

BUF 4300: Global Sourcing & International Trade Policy
Final Essay Exam
Spring 2024
Dr. Adomaitis

Guadalupe Soriano

Rosen, E. I. (2002). The Globalization of the U.S. Apparel Industry: Making Sweatshops. University of California Press.

1. Why was the Caribbean Basin Initiative crucial for Reaganomics? Explain the significance of as it relates to Rosen (1) *Manuel Noriega* (2) the *Contra Army* (3) *Sandinistas* and (4) *Fidel Castro*? What was the significance of the *Panama Canal*? Answer each in a well-detailed paragraph of their own. **Use outside sources. Be sure to in-text cite A& E Biographies of both Manuel Noreiga and Fidel Castro.**

What is the significance of Noriega extradition to Paris, France? How does this relate back to the time when he was the dictator of Panama? *How does this relate to the one of the somewhat recent political situations in Nepal and Citizen –led Protest that led to Brihat Nagarik Andolan (BNA)?* Please correctly cite in-text citations in APA and be sure to use outside references. Be she to show application from your knowledge of this course.

The Caribbean Basin Initiative (CBI) represented a comprehensive trade and investment program to foster economic development and political stability in the Caribbean region. Its primary objective was to facilitate the entry of a wide range of goods manufactured in participating countries into the US market, stimulating trade and commerce (Rosen, 2002, Pg. 129). In addition, the CBI sought to incentivize US companies to invest in the Caribbean, with the overarching goal of bolstering economic growth, creating employment opportunities, and mitigating poverty in the region. Over time, the program underwent expansion and adaptation to address the evolving needs of the Caribbean nations. Its profound impact on the economic and social development of the region has garnered widespread recognition (Rosen, 2002, Pg. 132). The CBI Trade has emerged as a pivotal mechanism for propelling economic progress in the Caribbean, playing a fundamental role in poverty reduction, job creation, and the promotion of regional integration

The Caribbean Basin Initiative (CBI) was a key part of Reaganomics and played a significant role in Central America, aligning with economic and foreign policy goals. During the Cold War, Reagan's strong anti-communist stance shaped US foreign policy. The emergence of leftist movements in Central America, fueled by poverty and social injustice, was viewed as a direct threat to US security. According to the domino

theory, a prominent concept during the Cold War, the spread of communism in one country could lead to others falling under its influence. The CBI was instrumental in preventing this domino effect by strengthening Central American economies and fostering closer political relationships, the initiative aimed to create a buffer zone against communist influence. (Caribbean Basin Initiative, 2019). The goal was to make a prosperous Central America, integrated with the US market, less vulnerable to the appeal of communist ideology.

Reaganomics promoted free markets and limited government intervention as the drivers of economic growth. The CBI (Caribbean Basin Initiative) aligned with these principles by focusing on establishing trade agreements that allowed duty-free access for certain Central American goods, such as textiles and agricultural products, in the US market (Caribbean Basin Initiative, 2019). This approach aimed to boost economic activity in the region by increasing exports to the US, generating revenue for Central American governments to invest in infrastructure and social programs.

The initiative also aimed to create new industries catering to the US market, which could lead to job creation and improved living standards, providing an alternative to the economic promises of communist movements. It was theorized that a growing middle class with a stake in the capitalist system would be less likely to embrace radical ideologies (Fauriol, 2024). A key principle of Reaganomics was a reduction in government spending. While the CBI did involve some financial aid, its primary focus on trade as a driver of development which echoed the administration's desire for a more limited government role in the economy. By fostering conditions for self-sufficiency, the CBI aimed to reduce the long-term need for substantial US aid packages.

Manuel Noriega, a military dictator, ascended to power following the demise of leader Omar Torrijos in 1981. He adeptly navigated the Panamanian military and political arenas, ultimately consolidating authority through a variety of strategies. In the early stages of his rule, Noriega fostered a close rapport with the United States, particularly during the Reagan administration (Reaganomics, 2024). This alignment likely arose from shared interests in the context of the Cold War, considering Panama's proximity to the Panama Canal as a strategic asset. The U.S. may have turned a blind eye to certain activities of Noriega as long as they aligned with their interests.

However, Noriega's regime became increasingly embroiled in grave accusations. Drug trafficking emerged as a central concern, with allegations of Noriega facilitating the transit of drugs through Panama. This not only enriched him personally but also fomented violence and instability in the region (Bodenheimer, 2020). Noriega's regime faced extensive allegations of human rights violations, encompassing the suppression of dissent, torture of political adversaries, and constraints on freedom of

expression and the media. These transgressions further undermined public support for Noriega and tarnished Panama's international standing.

The accusations extended to money laundering, wherein illicit proceeds were channeled through Panamanian financial institutions. Moreover, Noriega may have been complicit in human trafficking, potentially providing a source of inexpensive labor for sweatshops, thereby further exploiting Panamanians. By 1988, the U.S. could no longer overlook the mounting allegations (Bodenheimer, 2020). Noriega's indictment on drug trafficking and money laundering charges by U.S. federal grand juries signaled a significant shift. This, combined with his increasingly erratic behavior, ultimately precipitated the U.S. invasion of Panama in 1989, with the objective of deposing Noriega from power.

The Contra War was a brutal civil conflict in Nicaragua that pitted the leftist Sandinista government against the US-backed Contra rebels. This proxy war became a major flashpoint in the Cold War, significantly impacting Nicaragua and shaping US foreign policy in Central America. The Sandinistas rose to power in 1979 after overthrowing the Somoza dictatorship (CIA, 2024). The Somoza family had ruled Nicaragua for decades, characterized by corruption, repression, and social inequality. The Sandinistas promised social reforms and a more equitable distribution of wealth, appealing to many Nicaraguans. However, the Reagan administration in the US viewed the Sandinistas with deep suspicion.

The Cold War was at its peak, and the US was determined to prevent the spread of communism in its backyard. The domino theory, where a communist victory in one nation could trigger a chain reaction, fueled US anxieties. The Sandinistas' ties to Cuba and the Soviet Union further solidified the perception of a communist threat in Nicaragua (U.S Department of State, 2024). The US implemented a multifaceted strategy to oppose the Sandinistas. This strategy involved providing economic and political aid to countries vulnerable to communist influence, imposing trade restrictions on Nicaragua, and strengthening the military capabilities of neighboring Honduras and Costa Rica to prevent Sandinista expansion. Additionally, the US began covertly supporting the Contras, a coalition of right-wing rebel groups who opposed the Sandinistas. The Contras consisted of former members of the Somoza regime, disenchanting Sandinistas, and indigenous groups such as the Miskitos and Creoles who felt marginalized by the Sandinista government.

As the war continued, the American public became increasingly hesitant about the US's role in Nicaragua. Opinion polls showed a decrease in support for the Contras, especially after reports of human rights abuses (Understanding the Iran-affairs, 2024). In addition, Congress, originally open to helping the Contras, became unwilling to keep funding the war due to its rising costs and uncertain outcome. This reluctance led to a congressional ban on military aid to the Contras in 1985. Despite this, the Reagan

administration was determined to keep backing the Contras and carried out a secret operation involving selling arms to Iran and using the profits to support the Contras. This covert plan, known as the Iran-Contra Affair, turned into a major political scandal. When it was revealed in 1986, it damaged public trust in the Reagan administration and further tainted US involvement in Nicaragua.

Fidel Castro's ascension to power in Cuba in 1959 had a profound impact on the geopolitical dynamics of the Cold War, particularly with respect to the United States. The US had a complex and often tumultuous relationship with Cuba, characterized by political and economic influence (A&E, 2024). Prior to Castro's rise, the US largely regarded Cuba as an economic protectorate, a perspective that bred discontent among many Cubans. This discontent served as a catalyst for Castro's revolutionary movement, which vowed to end American hegemony.

Eager to remove Castro from power shortly after his revolution, the US orchestrated a failed invasion in 1961 using Cuban exiles. This poorly planned operation not only solidified Castro's hold on authority but also portrayed the US as an aggressor on the global stage (A&E, 2024). The botched invasion further strained the already delicate relationship between the two nations. The world stood on the brink of nuclear conflict in 1962 when the Soviet Union deployed nuclear missiles in Cuba. This unprecedented crisis laid bare the perils of US-Cuban animosity and the potential for escalation. Following the resolution of the crisis, a direct communication hotline was established between Washington and Moscow, representing a pivotal development in crisis management during the Cold War.

Faced with hostility from the US, Castro sought economic and military support from the Soviet Union. This alliance solidified Cuba's position as a communist state and a strategic Soviet outpost in the Americas, directly challenging US dominance in the region. The US saw this as a major security threat, fearing a spread of communism throughout Central America. Castro implemented sweeping communist reforms, nationalizing industries and prioritizing social programs such as universal healthcare and education. While these policies improved social indicators for many Cubans, they also led to economic inefficiencies, food shortages, and a decline in the standard of living for some. The fall of the Soviet Union in 1991 significantly impacted Cuba. With its key ally gone, Cuba faced a severe economic crisis (National Archives, 2024). Castro was forced to make some adjustments, including limited economic reforms, but he remained in power until 2008. The post-Cold War era presented opportunities for a thaw in US-Cuba relations, but progress has been slow and often influenced by domestic political considerations within the US.

The Panama Canal served as a vital link connecting the Atlantic and Pacific Oceans, revolutionizing military transportation and global trade. Its construction significantly facilitated the movement of goods, particularly apparels and textiles,

between these two major bodies of water (Rosen, 2002, page 131) This development not only saved retailers time and money but also enabled the apparel and textiles industries to sustain annual price reductions without facing imminent collapse. The construction of the Panama Canal in the early 20th century had a transformative impact on global trade, particularly in the apparel and textile sectors. Before the canal's completion, ships traveling between the Atlantic and Pacific Oceans had to navigate a lengthy and perilous route around the southern tip of South America, often through the treacherous waters of the Strait of Magellan (Orbitshub, 2024). This arduous journey resulted in extended travel times and increased operational costs for shipping companies.

However, with the opening of the Panama Canal, a vital shortcut was created, dramatically reducing travel distances and time. This development led to a significant decrease in shipping costs, making it much more economically feasible to transport bulk goods such as textiles and apparel across continents. The enhanced efficiency and cost-effectiveness of shipping through the canal sparked a substantial surge in global trade volume (Orbitshub, 2024). This, in turn, fostered a larger and more accessible market for apparel and textile producers, enabling them to expand their production and distribution networks to meet the growing demand. Consequently, the canal not only revolutionized global trade but also played a pivotal role in the expansion of the apparel and textile industries on a worldwide scale.

The extradition of Manuel Noriega to Paris had significant and long-lasting impacts on international politics, legal processes, and Panamanian domestic affairs. Noriega's transition from being a US ally to an extradited criminal signified a dramatic shift in US-Panamanian relations. During the Cold War, Noriega was a US asset in Central America (2021). However, his increasing authoritarianism, drug trafficking allegations, and defiance of US interests led to a deterioration of relations. The 1989 US invasion of Panama resulted in Noriega's downfall, marking a low point in US-Panama relations. The 2011 extradition, while primarily a legal matter, served as a public demonstration of this shift (Extradited Noriega arrives in France, 2010). The US, no longer dependent on Noriega, was willing to see him face justice elsewhere, even if it meant cooperating with a former ally.

The extradition process highlighted the complexities of international legal cooperation. The US had convicted Noriega on drug charges, while France sought him for money laundering offenses. This case showcased the challenges of navigating different legal systems and jurisdictions when pursuing charges against foreign leaders. Noriega's extradition to France opened the door for a retrial, giving him the chance to defend himself against the French charges (Extradited Noriega arrives in France, 2010). This legal wrangling underscored the need for international agreements and frameworks to facilitate cooperation in such cases, ensuring accountability while respecting due process. Panamanians had mixed feelings about the extradition. On one hand, it offered

the chance to hold Noriega accountable for his crimes. His potential return to Panama could provide closure and justice for victims. However, there were fears of renewed political instability and concerns about his potential influence. The extradition did not provide a definitive answer to Panama's struggle with Noriega's legacy.

2. Rosen discusses "Free Trade," the end of quotas and tariff reductions. As noted several times in the book, trade policy for apparel has often been led by political agendas. *State (cite) a time in history when trade policy was in fact, affected by a country's political agenda.* How would trade change if negotiations were made to have US apparel made in sub-Saharan Africa cited both Rosen and The Diana Sawyer interview? *In your own words, what newsworthy events were reported about Venezuela's President Hugo Chavez, Chilean President Pinochet, and Russian President Vladimir Putin that would affect foreign policy in the United States? Use three (3) additional outside sources. Answer each in a separate paragraph.*

Throughout the course of history, trade policies have often been influenced by political agendas. A well-known example of this can be seen in the Reagan administration's advocacy for free trade, which led to a reduction in export quotas and tariffs (Rosen, 2002, pg. 119). However, recent developments indicate a shift in the global trade landscape. Emerging African garment factories pose a new challenge to their Asian counterparts. As a result, the US may need to consider importing garments from sub-Saharan Africa instead of Asia, potentially leading to a decline in clothing exports from Asia to the US.

It's important to consider several factors before the US can start manufacturing clothing in sub-Saharan Africa. One of these factors is the health of the workers in Africa. Unfortunately, many people in Africa are affected by AIDS, a contagious and incurable disease (Rosen, 2002, pg.206, line 4). Some of the symptoms associated with AIDS, like recurring fatigue, could make it difficult for individuals to work in high-pressure environments. This highlights the need for proper healthcare and safety measures to be established in African garment factories before significant manufacturing operations can begin. It is crucial to ensure that workers in sub-Saharan Africa are treated fairly and provided with safe working conditions. The emergence of African garment factories as a new competitor to Asian garment factories may lead to changes in US trade policies. However, it is vital to address the challenges associated with manufacturing clothing in sub-Saharan Africa. Proper healthcare, safety measures, and fair treatment of workers must be ensured before any significant manufacturing operations can take place. Sweatshops, where workers are paid low wages and work in poor conditions, have been a significant concern in the industry.

Hugo Chávez's presidency in Venezuela had a profound impact on US foreign policy in Latin America, particularly during the early 2000s. Chávez was vocal in his criticism of what he saw as US imperialism and interventionism in Latin America. He actively promoted an alternative path for the region, advocating for a reduced reliance on the US and the implementation of a socialist model. This directly challenged the established US policy of influence in the region (Jan, 2023). His passionate and often confrontational language, which frequently targeted US policies and leaders, further strained relations. These public criticisms appeared to be deliberate attempts to provoke the US and garner support for his anti-American agenda.

Chávez cultivated a strong and strategic alliance with Fidel Castro's Cuba, a communist state with a long history of strained relations with the United States. This partnership not only provided Venezuela with crucial economic and political support, but also symbolized a bold resistance to US influence in the region. Venezuela emerged as a significant source of economic aid for Cuba, playing a pivotal role in bolstering the communist regime (Campbell, 2024). In addition to Cuba, Chávez actively sought to form alliances with other nations that were openly critical of US foreign policy, including Iran and Russia. This diversification of Venezuela's partnerships was a deliberate move to challenge the dominant influence of the United States in the region, marking a significant shift in the geopolitical landscape.

Chávez's legacy in relation to US foreign policy is a complex and contentious subject. His vocal anti-US stance not only influenced Venezuela but also had a significant impact on the political dynamics throughout Latin America. While some argue that his approach reshaped the region's political landscape by challenging US influence, others criticize him for promoting policies that ultimately failed to deliver on their promises. Additionally, his authoritarian tendencies raised concerns about the erosion of democratic institutions in Venezuela (Ariana, 2023). Looking ahead, it is essential for US foreign policy in the region to maintain flexibility, enabling engagement with a wide range of governments while steadfastly promoting democratic values and human rights. This nuanced approach will be crucial in navigating the diverse political landscapes across Latin America.

General Augusto Pinochet's oppressive regime in Chile and his eventual arrest had a profound impact on US foreign policy in Latin America. Here's a detailed breakdown of the key factors and lasting consequences. In 1973, Pinochet orchestrated a military coup that violently overthrew the democratically-elected government of Salvador Allende. His regime was characterized by egregious human rights violations, including widespread torture, forced disappearances, and brutal suppression of dissent (How general Pinochet's detention changed the meaning of Justice, 2021). Despite initial support from the US government during the Cold War, Pinochet's brutal tactics prompted increasing condemnation from the international community. Human rights organizations

meticulously documented the atrocities committed by the Pinochet regime, compelling the US to reassess its position and policies in the region.

In 1998, the arrest of former Chilean dictator Augusto Pinochet in London on a Spanish warrant for human rights abuses sent shockwaves through the international community. This pivotal moment forced Chile to confront its dark and painful past under the brutal Pinochet regime (How general Pinochet's detention changed the meaning of Justice, 2021). With Pinochet stripped of his immunity and facing potential prosecution, the United States found it increasingly difficult to maintain its support for a leader accused of such egregious human rights violations. The ensuing scandal surrounding Pinochet's arrest prompted the US to thoroughly reassess its relationship with Chile and to reevaluate its broader foreign policy priorities in Latin America.

The case of Pinochet brought to light the significance of prioritizing human rights and democratic values in the formulation of US foreign policy. This pivotal event prompted a shift in the US approach towards Latin American nations, with a greater emphasis placed on upholding these fundamental principles (How general Pinochet's detention changed the meaning of Justice, 2021). Furthermore, the repercussions of the Pinochet case extended to the declassification of US documents pertaining to Operation Condor. This clandestine initiative involved a coordinated effort by right-wing dictatorships in South America, some of which received support from the US during the Cold War era. After Pinochet was deemed unfit for trial due to health reasons, his arrest sent a powerful message that dictators would not be immune from prosecution forever. Chile began a long and complex process of reconciliation, investigating human rights abuses and seeking justice for victims.

The invasion of Ukraine by President Putin in 2022 has significantly impacted U.S. foreign policy and relations between the US and Russia. Tensions between the two countries had been deteriorating for years due to issues such as election interference, cyberattacks, and human rights abuses. The invasion of Ukraine marked a dramatic escalation, bringing relations to their lowest point since the Cold War. The international community expressed strong disapproval of Russia's aggressive actions. The US, in collaboration with its allies, implemented stringent economic sanctions against Russia with the goal of weakening its economy and compelling Putin to withdraw. These sanctions have had far-reaching effects on global energy markets and economies worldwide (Ukraine: Conflict at the Crossroads of Europe and Russia, 2024). The conflict in Ukraine has prompted the US to prioritize its foreign policy focus on Europe and ensuring the safety of NATO partners. Consequently, the US has heightened its military presence in Eastern Europe and increased military support to Ukraine.

The conflict in Ukraine has severely disrupted the country's agricultural production, impacting its role as a major exporter of grain. This disruption has sparked concerns about global food security, particularly in developing nations that rely on imported grains.

Furthermore, the repercussions of the war extend far beyond Europe. The situation has significant implications for US policy in Asia, where China is closely monitoring developments (Welsh & Glauber, 2024). It also has the potential to affect the global balance of power. While the full extent of the impact on US foreign policy is yet to be determined, it is evident that the world order has been significantly disrupted. As a result, the US is now confronted with the challenge of effectively coordinating with its allies to address the immediate crisis, while also strategizing for a more assertive Russia's increased presence on the global stage.

3. Discuss how (1) job loss, (2) lower wages, (3) pressure for retail profitability, and (4) trade liberalization affect an overall benefit to consumers who purchase apparel goods. (4 paragraphs). Are consumers paying lower prices for apparel? If so, then why is high fashion apparel so expensive? Defend your answer with a citation and be sure to include the significance of tariffs.

How has the *profitability paradox* changed the way retailers do business? List and describe at least two ways the industry has prevailed during this time of retail flux (instability) and cite each reason. Explain how recent New York laws are affecting retail profitability, retail rents, and higher consumer prices citing Bidenomics along with other influences using three (3) outside sources to defend your answers.

In theory, when job losses occur in the retail sector, it can have a range of effects. Companies with a reduced workforce may experience lower labor costs, potentially leading to decreased prices for consumers. However, there is no guarantee that these savings will be passed on, as companies may choose to retain them. Job losses can negatively impact consumers in several ways, such as longer wait times, less personalized service, and difficulty in finding assistance in stores due to a reduced number of employees. Job insecurity can result in stressed and unhappy employees, which can have a detrimental effect on customer service interactions. To cut costs, companies might opt for lower quality materials or prioritize cheaper production methods, ultimately leading to less durable products.

Lower wages in the apparel industry have the potential to result in job losses as well as reduced labor costs, which could lead to lower prices for consumers. However, the downside of lower wages is that retailers may struggle to attract and retain skilled employees, leading to a decline in product knowledge and customer service expertise. Furthermore, consumers may be deterred from purchasing apparel if they suspect it is produced in sweatshops with low wages and poor working conditions.

The pressure to increase profitability can create strong incentives for retailers to become more efficient in their operations. This may involve optimizing supply chains, streamlining logistics, and adopting cost-saving measures to reduce overhead expenses. As a result, retailers may be able to offer more competitive prices to consumers while maintaining healthy profit margins. In their pursuit of profitability, retailers might prioritize offering products of good quality at competitive prices to attract and retain customers. This could involve sourcing high-quality materials, investing in skilled labor, and implementing stringent quality control measures to ensure customer satisfaction. However, there are potential drawbacks to this intense focus on profitability. In some cases, companies might compromise on quality control, materials, or employee training in order to cut costs, leading to a decline in product quality and service standards. Additionally, retailers may opt to limit their selection of products to focus on higher-margin items, potentially reducing consumer choice and variety. Overall, while the pursuit of profitability can drive retailers to become more efficient and competitive, it's important for them to strike a balance between cost-saving measures and maintaining high standards of quality and customer satisfaction.

Trade liberalization, which involves reducing trade barriers such as tariffs and quotas, can have several positive effects for consumers in the apparel industry. It has the potential to lead towards a greater selection of apparel products from different countries, giving consumers access to a wider variety of choices in terms of style, quality, and price points. This increased variety can lead to a more diverse and unique wardrobe for consumers. Additionally, increased competition from foreign producers can drive down prices for consumers, making apparel more affordable. This competition encourages domestic and foreign producers to innovate and improve their products while keeping prices competitive. As a result, consumers can benefit from better quality apparel at lower prices.

By removing taxes and tariffs on a global scale, clothes can be sold at more reasonable prices to consumers. This reduction in trade barriers also allows apparel manufacturers to source materials and components from different countries, enabling them to produce high-quality products at competitive prices. This benefits consumers who can enjoy access to well-made apparel at affordable prices. Before trade liberalization, tariffs intended to protect apparel jobs were causing prices to increase and were considered too costly for the economy (Silva, 2023). By reducing these barriers, trade liberalization has an overall positive impact on consumers who purchase apparel goods.

Over the years, data indicates that there has been a decrease in the amount of money that Americans spend on clothing compared to previous years. This trend can be attributed to the reduction of taxes and tariffs. Before trade agreements were established between nations, goods and apparel were subjected to taxes, resulting in higher prices for imported goods. As disputes arose over tax rates, nations began to collaborate to negotiate lower or eliminated taxes and foster free trade. As a result, consumers have

reaped the most benefits from these changes, enjoying access to a wider variety of affordable clothing options.

High Fashion may have a lot of factors as to why their prices are at a priced point at a higher ranking. When it comes to a global and production standpoint, the company may take what benefits for its own good. Globalization of apparel production has been significantly influenced by the elimination of quotas, the reduction of tariffs, and the opening of new markets around the world. This has resulted in a new wave of vertical integration and consolidation in the retailing industry, as companies strive to expand their market share by increasing their production of textiles and clothing. Some retailers have chosen to adopt vertical integration in their retailing practices, a strategy that can potentially exacerbate competition within the garment industry (Rosen, 2002, pg.177). Vertical integration refers to a business model in which a company owns and operates various stages of the production and distribution process.

In this context, it means that certain retailers own the factories that produce garments, particularly those in the high-end fashion segment. This ownership allows these retailers to control the supply of garments and influence their prices in the market. As a consequence, the reduction of tariffs and garment costs may not necessarily lead to lower retail prices for consumers, as retailers may opt to maintain their profit margins. This dynamic underscores the complexities of the apparel industry and the various factors that can impact pricing and market competition.

The profitability paradox is a common challenge for retailers where despite an increase in sales, the overall profitability either remains stagnant or declines. This has prompted retailers to adapt their strategies in various ways. One notable response has been the reduction of staffing levels in stores, which has raised concerns about potential decreases in customer service quality and longer waiting times. In addition, retailers are actively exploring the implementation of self-checkout kiosks and other automation technologies to further optimize staffing requirements (Rodney R. Sides and Lupine Skelly, 2021). Retailers are meticulously reviewing their supply chains and operations to identify potential areas for cost savings. This may involve negotiating lower prices with suppliers, consolidating distribution centers, or streamlining the variety of products offered in stores to achieve greater operational efficiency and cost-effectiveness.

As the trend of online shopping continues to gain traction, retailers have placed a strong emphasis on developing robust e-commerce platforms. This strategic move enables them to expand their customer reach and potentially realize higher profit margins on online sales in comparison to traditional brick-and-mortar stores. Many retailers have embraced an omnichannel approach, which involves integrating their online and physical storefronts. This integration offers a range of convenient features, such as the option to make purchases online and pick up in-store (BOPIS), as well as the ability to access online reviews and product comparisons while shopping in a physical store.

References

- A&E Television Networks. (n.d.). *Fidel Castro - assassination attempts & facts*. History.com. <https://www.history.com/topics/cold-war/fidel-castro>
- Anniversary of the opening of the Panama Canal*. GovInfo. (2022, May 17). <https://www.govinfo.gov/features/anniversary-panama-canal>
- Ariana. (2023, May 9). *The strategic revolutionary thought and legacy of Hugo Chávez ten years after his death*. Tricontinental. <https://thetricontinental.org/dossier-61-chavez/#:~:text=Having%20rebuilt%20the%20path%20to,ancestral%20traditions%20and%20liberation%20theology.>
- The bay of pigs and the Cuban Missile Crisis, 1961-1962. (n.d.-c). <https://2001-2009.state.gov/r/pa/ho/time/ea/17739.htm>
- Bodenheimer, R. (2020, February 27). *Operation just cause: The 1989 US invasion of Panama*. ThoughtCo. <https://www.thoughtco.com/operation-just-cause-us-invasion-of-panama-4783806#:~:text=However%2C%20in%20the%20late%201980s,ties%20to%20Colombian%20drug%20cartels.>
- Campbell, R. (n.d.). *Framing u.s.-venezuelan relations under Bush and Chávez: Origins of a country in crisis*. Rollins Scholarship Online. https://scholarship.rollins.edu/honors-in-the-major-communication/1/?utm_source=scholarship.rollins.edu%2Fhonors-in-the-major-communication%2F1&utm_medium=PDF&utm_campaign=PDFCoverPages

Caribbean Basin initiative. Public Citizen. (2019a, May 6). <https://www.citizen.org/article/caribbean-basin-initiative/#:~:text=Kitts%20and%20Nevis%2C%20St.,to%20%E2%80%9Cfree%20market%E2%80%9D%20principles.>

Caribbean Basin initiative. Public Citizen. (2019b, May 6). <https://www.citizen.org/article/caribbean-basin-initiative/#:~:text=Kitts%20and%20Nevis%2C%20St.,to%20%E2%80%9Cfree%20market%E2%80%9D%20principles.>

Chile and the United States: U.S. policy toward democracy, dictatorship, and human rights, 1970–1990 - Digital National Security Archive (DNSA) - libguides at ProQuest. (n.d.-a). <https://proquest.libguides.com/dnsa/chile>

CIA-Contra-crack cocaine controversy. (n.d.). <https://oig.justice.gov/sites/default/files/legacy/special/9712/appa.htm#:~:text=On%20November%2017%2C%201981%2C%20President,authorization%20of%20anti%20Sandinista%20operations.>

Congress. (n.d.-b). <https://crsreports.congress.gov/product/pdf/R/R44841>

Council on Foreign Relations. (n.d.). *Ukraine: Conflict at the Crossroads of Europe and Russia*. Council on Foreign Relations. <https://www.cfr.org/backgrounder/ukraine-conflict-crossroads-europe-and-russia>

Encyclopædia Britannica, inc. (n.d.). *What did Fidel Castro do as leader of Cuba?*. Encyclopædia Britannica. <https://www.britannica.com/question/What-did-Fidel-Castro-do-as-leader-of-Cuba>

Fact sheet - U.S. defense contributions to Europe. U.S. Department of Defense. (n.d.-a). <https://www.defense.gov/News/Releases/Release/Article/3078056/fact-sheet-us-defense-contributions-to-europe/>
#:~:text=Since%20February%202022%2C%20DoD%20deployed,100%2C000%20service%20members%20across%20Europe.

Fauriol, G. A. (n.d.). *Is it time for a Caribbean Basin initiative 2.0?* CSIS. <https://www.csis.org/analysis/it-time-caribbean-basin-initiative-20>

How general Pinochet's detention changed the meaning of Justice. Amnesty International. (2021a, August 17). <https://www.amnesty.org/en/latest/news/2013/10/how-general-pinochets-detention-changed-meaning-justice/>

Jan. (2023, August 18). *Venezuela's challenge to U.S. preeminence in Latin America.* Venezuelanalysis. <https://venezuelanalysis.com/analysis/1887/>

Manuel Noriega must face Justice in Panama following extradition. Amnesty International. (2021b, August 17). <https://www.amnesty.org/en/latest/news/2011/08/manuel-noriega-must-face-justice-panama-following-extradition/>
#:~:text=Noriega%20is%20alleged%20to%20have,Central%20America%20for%20Amnesty%20International.

National Archives and Records Administration. (n.d.). *Cuban missile crisis.* National Archives and Records Administration. <https://www.archives.gov/news/topics/cuban-missile-crisis>

NBCUniversal News Group. (2010, April 26). *Extradited Noriega arrives in France.* NBCNews.com. <https://www.nbcnews.com/id/wbna36788671>

Orbitshub. (2024, January 26). *The Panama Canal: A game-changer for Global Trade and Economy*. <https://orbitshub.com/the-panama-canal-a-game-changer-for-global-trade-and-economy/>

Public Broadcasting Service. (n.d.). *Manuel Noriega*. PBS. <https://www.pbs.org/tpt/dictators-playbook/episodes/manuel-noriega/>

Reaganomics: Economic policy and the Reagan Revolution. The Ronald Reagan Presidential Foundation & Institute. (n.d.). <https://www.reaganfoundation.org/ronald-reagan/the-presidency/economic-policy/>

Rosen, E. I. (2002). *Making sweatshops: the globalization of the U.S. apparel industry*. University of California Press.

Rodney R. Sides and Lupine Skelly. (2021, June 22). *The retail profitability paradox*. MIT Sloan Management Review. <https://sloanreview.mit.edu/article/the-retail-profitability-paradox/>

Silva, J. (2023, November 15). *Navigating Supply Chain Disruptions In retail: A strategic guide for retailers*. American Management Services. <https://www.amserv.com/blog/retail-distribution/navigating-supply-chain-disruptions-in-retail-a-strategic-guide-for-retailers/>

Two years in, Russia's war on Ukraine continues to pose threat to global security. U.S. Department of Defense. (n.d.-b). <https://www.defense.gov/News/News-Stories/Article/Article/3686148/two-years-in-russias-war-on-ukraine-continues-to-pose-threat-to-global-security/>
#:~:text=Since%20the%20start%20of%20the,in%20security%20assistance%20to%20Ukraine.

U.S. Department of State. (n.d.-a). U.S. Department of State. <https://history.state.gov/milestones/1969-1976/allende#:~:text=Allende%20died%20during%20the%20final,of%20democratic%20rule%20in%20Chile>.

U.S. Department of State. (n.d.-b). U.S. Department of State. <https://history.state.gov/milestones/1977-1980/central-america-carter>

Understanding the iran-contra affairs. (n.d.). https://www.brown.edu/Research/Understanding_the_Iran_Contra_Affair/overview-case.php

Welsh, C., & Glauber, J. (n.d.). *Food as the “Silent weapon”: Russia’s gains and Ukraine’s losses*. CSIS. <https://www.csis.org/analysis/food-silent-weapon-russias-gains-and-ukraines-losses>