

International Commercial Diplomacy in the Practice of Countries

Abstract

Commercial diplomacy is a subset of economic diplomacy, which means that economic diplomacy includes macro-economic issues and seeks to provide the development goals and interests of the country, and issues such as economic stability, food security, fighting poverty, and protecting the environment, health and community health, education, employment creation, investment, industrial policies, competition law, tourism, and regionalism, while commercial diplomacy deals with the micro level of relations and the main subject of its activity is commercial policies, the extent, and manner exports and imports are the country's share of international trade and attracting foreign capital. In other words, in commercial diplomacy, according to their capabilities and national economic interests, countries try to achieve special and operational goals (such as export development or foreign investment attraction) within the framework of special strategies (such as import substitution strategies or export development strategies). Use special tools (such as tariff and non-tariff tools). Since the Islamic Republic of Iran is in the process of joining the World Trade Organization and also intends to increase its bilateral and multilateral trade relations, studying the commercial diplomacy of other countries, especially developing countries, can bring many benefits. The structure of commercial diplomacy, export promotion programs, foreign capital attraction activities, strategies and target companies, programs, pricing policies, information and communication technologies, active personnel in the field of commercial diplomacy, and the transfer of roles and responsibilities are among the indicators that they are studied in the study of commercial diplomacy of countries.

Keywords: *diplomacy, commercial diplomacy, economic diplomacy, World Trade Organization, commercial practice of countries*

Fereshteh Farhadpour

Department of Private law, Institute for management and planning studies, Tehran, Iran

***Correspondence author:*

Email:farhadpourfereshteh@yahoo.com

Introduction

The term commercial diplomacy became famous for the first time in a serious way during the Uruguay Round, because countries realized that for negotiations that last for years, they need an experienced team that is familiar with commercial technical issues and in addition to the experience of international negotiations with they must be familiar with several foreign languages and know the principles of working in international organizations and conferences well [1].

The Uruguay Round negotiations showed that to achieve commercial goals in the long term, it is necessary to prepare special experts who can be used on different fronts when necessary [2]. For this reason, most of the developed countries and some of the developing countries started to revise their diplomatic structure [3].

Commercial diplomacy does not only include international negotiations in the field of commercial policies and should also work in the field of relations between commercial enterprises and provide the necessary services [4]. The purpose of the service is not only to provide information to the chambers of commerce but also to help the businessmen and provide the basis for their presence in the projects and tenders of the host country [5]. Knowing about the structure and performance of the market, encouraging foreign investors, holding seminars and exhibitions, and sending and receiving business delegations are among the duties of commercial diplomacy [6]. Globalization and expansion of interdependence on the one hand have expanded the scope of the subject or the agenda of

commercial diplomacy, and commercial diplomacy is no longer limited to border actions and includes a wide range of internal actions and policies, and on the other hand, the number of interested actors or involved in commercial diplomacy has increased greatly and these governmental and non-governmental, national and transnational actors compete or cooperate to obtain resources and markets and support and legitimacy. This situation requires a review of the concept of diplomacy and the role of diplomats and the duties of the Ministry of Foreign Affairs [7].

Unlike traditional diplomacy, which was the sole property of governments, diplomatic relations in the postmodern era are increasingly fragmented and complex. The breadth and complexity of commercial diplomacy have made many people involved in commercial diplomacy and in other words, the number of "commercial diplomats" has greatly increased [8]. The most obvious group of business diplomats are those involved in trade and investment. The larger group is made up of official agents of other government agencies involved in business matters, such as agencies responsible for foreign affairs, finance, agriculture, industry, labor affairs, health, environment, banking, telecommunications, and transportation [9]. Another group of business diplomats is international affairs managers of unions, companies, and non-governmental organizations [10]. To this list should be added the managers of companies based abroad that have extensive interaction with the host government; and finally, the employees of

international organizations involved in trade and investment should also be considered as commercial diplomats [11].

Statement of problem

A part of the national interest or the grand goals of diplomacy or foreign policy is economic goals. On the other hand, the increase in the interdependence of countries and the expansion of the globalization process, as well as the trend of most countries towards open and outward-looking economic policies, along with the increase in the attention and tendency of people and countries to economic prosperity, has made the goals and economic and commercial interests more important and salient. Find out about countries and their foreign policy. With this description, nowadays the concepts of non-political concepts such as "commercial diplomacy" have gained more weight [12].

National goals, which are called national interests, with all the many differences that exist about their objective or subjective nature, are: Maintaining national security and territorial integrity, maintaining independence and national sovereignty, maintaining the social, political, and economic system, increasing economic prosperity, increasing national power and finally gaining reputation and credit [13].

Among these goals, increasing economic prosperity has the most and clearest link with commercial diplomacy. In other words, in commercial diplomacy, countries try to improve their economic prosperity and economic development with actions in the field of trade and investment [14]. In fact, increasing economic prosperity is the general goal of commercial diplomacy. But this general goal is pursued in the framework of special strategies with special and operational goals. Depending on whether a country seeks to increase or decrease foreign trade and investment, its business strategy becomes outward or inward [15].

Research Methods

The method used is analytical and descriptive, and the method of collecting information in this thesis is the library method. In this thesis, by using library studies from the available printed sources in the field of the present subject, such as books, pamphlets, articles, and publications, worked theses available in universities, the Internet, dictionaries, cultures, research papers, Internet, etc, which have provided information on the topic under discussion, have been used.

According to the documentary method of research and referring to written works as well as using databases, after collecting the necessary information in the literature section of the research, he started to analyze the information using the content analysis method to answer all the existing dimensions of the discussion to pay attention to the research questions.

International commercial diplomacy in the practice of different countries

Countries such as Australia and Canada have merged their ministries of foreign affairs and foreign trade to plan and pursue foreign and trade policies in a coordinated manner. England rebuilt the economic department of its Ministry of Foreign Affairs and included issues such as attracting foreign capital and supporting private companies in the field of access to the markets of the host country among the duties of its diplomats [16].

Most of the Southeast Asian countries tried to select their diplomatic personnel from graduates of economics and business administration to have more ease in understanding international trade issues. Some EU countries started to form trade delegations to operate in parallel with diplomatic delegations [17].

The members of such delegations were active in different economic sectors of the country and after passing special exams, they entered the trade delegation of their country and at the time of being sent to the mission, either as a business advisor in bilateral missions, or the representative of their country in the relevant regional economic organizations, or the country's representative in selected international economic organizations and after the end of the mission returned to the capital and were assigned to work in one of the economic ministries in positions higher than the head of the department [18].

When the Uruguay Round came to an end and resulted in the formation of the World Trade Organization, many countries thought that the workload was reduced and that they could use their trade diplomats who had been trained for eight years elsewhere, but the functioning of the organization invalidated this hypothesis [19].

On January 1, 1995, when the organization started its work, 125 permanent members of the organization realized that due to different commercial issues in the fields of goods, services, and intellectual property, their representatives will have to participate in the meetings of councils, committees, and working groups and send the relevant report to the center and after knowing about the national positions, raise them appropriately in the negotiations and do the necessary follow-up to reach an agreement about them [20].

In 2005, the World Trade Organization had more than 3000 meetings, which is equivalent to 10 meetings per day, and because the meetings were held from 9:00 AM to 1:00 PM and 3:00 PM to 6:00 PM, each delegation needs at least 10 diplomats just too physically attend these meetings. But because attending the meetings requires studying, researching, and getting information from the center and keeping the capital city informed, the corresponding need has increased and more business diplomats should be employed [21].

And this issue is not only true for the World Trade Organization. After the Uruguay Round negotiations, regional economic agreements have increased, and each country is currently a member of several regional organizations with different natures. With the assumption that each country has political and commercial relations with at least 150 other countries and wants to have a commercial diplomat in each country, it is considered that for the implementation of commercial diplomacy, at least 250 commercial diplomats are needed who can respond to the basic needs in the relevant organizations and missions [22].

In general, 4 functions are assumed for commercial diplomacy:

- 1- Regulation of commercial policies
- 2- To institutionalize business relations and exchanges with business partners
- 3- Active presence in regional and international organizations
- 4- Creating the necessary coordination between the bodies responsible for political diplomacy and public diplomacy of the country [22]

The main characteristics of trade diplomacy in the EU countries that have strong trade diplomacy are the wide and deep integration of the national economies of the member states through trade, direct investment, and other capital flows and the appropriate increase and fluidization of the international capital markets of the EU member states [23].

In Iran, as stated in paragraph 29 of the twenty-year vision document, it is necessary to use political capacities to develop international economic relations. This issue requires the promotion of commercial diplomacy. Iran, having huge oil and gas reserves in the world and high agricultural potential requires the development of international trade relations with other countries. This importance is also provided by identifying the components of international commercial diplomacy to reach a high economic, scientific and technological position in the region [24].

Commercial diplomacy in the shadow of the process of globalization and expansion of relations between countries

The process of globalization and the expansion of relations between countries has made commercial diplomacy not limited to traditional trade tools or border trade barriers such as tariffs and import quotas, and a much wider range of regulations and measures affecting international trade, including various standards regarding labor, health, environment, and consumer protection, regulations related to service activities such as banking, telecommunications, etc., and protective measures, both agricultural and industrial, intellectual property rights, competition policy, commercial rules of investment,

regulations related to corruption and bribery, etc. .. to include in this way, now diplomacy or commercial policy has gone far beyond the import of goods and targets the internal legislative system of countries, and for this reason, developing and promoting commercial diplomacy requires serious coordination between institutions and related areas. Globalization is a process that some consider to indicate the decline of the state and national sovereignty [25]. Globalization refers to the expansion and intensification of mutual links between governments and different societies. Globalization means the process by which events, decisions, and activities in one part of the world can have important consequences for people and societies in distant parts of the world. Now goods, capital, people, knowledge, thoughts and ideas, messages, crimes, culture, air pollution, drugs, and fashions, all easily cross territorial borders and for this reason, it is no longer possible to simply separate domestic and foreign spheres (or policies separated internal and external). In general, in diplomacy (including commercial diplomacy), various actors are involved in issues that define their goals and national interests under the influence of various factors (political, economic, cultural, etc.) and interact by adopting certain strategies and tools [23]. They deal with others at different levels and fields, which adds to the breadth and complexity of this issue.

Therefore, to gain their national interests, after defining their national interests, countries should design a suitable strategy to achieve the most goals and national interests. Then, with the help of commercial diplomacy, according to the conditions of their country, in the process of globalization, they will carry out the best-required operations; therefore, research in this field is very important [26].

Global trade policies

1- National macro policies: various definitions of general policies, macro policies, strategic policies, or terms of this kind are rooted in how a country is run and the proper flow of affairs. In general, the decisions of the government can be summarized in two areas: decisions regarding the current affairs of the country and major decisions. In the first case, one cannot expect extensive changes, but the major decisions that are in the field of Grand Policy, follow drastic changes concerning the needs and conditions of the country. Macro policies cover a wide range from very sensitive and momentary decisions to long-term strategies. There is no consensus in terms of methodology and definition of the concept of general policy.

2- Economic Diplomacy: Economic diplomacy is a subject that was raised in the post-Cold War era and with the expansion of the globalization process in the framework of "space of currents" and today as one of the new, efficient, and powerful

tools of action in the international space. It is opposed to traditional diplomacy. A dilemma is a mechanism of representation, communication, and negotiation through which governments and other international actors regulate and direct their relations. Economic diplomacy also deals with directing and managing economic relations subject to international law.

3- Commercial diplomacy: Commercial diplomacy is a subset of economic diplomacy. Economic diplomacy includes macro-economic issues and seeks to secure the interests and development goals of the country. While commercial diplomacy deals with the micro level of relations and the main subject of its activity are commercial policies, the amount and manner of exports and trades, the country's share of international trade, and attracting foreign capital. The success of any commercial diplomacy is based on drawing a correct vision of the national interests of each country in the region and the world. Because this provides the possibility for decision-makers in the field of foreign policy and trade to have a comprehensive view of international bilateral and multilateral relations in formulating long-term, medium-term, and short-term strategies and maintaining and strengthening the commercial position in advance and planning the economy of the country based on national interests. Commercial diplomacy is a category that, on the one hand, requires an atmosphere of political, economic, security, and cultural cooperation with other commercial parties, and on the other hand, it requires the commercial parties to be prepared to accept certain obligations and requirements related to it. The term commercial diplomacy was mentioned for the first time in the Uruguay Round negotiations; because the countries realized that they need an experienced team that is familiar with technical and commercial issues for negotiations that last for years.

4- World Trade Organization: The World Trade Organization was formed in 1995, this organization is the successor of the General Agreement on Tariffs and Trade (GAT), which was established after the Second World War. Currently, 150 countries are members of the World Trade Organization and 30 countries are in the process of joining this organization. Iran was accepted as an observer member of the World Trade Organization in 2014 and is currently in the process of accession negotiations.

5- Uruguay Round: The most complete and longest round of negotiations in the process of forming the World Trade Organization was the so-called Uruguay Round, which lasted 7 years and its preliminary agreement was signed by the members on April 15, 1994. Tariffs, non-tariff barriers, natural resource products, textiles and clothing, agriculture of tropical products, set of regulations around Tokyo, anti-dumping, subsidies, etc. It has been one of the achievements of the Uruguay Round [27].

The need to identify international commercial diplomacy

One of the needs of each country, in order to adopt a suitable trade policy, is to know the position of the trading partner countries and the priority of each country in establishing trade relations. Commercial diplomacy does not only include international negotiations in the field of commercial policies and should also operate in the field of relations between commercial enterprises and provide the necessary services. The purpose of services is not only to provide information to the chambers of commerce but also to help the businessmen and provide the basis for their presence in the projects and tenders of the host country. Knowing the structure and performance of the market, encouraging foreign investors, holding seminars and exhibitions, and sending and receiving business delegations are among the duties of commercial diplomacy [28].

Since the Islamic Republic of Iran is in the process of joining the World Trade Organization and also intends to increase its bilateral and multilateral trade relations, studying the commercial diplomacy of other countries, especially developing countries, can bring many benefits. The structure of commercial diplomacy, export promotion programs, foreign capital attraction activities, strategies and target companies, programs, pricing policies, information and communication technologies, active personnel in the field of commercial diplomacy, and the transfer of roles and responsibilities are among the indicators that are used in the examination of commercial diplomacy countries are studied [29].

Today, according to the changes in the field of international relations, warring countries and governments in the process of dealing with each other use more soft diplomacy such as economic, commercial, cultural tools and their potential and actual potentials, among which economic consultations and business play a decisive role in overcoming the opponent or reducing hostilities and even eliminating them. In today's world, if soft diplomacy does not play a greater role than hard diplomacy, it certainly does not play a lesser role either. On the other hand, considering that increasing economic and commercial relations have an effective role in stabilizing and consolidating political relations, it can be said that commercial diplomacy is one of the common ways to increase relations between nations and governments and countries that use trade and economic tools well. They will make a lot of progress in political relations, which is considered an advantage of commercial diplomacy as soft diplomacy [30].

The increasing participation of transnational NGOs in international governance through commercial diplomacy

Non-governmental organizations work on various levels of civil society issues, such as environmental protection and investigating human rights violations by multinational companies or foreign countries. In this context, we can mention the activities of "Infect" in boycotting some products of transnational companies that threaten human life. Many non-governmental organizations present their models against the ruling policies and challenge them [25].

Modern diplomacy is often considered one of the products of the Westphalian state system; a system consisting of secular governments, with independent and equal sovereignty, whose stability is provided by the balance of power, diplomacy, and international law. But in the current situation, non-state actors have also become important in the era of currents. For example, the 9/11 attacks were carried out by a non-state group (al-Qaeda) against a nation-state (the United States). Therefore, the Euro-centric nature of the Westphalian system is incompatible with today's globalized world. In this way, transnational, international, and non-governmental actors have challenged the national governments. Having said that, maybe the definition of "Melissin" is the most appropriate definition of diplomacy in today's world; he sees diplomacy as a mechanism of representation, communication, and negotiation through which governments and other international actors direct and regulate their relations [24].

The diplomacy of transnational non-governmental organizations is responsible for organizing events, supporting, defending, and lobbying at transnational levels. Representatives of transnational non-governmental organizations have acted at the international level and include organizations such as Green Peace, which, for example, create coalitions against the World Trade Organization, the International Monetary Fund, and the World Bank. For example, these representatives presented their proposals and solutions independently to the Kyoto Protocol negotiations and influenced it. They are also involved in the implementation of technical cooperation in groups related to developing countries and economies in transition. Through lobbying and.... they try to introduce their demands in the pillars of international governance [31]. Today, in the process of globalization, explaining and applying appropriate and efficient commercial diplomacy depends on joining the World Trade Organization. Since Iran has now been accepted as an observer member in this organization, it seems necessary and useful to present some suggestions to promote Iran's international commercial diplomacy in the current situation of our country [12].

Discussion

Commercial diplomacy activities can be divided into two main parts. The first part is related to trade policies, which are mainly under the control of the interior ministries. The second

part is related to export development and foreign investment support. In the era of globalization, traditional diplomacy based on the nation-state model has been challenged, and due to the entry of an increasing number of non-state actors and even new ministries into this field, a complex atmosphere has emerged. Non-state actors such as economic diplomats with multiple transnational alliances have been added to the traditional domain of diplomacy. It seems that in interaction with issues caused by globalization or with the increasing influence of international economic standards-setting organizations, such as the World Trade Organization, the World Bank, the International Monetary Fund, the International Telecommunication Union, the International Labor Organization, and... expert diplomats in economic and commercial diplomacy, they can help to secure the national interests of their country more effectively. Based on this, the ministries of foreign affairs should increase their organizational capacities to face and interact with non-governmental actors and other rival government ministries in such a way that they can operate in a complex environment and overlapping economic and political borders within the framework of current.

The international actors of the era of globalization are the new claimants for access to resources, markets, and legitimacy and are involved in activities that belonged to the domain of traditional diplomacy. Transnational companies, as a major part of the driving force of the globalization process, are deeply involved in this process in the course of rapid expansion through mergers/acquisitions/spanning and other types of joint ventures in the world-cities network, and at the same time, increasing efforts to influence they use domestic and international policies for their benefit. Transnational companies usually use inter-territorial alliances to coordinate their policy positions and strengthen their lobbying in international settings and governmental bodies. Under such conditions, diplomacy as a profession has faced a change in the definition, quality, and expected roles that a diplomat should or should not perform. Of course, a major part of the aforementioned developments in the framework of economic diplomacy, including the emergence of non-state actors in foreign policy and international relations, is more of a phenomenon in industrialized countries that operate in the space of currents than in developing countries that are in the framework of the space of places pursues their interests [11].

Conclusion

The increase in the interdependence of countries and the expansion of the globalization process, as well as the trend of most countries towards open and extroverted economic policies, along with the increase in the attention and tendency of people and countries to economic prosperity, has made the

economic and commercial goals and interests more important and salient for find countries and their foreign policy. This point reveals the importance of commercial diplomacy. Commercial diplomacy is used in the concept of diplomacy or policy that deals with managing and directing international commercial relations (international trade and investment in the field of goods and services). In other words, in commercial diplomacy, countries try to pursue specific and operational goals (such as export development or foreign investment attraction) in the form of specific strategies (such as import substitution strategies or export development) according to their national economic capabilities and interests pay special tools (such as tariff and non-tariff tools). International commercial diplomacy is one of the important and influential factors in the process of globalization, and not only a significant part of diplomatic work is dedicated to commercial activities, but in some countries, political issues have also been overshadowed by economic and commercial issues.

The concept of "commercial diplomacy", focusing on the use of foreign policy capacities to contribute to the prosperity of the national economy, has developed a lot, especially in the last two decades. The approach of commercial diplomacy tries to put diplomatic tools at the service of domestic producers in different ways by integrating national interests in the field of international trade and foreign trade. From trying to use diplomatic capacities to facilitate and stabilize access to new commercial markets for domestic producers, to laying the groundwork for the expansion of joint investments between domestic and foreign producers, creating bilateral and multilateral trade agreements in the field of mutual reduction of trade tariffs and the like.

Suggestions for promoting Iran's commercial diplomacy

1- Membership in the World Trade Organization forces countries to design their foreign policy, development strategy, and commercial diplomacy in a clear, coordinated, and predictable manner, which has a positive effect on their economic development.

2- Formulation of commercial diplomacy stabilizes the hypothesis that joining the World Trade Organization is not a goal, but a tool to achieve national development goals and policies.

3- The potential benefits resulting from trade liberalization are very large and are distributed on wide levels. Of course, these interests are very different from each other in developing countries.

Acknowledgment:None

Conflict of Interest:None

Funding:None

Ethical statements:None

References

1. Riordan S. (2014), Business diplomacy: shaping the firm's geopolitical risk environment, „Policy Brief”.
2. Ruel H. (2015), Business diplomacy: a definition and operationalization, „Windesheim University of Applied Sciences”.
3. Ruel H. (2013), Diplomacy means business, „Windesheim reeks Kennis en Onderzoek”, No. 46.
4. Ruel H., Zuidema L. (2012), The effectiveness of commercial diplomacy: A survey among Dutch embassies and consulates, “Clingendael Discussion Papers in Diplomacy”, No. 123.
5. Ruel H., Lee D., Visser R. (2013), Commercial Diplomacy and International Business: Inseparable Twins? „Academy of International Business”, Vol. 13, No. 1.
6. Luís Miguel Pacheco & André Pereira Matos (2022) Foreign Presence and Export Performance: The Role of Portuguese Commercial Diplomacy, *The International Trade Journal*, 36:2, 147-169, DOI: 10.1080/08853908.2021.1907262
7. Carreras, L., and M. Moriconi. 2018. “The Pursuit of the (Latin) American Dream in the Time of Crises: Portugal's Diplomatic and Commercial Changes Towards the Region (2005–15).” *Portuguese Journal of Social Science* 17 (2): 141–165. doi:10.1386/pjss.17.2.141_1
8. Creusen, H., and A. Lejour. 2013. “Market Entry and Economic Diplomacy.” *Applied Economic Letters* 20 (5): 504–507. doi:10.1080/13504851.2012.714066
9. Neves, M. S. 2017. “Economic Diplomacy, Geoeconomics and the External Strategy of Portugal.” *JANUS. NET E-Journal of International Relations* 8 (1): 88–118.
10. Ruël, H., D. Lee, and R. Visser. 2013. “Commercial Diplomacy and International Business: Inseparable Twins?” *AIB Insights* 13 (1): 14–17.
11. Ruël, H. J. M., and R. Visser. 2014. “An Exploration of Commercial Diplomacy as a Set of Facilities to Support International Business to and from Emergent Markets.” In *Multinational Enterprises, Markets and Institutional Diversity (Progress in International Business Research)*, Chapter 12, edited by A. Verbeke, R. Van Tulder, and S. Lundan, vol. 9, 303–322. Bingley, UK: Emerald Group Publishing Limited.
12. Sousa, P. 2019. “A Diplomacia Económica Na Política Externa Portuguesa Contemporânea: Problemas Teórico-conceituais.” *Relações*

- Internacionais 61:47–61. doi: 10.23906/ri2019.61a05.
13. van Bergeijk, P., and S. Moons. 2018. "Introduction to the Research Handbook on Economic Diplomacy." In *Research Handbook on Economic Diplomacy*, edited by Peter van Bergeijk and Selwyn Moons, Vol. 1, 1–29. Cheltenham, U.K.: Edward Elgar Publishing.
 14. Vitalis, V. 2017. "Economic Diplomacy and Small Developed Economies: The Case of New Zealand." In *The New Economic Diplomacy: Decision-Making and Negotiation in International Economic Relations*, Chapter 11, edited by Nicholas Bayne and Stephen Woolcock, 4th ed., 187–206. New York: Routledge.
 15. Bayne, Nicholas, Stephen Woolcock, *The New Economic Diplomacy. Decision-making and negotiation in international economic relations*, Ed. Ashgate, London ,2003, p. 3.
 16. Luís Pacheco, Carla Lobo, Isabel Maldonado. (2022) Do ISO Certifications Enhance Internationalization? The Case of Portuguese Industrial SMEs. *Sustainability* 14:3 pages 1335.
 17. Berridge, G.R. (2015). *Economic and Commercial Diplomacy*. In: *Diplomacy*. Palgrave Macmillan, London. https://doi.org/10.1057/9781137445520_15
 18. Donna Lee, David Hudson, The old and new significance of political economy in diplomacy, *Review of International Studies*, 30(2004):344, apud Mustafa Ilker Ozdem http://www.wilsoncenter.org/index.cfm?topic_id=1408&fuseaction=topics.item&news_id=130461, 29 April 2009, consultant la 7 February 2010;
 19. Sidney M. Milkis, Executive power, and political parties: The dilemmas of scale in American democracy, pp. 379-418 apud Joel D. Aberbach, Mark A. Peterson, *The executive branch*, Ed. Oxford University Press, 2005, p. 387.
 20. Bondarouk, E., Ruël, H.J.M., Ruël, H.J.M. (2012). 'Lobbying of commercial diplomats: institutional setting as a determining factor'. *Commercial Diplomacy and International Business: A Conceptual and Empirical Exploration*. Bingley, UK: Emerald Insight, 251-291
 21. Busschers, S., Ruël, H.J.M., Ruël, H.J.M. (2012). 'The value of commercial diplomacy from an international entrepreneur's perspective'. *Commercial Diplomacy and International Business: A Conceptual and Empirical Exploration*. Bingley, UK: Emerald Insight, 71-103
 22. Justinek, G., Sedej, T. (2012). 'Measuring export support performance in Slovenia'. *International Journal of Diplomacy and Economy*. 1, 1, 80-94
 23. Lee, D., Ruël, H.J.M., Ruël, H.J.M. (2012). 'Commercial diplomacy and international business: merging international business and international relations. *Commercial Diplomacy and International Business: A Conceptual and Empirical Exploration*. Bingley, UK: Emerald Insight, 13-19
 24. Moons, S. (2012). 'What are the effects of economic diplomacy on the margins of trade?'. *The International Journal of Diplomacy and Economy*. 1, 2, 147-162
 25. Rana, K.S. Chatterjee, B. (2011). *Economic Diplomacy: India's Experience*. Jaipur: Cuts International
 26. Reuvers, S.I.M., Ruël, H.J.M., Ruël, H.J.M. (2012). 'Research on commercial diplomacy: a review and implications. *Commercial Diplomacy and International Business: A Conceptual and Empirical Exploration*. Bingley, UK: Emerald Insight, 1-27
 27. Ruël, H.J.M., Visser, R. (2012). 'Commercial diplomats as corporate entrepreneurs: explaining role behavior from an institutional perspective'. *International Journal of Diplomacy and Economy*. 1, 1, 42-79
 28. Ruël, H.J.M., Lee, D., Pigman, G. (2012). 'Guest editorial introduction commercial diplomacy and international businesses. *The International Journal of Diplomacy and Economy*. 1, 2, 115-118
 29. Ruël, H.J.M., Lee, D., Visser, R. (2013). 'Commercial diplomacy and international businesses. *AIB Insights*. 13, 1, 14-17
 30. Workneh, A. (2012). 'African commercial diplomacy and its challenges in the context of globalization'. *The International Journal of Diplomacy and Economy*. 1, 2, 177-192
 31. rozbeh, H., & delalat, M. (2022). *Commercial Diplomacy, Fundamental Strategy in the Foreign Policy of the Islamic Republic of Iran (Case Study: Turkey)*. *Economic Strategy*, 10(39), -.