

When Trade Routes Shift, Trust Carries the Risk

As instability in the Middle East continues to affect freight costs, cash cycles and delivery certainty, distributors are being forced into faster, higher-risk decisions. For Biurteksa, the difference lies in how those decisions are made and how reliably they are delivered.

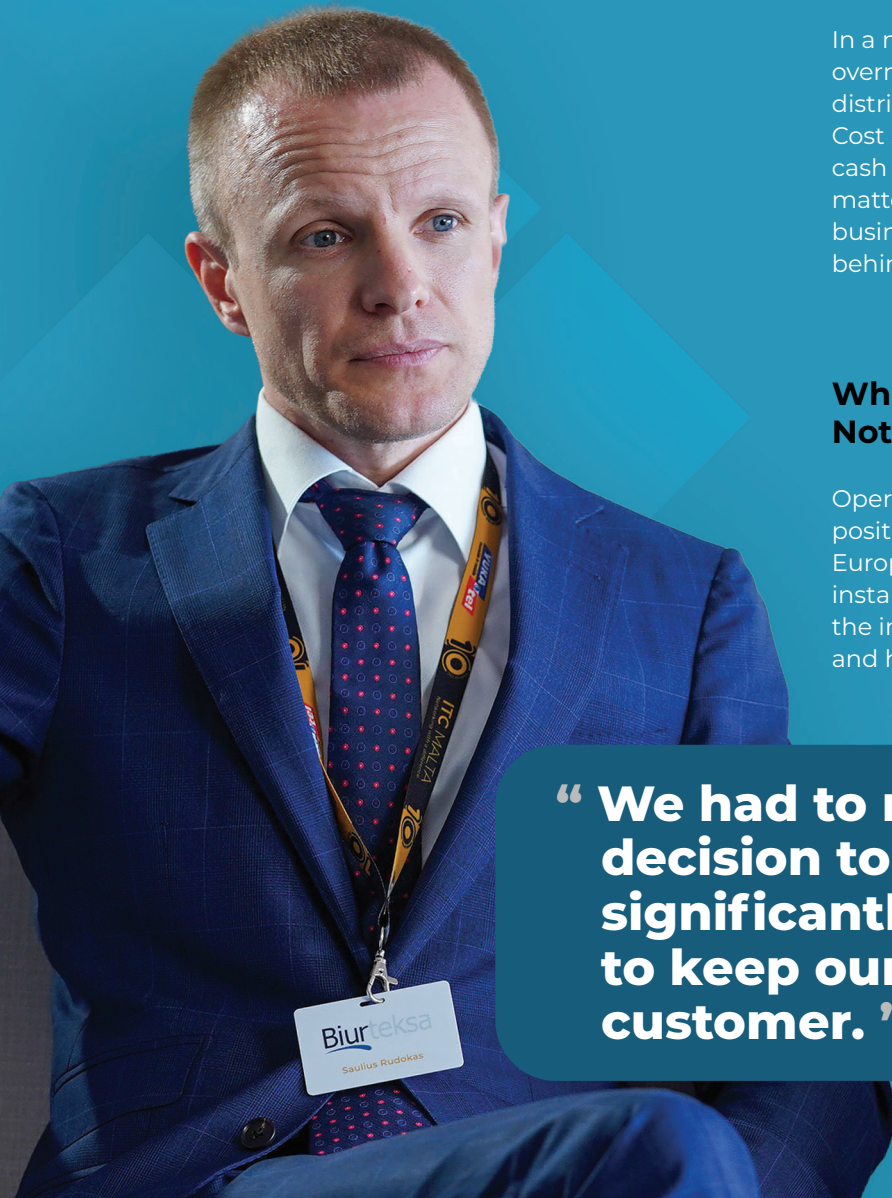
For Saulius Rudokas, CEO of Biurteksa, an international distributor of IT and consumer electronics operating across Lithuania and Dubai, this is not an exception. It reflects how the business operates when conditions change.

In a market where freight routes can change overnight, that decision reflects the reality facing distributors across the mobile and IT supply chain. Cost structures move, delivery timelines extend and cash can be tied up for weeks. Access to stock still matters, but the pressure now is on how quickly a business can adapt and how confidently it can stand behind its commitments.

Where Cost Becomes a Decision, Not a Constraint

Operating across Lithuania and Dubai, Biurteksa is positioned within the flow of goods moving between Europe, the Middle East, Africa and beyond. As instability has affected transport routes and pricing, the immediate pressure is on how goods are moved and how those decisions are financed.

“ We had to make a last-minute decision to move goods by air at significantly higher cost, simply to keep our promise to the customer. ” Saulius Rudokas, CEO



Air freight, once a reliable option for speed, has become increasingly expensive. The alternative, shifting to sea freight, introduces a different challenge. Longer transit times can lock working capital into shipments for up to ten weeks, during which market prices for IT accessories may shift.

This leaves very little room for error. Order too heavily and risk exposure increases. Hold back and availability suffers. The response has been constant monitoring of the market, adjusting volumes carefully and maintaining close dialogue with both suppliers and buyers as conditions evolve.

Holding Commitments Under Pressure

The real test comes when those pressures meet existing commitments.

Biurteksa regularly takes on the responsibility of acquiring stock ahead of demand, reducing lead times for its partners. In stable conditions, this supports faster trading cycles. In volatile conditions, it increases exposure.

Choosing to absorb higher transport costs to fulfil a delivery is not just a logistical decision. It sends a clear message to partners. It reflects a model where reliability is prioritised, even when the underlying environment changes.

“ Our partners understand the situation because we communicate daily. So far, not even one dispute has arisen. ”

Trust as an Operational Advantage

In periods of disruption, staying aligned becomes as important as execution.

Biurteksa's ability to navigate recent instability without escalating into disputes is rooted in consistent communication. Daily contact with partners ensures that expectations are managed as conditions shift, reducing friction and allowing decisions to be taken with clarity.

This is not new. It is built over more than two decades of operating through changing market conditions, where maintaining transparency has become part of the company's trading discipline.

The result is trust that allows partners to keep committing to orders, even when timelines and costs are moving.

Why Face-to-Face Still Matters

That trust is reinforced in environments where conversations happen directly.

Returning to ITC Malta for a seventh time, Biurteksa approaches the event as a place to maintain the relationships that underpin its trading decisions. When supply routes evolve and market conditions change, the ability to speak openly with partners becomes critical.

Face-to-face meetings remove delay from those conversations. Decisions can be made faster, concerns addressed immediately and expectations aligned in real time. In volatile markets, that speed of communication becomes a practical advantage.

Adapting to What Comes Next

The impact of recent disruption is already visible in how distributors think about the future. New trade routes are emerging across different regions and traditional approaches are giving way to more flexible, responsive models.

For Biurteksa, this means continuing to adapt how stock is positioned, how capital is deployed and how commitments are managed across regions.

Despite short-term pressures, confidence in the Middle East remains strong. The region continues to play a central role in global trade and the focus remains on supporting partners through change while maintaining continuity.

In a market where routes can shift overnight, resilience is no longer defined by access alone, but by how decisions are made under pressure and how consistently they are delivered.

For businesses navigating the same conditions, one conclusion is becoming clearer: in volatile markets, who you trade with matters just as much as what you trade and whether they can deliver when conditions change.



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