

22.07.2026

# New Fulcrum For Russian Exports

For decades, an export company’s competitiveness was determined by a relatively straightforward set of factors: access to raw materials, production capacity, technology, capital, and sales markets. It was around these elements that investment strategies were built, risks were assessed, and key management decisions were made. Today, however, it is becoming obvious that this set of factors is no longer enough.

Recent years have shown that having a high-quality product and steady demand no longer guarantees success in foreign markets. Producing goods is often easier than ensuring their stable movement across borders, financial systems, transport corridors, and regulatory hurdles. Consequently, the main question for exporters is gradually shifting. While managers used to ask, “Where should we produce and to whom should we sell?”, today the question is increasingly, “How quickly can we restructure our supply chain when external conditions change?””

This is a fundamental shift. For several decades, the global economy has evolved under the banner of efficiency. Companies aimed to reduce costs, minimize inventories, specialize production, and build highly optimized global supply chains. It was widely believed that efficiency automatically guarantees competitiveness.

Yet, experience has proven otherwise. As the system's efficiency increased, so did its vulnerability to external disruptions. The


© MOSCOW FORESIGHT - 2026. ALL RIGHTS RESERVED.

pandemic, sanction restrictions, trade disputes, crises in international shipping, and the increasing politicization of the world economy have demonstrated that overly optimized supply chains frequently turn out to be insufficiently resilient.

Today, the global economy is entering an era where the main criterion is no longer maximum efficiency, but the ability to maintain operational capacity under conditions of uncertainty. According to estimates by the International Monetary Fund, there has been a steady trend toward the regionalization of production and logistics links since 2022. Companies are increasingly sacrificing a portion of economic efficiency to increase business resilience and reduce strategic risks.

The scale of the changes taking place is well illustrated by the structure of world trade. According to UNCTAD, maritime transport still accounts for about 80% of global trade by volume. More than 12 billion tons of cargo are carried by sea every year. At the same time, a significant portion of global flows depends on a limited number of transport chokepoints. The Strait of Hormuz accounts for about 20% of global oil consumption and approximately one-fifth of the global LNG trade. The Strait of Malacca handles about a quarter of global trade. The Suez Canal accounts for around 12% of global trade and over 20% of container shipping.

For businesses, these figures are not important on their own. Instead, they reveal how heavily the global economy relies on a limited number of critical routes. Any disruptions immediately impact delivery times, shipping costs, insurance rates, and financial risks. In this environment, the competitive edge goes not to the business with the cheapest logistics, but to the one that can adapt to changing situations faster than anyone else.

That is precisely why today it is no longer individual enterprises or even individual supply chains that compete. It is adaptation models that compete. The winner is the company capable of re-routing paths faster, changing its financial settlement schemes, onboarding new suppliers, or finding alternative customer service channels.


© MOSCOW FORESIGHT - 2026. ALL RIGHTS RESERVED.



In fact, the object of management is no longer an individual cargo or a separate contract, but the entire value creation system. It includes raw material suppliers, production sites, transport operators, banks, insurance companies, digital platforms, service structures, and end consumers. At the same time, the sustainability of the system is determined not by the strength of each individual element, but by the ability to quickly replace any of them when restrictions arise.


© MOSCOW FORESIGHT - 2026. ALL RIGHTS RESERVED.

For Russian exporters, this issue is of particular importance. The main phase of foreign trade reorientation has already taken place. According to data from Russian government authorities, the share of friendly countries in Russia's foreign trade turnover exceeds three-quarters of the total trade volume. However, the change in supply geography by itself does not create a long-term competitive advantage.

The next stage is much more complex. It involves building resilient international frameworks of cooperation that include transport, financial, digital, and service infrastructure. Moreover, the financial component is increasingly becoming the key element of stability. In practice today, an export contract can be successfully fulfilled in terms of production and logistics, yet face bottlenecks at the settlement stage. Therefore, financial infrastructure is gradually becoming just as essential an element of the supply chain as a port, a railway, or a warehouse terminal.

Data is becoming an equally important factor. However, its value is often misinterpreted. Data by itself does not create a competitive advantage. Instead, it allows for faster decision-making. According to World Bank estimates, the average duration of an international supply chain is over 40 days, with a significant portion of this time linked not to the physical movement of goods, but to information processing and stakeholder coordination. Under these conditions, the winner is the one who receives risk information before others and reacts faster to reconfigure the supply chain.

However, even the most advanced digital platforms cannot replace human expertise. As international trade becomes more complex, professionals who simultaneously understand logistics, finance, foreign trade regulations, and the nuances of specific markets are growing in importance. In many cases, these very specialists become the key factor in business resilience because they are capable of making non-standard decisions in a fast-changing environment.

In essence, a shift in the management paradigm is taking place today. While businesses previously aimed to build the most efficient supply chain possible, they now strive to create a system capable of quickly adapting to changes. The main competitive advantage is no longer control as such, but the speed of reconfiguration.

That is precisely why the strategic goal of Russian exports for the next decade is not only to increase supply volumes or open up new markets. It is about creating flexible and resilient value chains capable of operating under the conditions of the continuous transformation of the global economy.

By the middle of the century, global market leaders will likely not be the companies with the largest production capacities or the lowest manufacturing costs. The winners will be those who learn to reshape their international networks faster than others,


© MOSCOW FORESIGHT - 2026. ALL RIGHTS RESERVED.

maintaining access to customers, financial flows, and logistics infrastructure. In the new economic reality, competitiveness is no longer defined just by the ability to manufacture a product, but by the ability to ensure business continuity amid uncertainty. This is exactly where the new pivot point for the modern exporter lies.

Leonid Shurilinov,
Infranews Agency Expert


© MOSCOW FORESIGHT - 2026. ALL RIGHTS RESERVED.