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## COMMERCIAL DIPLOMACY AS A TOOL FOR PROMOTING BUSINESS OPPORTUNITIES FOR NATIONAL AGRICULTURAL TRADERS

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## КОМЕРЦІЙНА ДИПЛОМАТІЯ ЯК ІНСТРУМЕНТ СПРИЯННЯ РОЗШИРЕННЮ БІЗНЕС-МОЖЛИВОСТЕЙ НАЦІОНАЛЬНИХ АГРОТРЕЙДЕРІВ<sup>1</sup>

**Анотація.** В дослідженні обґрунтовано, що аграрний трейдинг є дуже важливим для сучасного глобального аграрного ринку, оскільки він дозволяє забезпечити рівновагу між обсягами виробництва та попитом на продукти, а також забезпечує доступ до різноманітної сільськогосподарської продукції і сировини для різних ринків,

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країн і регіонів. Аграрний трейдинг сприяє ефективному розподілу ресурсів, зменшенню ризиків для фермерів та покупців через різноманітність виробництва та використання фінансових інструментів для захисту від коливань цін. Крім того, агротрейдинг сприяє інтеграції ринків та розвитку міжнародної торгівлі сільськогосподарською продукцією, що допомагає підтримувати стабільність і розвиток глобального аграрного сектору. З моменту початку повномасштабного вторгнення українські агротрейдери стикаються зі значними ризиками та численними труднощами у своїй роботі. Однією з найбільших проблем для всіх учасників сектору є ускладнення логістики на кожному етапі ланцюга постачання. Комерційна дипломатія може сприяти підвищенню ефективності торгівлі та залученню інвестицій з метою розширення бізнес-можливостей національних агротрейдерів. Метою статті є обґрунтування теоретичних засад та особливостей комерційної дипломатії та її внеску в розширення бізнес-можливостей національних агротрейдерів на глобальних агропродовольчих ринках. В дослідженні акцентується увага, що незважаючи на те, що в сучасному світі глобальна дипломатія реалізується переважно у забезпеченні ефективної участі держави в діяльності міжнародних інституцій, таких як Світова організація торгівлі (СОТ), Всесвітня митна організація, Бюро міжнародних виставок, Конференція ООН з торгівлі та розвитку (ЮНКТАД) та інші, а також в рамках багатосторонніх самітів та форумів, наприклад Світовий економічний форуму в Давосі, в нашому дослідженні акцентується увага на реалізації комерційної дипломатії на макrorівні та мікрорівні держави. Зазначено, що макrorівнева комерційна дипломатія, хоча й враховує позицію національного бізнесу, проте головною її задачею є проведення переговорів щодо принципів та правил, що визначають та регулюють міжнародну торгівлю та інвестиції безвідносно окремих компаній, операцій та проектів. Основними інструментами та методами комерційної дипломатії на цьому рівні є комунікаційні, зокрема переговори, торговельний захист та мобілізація підтримки. Мікрорівнева комерційна дипломатія у свою чергу забезпечує сприяння окремим компаніям щодо питань розвитку зовнішньоторговельної та інвестиційної діяльності, їх конкурентної боротьби за довгострокові контракти та цільові ринки, зокрема аграрні. На цьому рівні основу інструментів і методів, що застосовуються, складають інформаційно-аналітичні послуги, які надаються безпосередньо суб'єктам бізнесу. В дослідженні визначено основні підходи до комерційної дипломатії, її методи, стратегії і прийоми. Обґрунтовано, що просування національних економічних інтересів країни в цілому і агротрейдерів зокрема на зовнішніх ринках та захист внутрішніх ринків необхідно здійснювати методами комерційної дипломатії. Захист внутрішніх ринків за допомогою методів комерційної дипломатії передбачає різні стратегії, спрямовані на захист вітчизняних галузей промисловості від іноземної конкуренції при одночасному просуванні їх інтересів у міжнародній торгівлі.

**Ключові слова:** агротрейдинг; агротрейдери; аграрний сектор; комерційна дипломатія; методи, прийоми, інструменти і стратегії комерційної дипломатії; торговельна політика; міжнародна торгівля; суб'єкти бізнесу.

**Abstract.** The study substantiates that agricultural trading is very important for the modern global agricultural market, as it allows to ensure a balance between production and demand for products, as well as provides access to a variety of agricultural products and raw materials for different markets, countries and regions. Agricultural trading contributes to the efficient allocation of resources, reducing risks for farmers and buyers through the diversity of production and the use of financial instruments to protect against price fluctuations. In addition, agricultural trading promotes market integration and the development of international trade in agricultural products, which helps maintain the stability and development of the global agricultural sector. Since the beginning of the full-scale invasion, Ukrainian agro traders have faced significant risks and numerous difficulties in their work. One of the biggest challenges for all sector participants is the complication of logistics at every stage of the supply chain. Commercial diplomacy can help improve trade efficiency and attract investment to expand business opportunities for national agro traders. The purpose of the article is to substantiate the theoretical

foundations and features of commercial diplomacy and its contribution to expanding business opportunities for national agro-traders in global agri-food markets. The study emphasizes that despite the fact that in the modern world, global diplomacy is implemented mainly in ensuring effective state participation in the activities of international institutions such as the World Trade Organization (WTO), the World Customs Organization the Bureau of International Exhibitions, the United Nations Conference on Trade and Development (UNCTAD), and others, as well as in multilateral summits and forums, such as the World Economic Forum in Davos, our study focuses on the implementation of commercial diplomacy at the macro and micro levels of the state. It is noted that macro-level commercial diplomacy, although it takes into account the position of national business, is mainly aimed at negotiating the principles and rules that define and regulate international trade and investment without regard to individual companies, transactions and projects. The main tools and methods of commercial diplomacy at this level are communication, including negotiation, trade defense, and support mobilization. Micro-level commercial diplomacy, in turn, provides assistance to individual companies in the development of foreign trade and investment activities, their competition for long-term contracts and target markets, including agricultural ones. At this level, the basis of the tools and methods used are information and analytical services provided directly to business entities. The study identifies the main approaches to commercial diplomacy, its methods, strategies and techniques. It is substantiated that the promotion of national economic interests of the country in general and agro-traders in particular in foreign markets and the protection of domestic markets should be carried out by means of commercial diplomacy. Protection of domestic markets through commercial diplomacy involves various strategies aimed at protecting domestic industries from foreign competition while promoting their interests in international trade.

**Keywords:** agrotrading; agrotraders; agricultural sector; commercial diplomacy; methods, techniques, tools and strategies of commercial diplomacy; trade policy; international trade; business entities.

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**Statement of the problem.** Modern commercial diplomacy is a joint activity of the state and business to implement the national foreign economic policy with the greatest benefits for the country and minimal losses, and it is also a way to resolve trade conflicts. Commercial diplomacy uses economic and trade instruments to promote and protect the interests of a country in international markets. Commercial diplomacy can be used as a strategic approach to international relations. The attention of experts, scientists, market operators (business entities) is focused not only on agricultural markets, but also on achieving equal balance between production and demand for food products, as well as ensuring access to diverse agricultural products and supplies for different markets and countries. This requires effective agri-trading and opens up new opportunities for exports and cooperation, and Ukraine can become a key player in this sector. In terms of its content, agrotrading is much deeper than conventional classical trading, although it has common forms (scalping, medium-term, long-term, technical, fundamental) [1–2]. They also have almost the same tools. However, there are a number of features that determine the effectiveness of agrotrading in agribusiness enterprises. Agri-trading is understood as a system that guarantees the basic production needs of agribusiness through the provision of business processes with the necessary material, technical and financial resources and is aimed at improving the efficiency of sales of grown/produced products. Thus, the work of agrarian trading is associated with market volatility, the balance of supply

and demand in Ukraine and the world as a whole, world exchanges (if the company sells agricultural products abroad on a large scale), etc. It should be understood that agrotrading is not only about setting a certain markup (margin), but also about working in conditions of significant risk, when a miscalculation leads to a loss of working capital and a loss. That is why there is an expression among agricultural traders that «a losing trade is also part of trading.» Sometimes, under the influence of external factors, a company has to operate in a difficult, low-margin segment of agribusiness. In such cases, insider information or knowledge is used, and the agro-trader is constantly looking for opportunities and «fields» for activity [3–4]. In general, while commercial diplomacy can be an important tool for protecting the economic interests of domestic producers and the country, it is important to strike an effective balance between protecting domestic agricultural traders and producers and facilitating international trade and economic growth for business entities and the state as a whole.

**Analysis of recent research and publications.** Theoretical aspects of the development of agrotrading are devoted to the research of foreign Sikuni S., Buczynski W., Cuzzolin F., Sahakian B., Hull J., Harris L., Gras C., Davis J., Goldberg R., Van Berkum S. and Van Meijl H., who investigated various aspects of trading, international trade in agricultural products, the agricultural products, and the peculiarities of agricultural markets. The development of agricultural trading in the national and global markets have been studied by well-known domestic scientists, such as: Andriychuk V., Bilan Ye, Borodina O., Gaidutskyi P., Gudzynskyi O., Hrytsenko A., Demianenko S, Prokopa I. and many others. The problems of commercial diplomacy are studied by such researchers as: P. Bergeyke, M. Kostecki, G. Kopp, D. Lee, A. Mercier, O. Narey, E. Potter, E. Procassini, G. Ruel, D. Hudson, G. Justinek, M. Jakop, T. Tsygankova, O. Yevdochenko, I. Bezverkha and others. However, uncertainty in certain issues still remains in the modern scientific literature.

**Research methods.** In accordance with the goal and to solve the tasks set, the following methods of scientific research were used: historical and logical method; method of analysis and synthesis; method of comparative analysis; systemic and structural method; method of quantitative and qualitative comparison; deduction and theoretical generalization.

**Виділення не вирішених раніше частин загальної проблеми.** Modern agricultural traders operate in an extremely challenging market. Continuous competition in the agricultural sector, technological advancements and improved skills of producers and consumers make the market more liquid, transparent and competitive. Given the strong competitive pressure, these trends are likely to continue for a long time unless there are significant changes in the supply and demand balance. To operate successfully in this tough trading environment, agri-traders and other market participants need to strengthen their competitive advantage by reviewing and improving their business models. For other participants in the agri-food value chain, such as farmers and large consumers, lower barriers to entry offer great opportunities for growth. In a more open market, these companies can succeed if they can effectively use their competitive advantages and improve their commercial skills on the one hand, and methods, tools, and techniques of commercial diplomacy with the support of the national government.

**The purpose of the article** is to substantiate the theoretical foundations and peculiarities of commercial diplomacy and its contribution to expanding business opportunities for national agro-traders in global agri-food markets.

**Research results.** Today, agri-trading is an important component of the agri-food sector at the global and national levels. In general terms, this activity is characterized as the process of buying, selling and exchanging agricultural products, such as grain, oilseeds, meat, milk and other agricultural commodities. At the same time, agricultural trading includes all stages of marketing and distribution of agricultural products, from agricultural producers to consumers. Due to external challenges and threats, full-scale military operations, agri-trading in Ukraine has become a complex, low-margin business. It is a complex financial and economic activity involving exchanges, market volatility, supply and demand balance, and a myriad of objective and subjective factors. A trader is always on the lookout for new opportunities and «fields» for activity — this is his key task. In today's globalized world, agri-trading is the chain that effectively connects farmers, small and large agricultural producers with consumers in different countries and regions. By systematizing theoretical research in the field of agribusiness and trading, we can offer our own vision of the term agrotrading [5]. We consider it appropriate to interpret agrotrading as a subset of agribusiness aimed at developing strategies and methods for the effective promotion of agricultural products based on the principles of supply and demand interaction, which additionally take into account information influences and are associated with a high level of risk and uncertainty with the aim of making a profit.

Gras C. notes that the war in Ukraine has jeopardized one of the world's largest grain producing areas, opening up opportunities for the few countries that, along with Russia and Ukraine, concentrate production. He focuses his research on the fact that the war in Ukraine confirms the fact that agrarian capitalists have renewed pressure on the conditions of capital valorization, changing the form of the struggle for accumulation and questioning the ability of the state to cope with the consequences of the global crisis [6].

The modern global agricultural market is a global economic system based on international transactions for the sale and purchase of agricultural products. As prices for agricultural crops differ from country to country, international exchange prices are used as benchmarks in international transactions. In general, the international agricultural market is a complex economic phenomenon where commodity and financial markets interact [7]. The financial market helps to reduce price risks for agricultural producers and provides an opportunity for those who are not involved in production to participate in the market by buying and selling futures contracts. Integration processes and strong ties between national economies determine the flows and basic characteristics of international trade in general, and agri-trading in particular. Commercial diplomacy and economic diplomacy are often used interchangeably. However, there are differences between them, both in the absence (presence) of a political dimension and in the scope of thematic coverage. Economic diplomacy uses political leverage to ensure the economic prosperity of a country and uses economic leverage to achieve political goals. In addition, economic diplomacy is a broader concept, including, but not limited to, development diplomacy, financial diplomacy, and environmental diplomacy (within the concept of sustainable development) [8-9]. Commercial diplomacy is a strategic approach to international

relations aimed at promoting and protecting a country's interests in the international market through economic and trade means. This approach can be considered a form of protectionism, as it is aimed at protecting domestic producers from foreign competition, promoting the development of the domestic market, reducing and eliminating trade and investment barriers, increasing competitiveness and developing the national economy.

Trade negotiations often overlook the important role that agriculture plays in providing access to common goods in the social and environmental spheres. At the social level, agriculture has different levels of production, including the informal sector that provides daily needs, small enterprises that provide services and goods, and industry that serves larger markets. It is worth noting that farmers around the world, especially in marginalized areas, produce goods not only for monetary gain but also based on market demand. Most importantly, of course, they farm to ensure the food security of their families. Farmers are not always driven by their own need for money or by what the market is willing to pay. On the contrary, with the exception of the industrial context, farmers grow a lot of their «capital» on their own and do not necessarily depend on monetary returns to achieve this. That is why agricultural trading has a higher level of threats and uncertainty than other types of trading.

Since the start of the full-scale military invasion, Ukrainian grain traders, for example, have faced significant risks and numerous difficulties in their work. One of the biggest challenges for all sector participants is the complication of logistics. Logistics problems are found at every stage of the supply chain. For example, delivery from farms to ports or borders, as well as the risk of cargo loss during storage at terminals. High prices on the domestic market also complicate the situation. Producers are particularly affected, as prices remain low due to domestic factors determined by the government. Today, the Ukrainian market is not in line with global trends due to internal problems. Farmers are finding it difficult to sell their products below cost, and traders are finding it difficult to set risk-adjusted prices. Despite this, the demand for Ukrainian grain on global markets remains high, but its delivery remains a problem. Therefore, the main task remains to solve the problems with blocking the borders and increasing the capacity of seaports to increase the export opportunities of national producers and traders. In this context, a well-functioning, transparent, and predictable international trading system and effective commercial diplomacy will be important to mitigate emerging regional imbalances and support sustainable global development.

In today's world, global diplomacy is implemented mainly in ensuring the effective participation of the state in the activities of international institutions, such as the World Trade Organization (WTO), the World Customs Organization, the Bureau of International Exhibitions, the United Nations Conference on Trade and Development (UNCTAD) and others, as well as in the framework of multilateral summits and forums, such as the World Economic Forum in Davos. However, commercial diplomacy can be implemented at both the macro and micro levels [8, 10–12]. Thus, although *macro-level* commercial diplomacy takes into account the position of national business, its main task is to negotiate the principles and rules that define and regulate international trade and investment without regard to individual companies, operations and projects. The main tools and methods of commercial diplomacy at this level are communication, including negotiation, trade defense, and

support mobilization. *Micro-level commercial diplomacy*, in turn, provides assistance to individual companies in the development of foreign trade and investment activities, their competition for long-term contracts and target markets, including agricultural ones. At this level, the basis of the tools and methods used are information and analytical services provided directly to business entities.

The definition of commercial diplomacy can vary depending on the approach and context in which it is used. The main approaches to defining commercial diplomacy include [13–14]:

1. *Economic approach*: Under the economic approach, commercial diplomacy is seen as a tool to attract foreign investment, develop exports and increase trade to support economic growth.

2. *Political approach*: From a political point of view, commercial diplomacy can be seen as a means of strengthening international relations, supporting national interests in trade and promoting international cooperation.

3. *Instrumental approach*: This approach sees commercial diplomacy as a comprehensive set of tools and activities aimed at supporting a country's trade and economic interests, including trade negotiations, lobbying, and the use of economic sanctions.

4. *Strategic approach*: This approach considers commercial diplomacy as part of the country's overall foreign policy strategy aimed at achieving specific trade and economic goals.

Each of these approaches reflects different aspects and requirements for commercial diplomacy, but they can be used mutually to achieve complex goals in the field of international relations, the economy in general, and agri-trade in particular (table 1).

A review of the literature allows us to identify several dominant definitions of commercial diplomacy [8–16]. Commercial diplomacy is often confused with economic diplomacy and other types of diplomacy, such as trade diplomacy and financial diplomacy. Economic diplomacy is concerned with general economic policy issues and trade agreements. While both have a general economic goal, commercial diplomacy is much more specific. Kostecki and Naray recognize that the term «commercial diplomacy» is often used to refer to two distinct activities: policy making and business support. While many agree that the core of commercial diplomacy is focused on specific business support, many of the proposed definitions differ among authors. Potter, for example, defines this concept as «The use of diplomacy tools to achieve specific commercial benefits by promoting exports, attracting domestic investment and retaining foreign investment opportunities, and encouraging the benefits of technology transfer.» Lee defines it as «the work of a network of public and private actors who manage commercial relations through diplomatic channels and processes.» This definition implies that both private and public actors are engaged in commercial diplomacy. Huub and Zuidema, Saner and Yiu noted that when commercial diplomacy is carried out by private actors, it is called corporate or business diplomacy. Thus, it is desirable to exclude private actors from the definition of commercial diplomacy. Finally, Naray defines the concept as «activities undertaken by state actors with diplomatic status to promote business between the home and host country. It aims to encourage business development through a range of business promotion and facilitation activities.»

Table 1

**THE NATURE OF COMMERCIAL DIPLOMACY SERVICES  
AND THEIR MANAGERIAL IMPLICATIONS IN AGRI-TRADE**

The nature of commercial diplomacy	Management consequences
1. Service	Efficiency, being intangible, is difficult to measure. It largely depends on the skills and motivation of the individual and/or team providing the service, as well as the quality of the relationship between commercial diplomats and their beneficiary.
2. State service	Public institutions and business beneficiaries are involved in value creation to meet social expectations for business relations between the home and host countries. Public services that are heavily influenced by politics and bureaucracy often suffer from inefficiency.
3. Diplomatic service	The commercial diplomacy service should be placed within the context of a country's foreign policy, export promotion programs, and broader economic policy objectives. The resulting subordination to multiple forms of government can create confusion and reduce accountability. In addition, diplomats are often criticized for their limited understanding of business, lack of entrepreneurship, and abuse of diplomatic power for personal gain or the benefit of their associates.
4. Public service	The business beneficiary does not pay for certain commercial diplomacy services (state diplomacy), which means that «ownership» can be a critical issue in determining what the content and quality of the service should be and how it should be evaluated.
5. Commercial service	Business beneficiaries pay for some other services, which raises the question of what is the rationale for providing services by diplomatic missions rather than private consultants, intermediaries or business self-help organizations.
6. Network service	A service in which value is largely created through relationships that provide access to new information that is not publicly available and establish business contacts is particularly intangible and difficult to value. The skills, reputation and proper motivation of the people involved in such activities are a prerequisite for success.

*Джерело:* [14].

Thus, the government can use the tools and methods of commercial diplomacy to protect and promote the economic interests of national agricultural traders in the international arena. Accordingly, commercial diplomacy methods encompass various strategies and techniques used by governments to promote their economic interests in the international arena. Some key methods include:

*Trade negotiations* — engaging in bilateral and multilateral trade negotiations to secure favorable trade agreements, reduce tariffs, and eliminate trade barriers.

*Investment Promotion* — actively promoting domestic investment by attracting foreign direct investment (FDI) through incentives, investment treaties, and investment promotion agencies.

*Export promotion* — supporting domestic businesses in expanding their export activities through trade missions, export financing, trade fairs and market research

*Commercial Attaches* — deploying commercial attachés or trade officers to diplomatic missions abroad to facilitate trade and investment opportunities, provide market analysis, and help businesses navigate foreign markets



*Policy advocacy* — advocating for policies that benefit domestic industries in international forums, such as the World Trade Organization (WTO), and lobbying foreign governments to adopt favorable trade and investment policies

*Diplomatic missions* — the use of diplomatic channels and networks to promote economic cooperation, resolve trade disputes, and facilitate bilateral economic relations

*Capacity building* — providing technical assistance and capacity building programs to developing countries to improve their trade and investment infrastructure, regulatory frameworks and business environment

*Crisis management* — the resolution of trade disputes and commercial conflicts through diplomatic negotiations, arbitration or mediation.

*Public Diplomacy* — the use of public diplomacy tools, such as cultural exchanges, educational programs and media relations, to enhance the country's image and promote its economic interests abroad

*Strategic alliances* — the formation of strategic alliances and partnerships with other countries, international organizations and private sector stakeholders to advance common economic goals and address global challenges.

Therefore, the promotion of national economic interests of the country in general and agro-traders in particular on foreign markets and the protection of domestic markets should be carried out by means of commercial diplomacy. The protection of domestic markets through commercial diplomacy involves various strategies aimed at protecting domestic industries from foreign competition while promoting their interests in international trade. Some methods include:

1. *Trade barriers*: Negotiating tariffs, quotas, and other trade barriers with trading partners to restrict imports and protect domestic industries from foreign competition. These barriers can be implemented through bilateral or multilateral trade agreements.

2. *Subsidies and incentives*: Providing subsidies, grants, tax breaks, and other financial support to domestic industries to make them more competitive on the world market and to stimulate domestic production.

3. *Export control*: The imposition of export controls and restrictions on certain goods and technologies to prevent their export to foreign markets, thereby protecting domestic industry and preserving national security interests.

4. *Protection of intellectual property*: Advocating for stronger protection of intellectual property rights in international agreements and treaties to protect domestic innovations and prevent unauthorized use or replication of patented technologies and products.

5. *Anti-dumping measures*: The application of anti-dumping measures to counter unfair trade practices, such as dumping, when foreign producers sell goods on the domestic market at below market prices, which undermines domestic producers.

6. *Trade remedies*: The use of trade remedies, such as safeguards, countervailing duties, and anti-dumping duties, to combat unfair trade practices and provide temporary relief to domestic industries facing import-related problems.

7. *Market access negotiations*: Engaging in market access negotiations with trading partners to ensure preferential access to domestic goods and services in foreign markets while removing barriers that restrict market entry.

8. *Diversification of supply chains*: Diversifying supply chains and reducing dependence on imports from specific countries or regions by stimulating domestic production capacities and seeking alternatives from reliable trading partners.

9. *Strategic trade policy*: Developing strategic trade policy frameworks that are consistent with the development goals of the national economy and prioritize the protection and promotion of key industries in international trade negotiations.

10. *Industry support programs*: Implementation of industry support programs, such as research and development grants, export assistance, and workforce training initiatives, to enhance the competitiveness of domestic industries and facilitate their integration into global value chains.

Government institutions in the field of commercial diplomacy play a key role in promoting the country's foreign economic interests and ensuring its competitiveness in the international arena. Various government institutions work together to implement strategies and programs aimed at ensuring effective commercial diplomacy and protecting national economic interests. The experience of the United States of America is of scientific and empirical interest. An example of commercial diplomacy in action — the case of the United States [17]:

*Commercial diplomacy in action*: Every year, commercial diplomacy assistance contributes to billions of dollars in U.S. export sales. What does commercial diplomacy look like in action?

*Opening new markets*: Assisting a U.S. small aircraft manufacturer in overcoming regulatory hurdles in the North American market. The Commercial Services team intervened on behalf of the US manufacturer to successfully resolve the regulatory issue and ensure market access and sales.

*Preventing a market access issue from occurring*: Addressing U.S. industry concerns about burdensome rules in a proposed data privacy bill in the South American market. As a result of high-level negotiations with foreign government officials and decision makers, the bill was revised to the satisfaction of all parties, allowing for the continuity of cross-border data flows.

*Facilitating customs clearance of U.S. cargo*: Ensuring that a US agricultural company's cargo is cleared into the African market without unnecessary and costly delays. Through due diligence by the commercial service, clarification from local officials, and the provision of the necessary documentation, it was determined that the shipment was not subject to the pre-payment rules, leading to a successful sale.

The case of Poland is an interesting example of protecting national interests. The reorganization of Polish economic diplomacy in 2006 did not put an end to the discussion about the model of Polish commercial diplomacy. Polish business is increasingly interested in expanding to new foreign markets. Taking into account the overdependence of Polish exports on one market, the European Union, which has been stagnating recently, the main goal of promoting the development of the Polish economy should be to facilitate the expansion of companies in more distant non-EU countries. Changing the geography of Poland's global business presence will require political support from the state and trade facilitation, which is often a prerequisite for doing business in a new foreign market. As in the past, Trade and Investment Promotion Offices were located mainly in Europe, this also requires the creation of a new network of Polish diplomatic and consular offices and trade missions to expand into new countries and cities.

According to the Foreign Policy Strategy of Poland for 2017-2021, important tasks in the field of economic expansion and brand building are (Ministry of Foreign Affairs of the Republic of Poland, 2017):

1) assisting Polish businesses in entering new international markets, in particular by developing cooperation with countries in Asia, Africa, the Middle East and Latin America,

2) seeking opportunities to cooperate with non-European partners, especially the Republic of China, in the implementation of regional infrastructure projects,

3) identifying and removing barriers in non-EU markets that are particularly cumbersome for Polish exporters,

4) attracting more foreign tourists by promoting innovative tourism products,

5) protecting and promoting Poland's reputation as part of its political and economic promotion.

Consequently, Ukraine needs to use the experience of other countries and protect its national interests using the methods and tools of commercial diplomacy and promote business opportunities for national agricultural traders [18-20]. Ukraine needs to use the experience of other countries and protect its national interests using the methods and tools of commercial diplomacy and promote business opportunities for national agricultural traders.

**Conclusions.** The ways to solve these problems include improving and increasing the efficiency of agrotrading, as it is an integral part of agricultural enterprises' activities, which can ensure an increase in the overall performance of agribusiness enterprises by optimizing the cost part of growing and/or producing agricultural products, their processing and sale. At the same time, it should be noted that ignoring the basic principles of agrotrading at the enterprise leads to a decrease in the efficiency of agricultural enterprises and increases the risk of losses and damages. In this context, logistics and transportation networks need to be improved to ensure efficient marketing of agricultural products, and farmers and producers in the conflict zone need support, including the development of support and financing programs to stimulate sustainable agricultural production.

Commercial diplomacy can help improve trade efficiency, attract investment and expand business opportunities for national agricultural traders. In the modern world, however, global diplomacy is practiced primarily to ensure effective participation of countries in international institutions such as the World Trade Organization (WTO), the World Customs Organization, the Bureau of International Exhibitions, the United Nations Conference on Trade and Development (UNCTAD) and others, as well as in the framework of multilateral summits and forums, such as the World Economic Forum in Davos, our study focuses on the implementation of commercial diplomacy at the macro and micro levels of the state.

Commercial diplomacy at the macro level, taking into account national commercial positions, has as its main objective the harmonization of principles and rules that define and regulate international trade and investment, regardless of individual companies, operations and projects. The main tool and method of business diplomacy at this level is communication, including negotiation, trade protection, and support mobilization. Commercial diplomacy at the micro level assists individual companies in developing foreign trade and investment activities, securing long-term contracts, and targeting markets (especially agricultural markets). At this level, the

tools and methods used are based on information and analytical services provided directly to business entities.

The definition of commercial diplomacy includes four main approaches: economic, political, instrumental and strategic. Each of these approaches reflects different aspects and requirements for commercial diplomacy, but they can be used mutually to achieve the complex goals of the country and business entities in the field of international relations and economy. Commercial diplomacy methods cover various strategies and techniques used by governments to promote their national economic interests in the international arena. Some key methods include: trade negotiations, investment promotion, export promotion, commercial attachés, policy advocacy, diplomatic missions, capacity building, crisis management, public diplomacy, and strategic alliances.

Promotion of national economic interests and interests of business entities in foreign markets and protection of domestic markets is also possible through commercial diplomacy methods, such as trade barriers, subsidies and incentives, export controls, protection of intellectual property, advocacy for strengthening the protection of intellectual property rights in international agreements and treaties to protect domestic innovations and prevent unauthorized use or replication of patented technologies and products, anti-dumping measures, trade remedies, and

Therefore, Ukraine must learn from the experience of other countries and use the methods and tools of commercial diplomacy to protect its national interests and create business opportunities for its agricultural product traders. Ukraine must learn from the experience of other countries and use the methods and tools of commercial diplomacy to protect its national interests and promote business opportunities for its agricultural product traders.

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