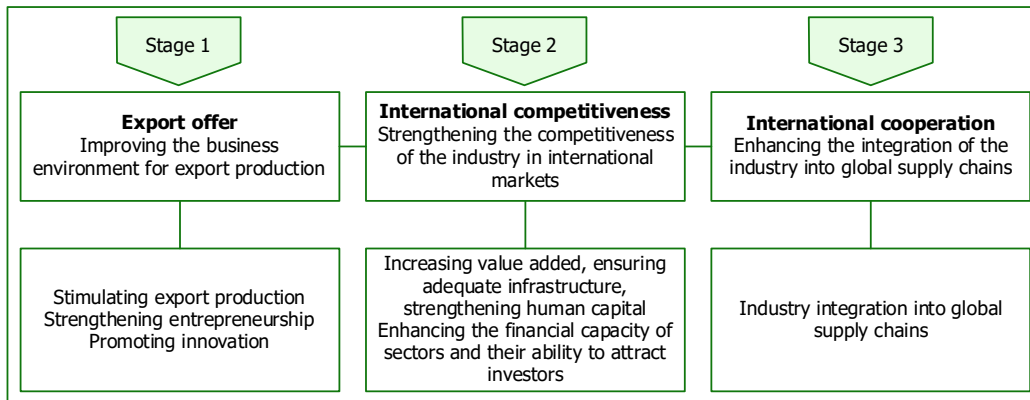


Figure 8. Roadmap for entering foreign markets.

The figure makes it possible to understand the importance of the industry's competitiveness in domestic and international markets for successful export activities. Figure 9 illustrates the system of modernisation of Ukraine's export activities.

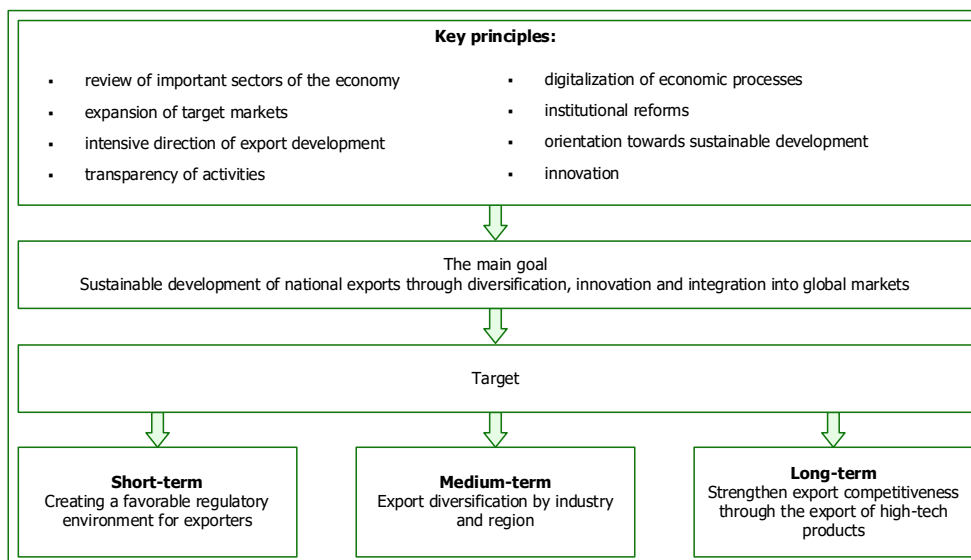


Figure 9. The system of modernisation of Ukrainian exports.

Figure 9 allows us to identify priorities in export development and focus on specific goals. Table 3 below provides an overview of possible developments.

Table 3. Scenarios for the development of exports of Ukraine.

Type of scenario		
Pessimistic	Realistic	Optimistic
<ol style="list-style-type: none"> Continued decline in exports. Increased import dependence of the country. No growth in exports of value-added goods. Increased share of raw materials exports. Lack of regional diversification. Deterioration of competitiveness of Ukrainian products due to non-compliance with standards. Obstacles to the entry of products into international markets. 	<ol style="list-style-type: none"> Steady but moderate increase in export activity. Gradual diversification of export activity. Increase in exports of value-added products. Improvement of product quality and compliance with standards. Trade agreements that promote exports. Cooperation and collaboration with other countries. Development of e-commerce. 	<ol style="list-style-type: none"> Faster export growth. Active trade balance with other countries. Entering foreign markets with finished products. Sharp reorientation to other markets. High image of domestic goods in international markets. Vertical integration of production. Establishing long-term partnerships. Expanding state export support instruments. Large-scale investment in important export sectors.

These scenarios outline possible options for the development of Ukrainian exports in the post-war period. At the same time, there are other aspects that may affect export development, including geopolitical events and global trends. Their impact should be taken into account when formulating a foreign economic strategy.

Improving the effectiveness of the national model of export support and promotion is a priority for increasing export activity, which will ultimately have a positive impact on the development of the country and its position in the international arena. Let us build an econometric model of the dependence of nominal GDP on exports of goods and services of Ukraine based on statistical data for 2010-2023 (Table 4), which will allow us to assess how changes in exports affect the economic development of the country.

Table 4. Data for the econometric model. Note: here is the regression model (Figure 10): $Y=1,7381x+35599$. (Source: created by the authors based on the UNCDAT, 2024)

Year	Exports of goods and services (X, USD million)	GDP (Y, USD million)
2010	65 626	136 012
2011	83 652	163 160
2012	86 516	175 781
2013	81 719	183 310
2014	65 436	133 504
2015	47 862	91 031
2016	46 008	93 356
2017	53 944	112 091
2018	59 177	130 891
2019	63 556	153 883
2020	60 707	156 618
2021	81 504	199 766
2022	57 517	161 990
2023	51 093	178 757

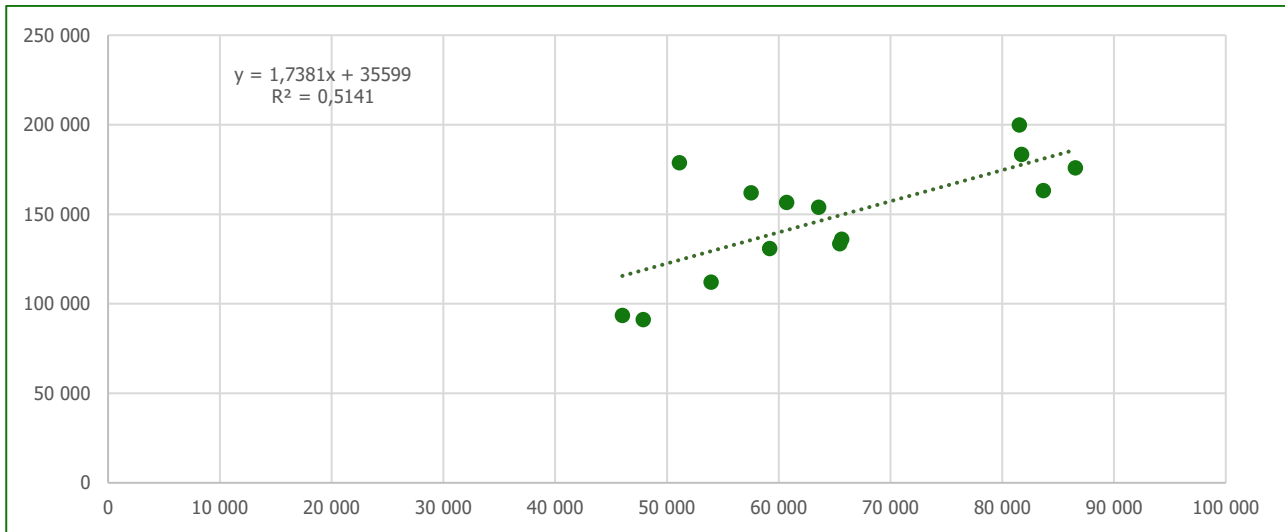


Figure 10. Dependence of GDP on exports in Ukraine. (Source: developed by the authors based on the UNCDAT, 2024)

The coefficient at X (regression coefficient = 1,7381) shows that with an increase in exports by USD 1 million, GDP increases by an average of USD 1,7381 million. The coefficient of determination (R^2) is 0,5141. The coefficient of determination shows that GDP depends on exports by 51%, while other factors account for 49% of GDP. We determine the adequacy of the model using the F-test. We use an ANOVA analysis. If $F(\text{estimated}) > F(\text{critical})$, then the model is statistically significant with a probability of 95%. For the model of dependence of GDP on exports of goods and services of Ukraine, $F(\text{estimated}) = 66,59$ and $F(\text{critical}) = 4,26$, the model is statistically significant. Next, we test the statistical significance of the model parameters using a t-test (Student's t-test). If $t(\text{estimated}) > t(\text{critical})$, then the model parameter is statistically significant with a 95% probability. We have that $t(\text{estimated}) = |-12,33|$, $t(\text{critical}) = 2,16$. The volume of exports of goods and services, therefore, affects GDP. Based on this test, we analyse the correlation coefficient. Correlation coefficient = 0,72 - exports have a strong impact on GDP growth. Other factors, such as domestic consumption and investment, can also play a significant role in GDP formation. Another reason for this result may be the significant import dependence of the country; a large share of exports of raw materials with low added value; dependence on global commodity markets; crisis years in 2014-2015 and in 2022-2023, characterised by a decline in GDP due to military operations, instability, crisis; underinvestment; a high share of the shadow economy; and the impact of exports on the economy only in the following year.

DISCUSSION

We agree with Yatsenko et al. (2019b), Bazaluk et al. (2022), and Tsygankova et al. (2022) that international integration is quite important in the modern world. Trade liberalization promotes economic growth. In turn, an effective system of promoting Ukrainian exports should be based on the study of international markets, taking into account the growth potential and risks for the domestic market.

The transition to a circular economy is also currently a priority. This issue has been addressed by the following researchers: Vicentini (2020), Panchenko (2024). The circular economy is an irreversible global megatrend and a driver of sustainable development in all areas. That is why Ukraine should already include this issue in the sphere of foreign economic activity and public administration.

Thus, our study confirms the importance of improving the system of support and promotion of Ukrainian exports in terms of compliance with the Sustainable Development Goals and the importance of using strategic management tools. The work is important in terms of analyzing the structure of global and Ukrainian exports. Specific strategic planning measures were proposed: a modernization system, a roadmap, and development scenarios. It is advisable to diversify export activities in order to reduce future risks after joining the European Union and to maximize the benefits from potential trading partners due to the globalization of the world economy. Special attention is paid to the importance of ensuring sustainable trade as a key driver of sustainable development. Further research could focus on new approaches to improving Ukraine's export activities, which are closely related to strategic management, compliance with environmental trends, and the importance of integrating the global economy to address these issues.

CONCLUSIONS

The expansion of international trade defines exports as one of the foundations of driving economic development and a means of strengthening the competitive advantages of states at the global level. In 2022, global exports showed growth in the electronics, energy, metal products, and food sectors, reflecting a post-pandemic recovery and rising demand. However, in 2023, a number of sectors are expected to decline due to geopolitical challenges and the transition to sustainable trade practices, including the circular economy. Global services exports after the pandemic showed a recovery in the tourism and transport sectors, as well as growth in business and digital services until 2022, but a decline was recorded in 2023 due to the slowdown in the global economy. The basis of Ukrainian exports is raw materials, which leads to dependence on price fluctuations, lack of added value, and low economic diversification. The predominance of Ukraine's imports of finished products with high added value, in particular machinery and chemicals, indicates dependence on foreign technologies, contributes to a trade deficit, and slows down long-term economic development. The leaders of Ukrainian services exports are IT, telecommunications, transport, and professional services, confirming its stable role as a reliable provider of outsourcing services, while imports are dominated by tourism and transport services from the EU, as Ukraine focuses on developing other service segments. The main goal of the export modernization system is to ensure the sustainable development of national exports through its diversification, introduction of innovations, and deeper integration into global markets. The econometric model provides insight into the fact that exports have a strong impact on GDP, but other factors may also play a significant role. The analysis of the material allows us to substantiate the directions and mechanisms for improving the system of support for Ukrainian exports to ensure sustainable development. The novelty of the article lies in the comprehensive approach to increasing the efficiency of the national system of support and promotion of Ukrainian exports through strategic management tools. It identifies key sectors of Ukrainian exports with the highest growth potential and presents a Roadmap for entering foreign markets, taking into account global economic changes and internal challenges of Ukraine. The article also proposes a system of modernisation of Ukrainian exports. Additionally, it develops and analyzes alternative scenarios for the future development of Ukraine's export activity under various internal and external conditions. A significant contribution of the study is the construction of an econometric model that quantifies the dependence of Ukraine's GDP on export performance, confirming that exports strongly influence economic growth, while also highlighting the impact of other structural factors. Prospects for further research may include analyzing the impact of sustainable trade practices, digitalization, and geopolitical risks on the transformation of foreign trade in Ukraine.

ADDITIONAL INFORMATION

AUTHOR CONTRIBUTIONS

All authors have contributed equally.

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CONFLICT OF INTEREST

The Authors declare that there is no conflict of interest.

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СТРАТЕГІЧНЕ УПРАВЛІННЯ ТА ВДОСКОНАЛЕННЯ СИСТЕМ ПІДТРИМКИ Й ПРОСУВАННЯ НАЦІОНАЛЬНОГО ЕКСПОРТУ ДЛЯ ЗАБЕЗПЕЧЕННЯ СТАЛОГО РОЗВИТКУ

У статті представлено огляд основних компонентів національних систем підтримки та просування експорту. Метою дослідження є обґрунтування напрямів і механізмів удосконалення системи підтримки та просування українського

експорту шляхом стратегічного управління для забезпечення сталого розвитку. У дослідженні було застосовано низку методів для забезпечення комплексного аналізу. Для вивчення економічних процесів і тенденцій, що стосуються підвищення ефективності національної системи підтримки та просування експорту України, було застосовано системний і структурний підходи. Методи аналізу та синтезу були використані для вивчення поточного стану й модернізації експортної стратегії. Кількісні та якісні порівняльні методи були використані для оцінки макроекономічних показників у різних країнах, відстеження структурних зрушень у світовій економіці й показників економічної активності України. Дедукція й теоретичне узагальнення були основою для формулювання пропозицій, спрямованих на підвищення ефективності національних механізмів просування експорту. Для кращого розуміння ринкових тенденцій було проведено аналіз ключових секторів експорту товарів і послуг. Значна увага була приділена вивченню сучасного стану міжнародної торгівлі України, зокрема динаміки експорту й імпорту, з класифікацією основних тенденцій. Окремим напрямом дослідження стала модернізація Експортної стратегії України, у рамках якої було визначено потенційні експортні сектори та розроблено Дорожню карту виходу на зовнішні ринки. Представлено систему модернізації українського експорту та змодельовано можливі сценарії розвитку експортної діяльності. Крім того, розроблено економетричну модель, яка дозволяє оцінити вплив експорту на валовий внутрішній продукт України. Коефіцієнт детермінації свідчить, що 51% змін валового внутрішнього продукту зумовлені коливаннями обсягів експорту, а решту 49% пояснює вплив інших чинників. За результатами аналізу було встановлено, що експорт має значний вплив на ВВП, але значну роль також відіграють інші фактори, такі як внутрішнє споживання та інвестиції. Висновки цього дослідження можуть слугувати цінною основою для розробки ефективної та стійкої зовнішньоторговельної політики, зміцнення інституційних механізмів просування експорту й підтримки сталого економічного розвитку в Україні.

Ключові слова: експорт, міжнародна торгівля, торговельна політика, система підтримки та просування експорту, комерційна дипломатія, сталий розвиток, стратегічне управління

JEL Класифікація: F10, F13, F18