Be ready to turn uncertainty into opportunity

How European businesses can achieve growth amid supply chain volatility and go all the way

MAERSK

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Can you control the seemingly uncontrollable?

Be ready to turn uncertainty into opportunity: How European businesses can achieve growth amid supply chain volatility and go all the way.

Aymeric Chandavoine
EVP & President Europe, Maersk

In recent years, how many times have we heard phrases like 'disruption is the new normal' and 'the only constant is change' in the world of global supply chains? Well, the answer is a lot – and for good reason as well.

European businesses have indeed faced an extraordinary amount of turbulence since the turn of the decade, with global pandemics, geopolitical instability and just about everything in between sending shockwaves across the logistics landscape.

But from our conversations with customers over the past few years, one shared attitude has become abundantly clear: **Now is not the time to lament the cards we've been dealt – now is the time to take action and grow.**

We know that growth doesn't happen in isolation. It depends on stability, reliability, and agility across the supply chain – elements that have been tested like never before in recent years. However, what we are witnessing today is not just a reactive effort to manage disruption, as more and more European businesses are refusing to sit back and wait for volatility to ease. Instead, they are looking to build smarter, more resilient networks that support their ambitions for growth – both now and in the future.

And they're absolutely right to do so. If recent events have taught us anything, it's that supply chain volatility will continue to exist in one way or another for the foreseeable future.

So can European businesses really rethink, redesign, and reinforce supply chains – despite the challenging circumstances – so they become strategic enablers of growth?

In our report ***'Be ready to turn uncertainty into opportunity: How European businesses can achieve growth amid supply chain volatility and go all the way',*** we aim to answer that very question and understand the measures that European businesses are taking to ensure their supply chains do not hinder their growth goals, but instead give them the perfect platform to actually achieve them.

This report is based on a Maersk-owned survey of over 900 supply chain professionals from across Europe, diving into the key challenges being faced over the next 12 months, how customer demands have redefined supply chain reliability in the modern era, and the evolution of the sourcing landscape as companies seek a crucial balance within their operations.

Ultimately, though, it's about turning uncertainty into opportunity and finding ways to control the seemingly uncontrollable. Of course, the challenges we're facing are very real, but so are the opportunities. And while it's impossible to predict the future perfectly, businesses that prepare for it with confidence could well reap the most success when we find ourselves at the mercy of the next black swan event.

Together, we can turn today's uncertainty into tomorrow's growth.

Aymeric Chandavoine

The need-to-knows at a glance

This report explores how, with the right strategies, businesses can turn volatility and disruption into opportunity.

It is based on a quantitative survey of 900+ randomly selected customers and supply chain professionals in Europe, fairly representing geographical areas, customer types, seniority levels, and responsibilities.

Overcoming supply chain challenges

48%

are very or extremely concerned about the geopolitical climate

78%

say the geopolitical climate, trade tariffs, and international trade policies will impact supply chains in the next 12-24 months

Top 3 challenges businesses expect from evolving geopolitics:

46%

Fluctuations in import / export costs

43%

Increased trade tariffs

40%

Uncertainty in global trade policies

Reliable vs. unreliable logistics

75%

said reliability is either very important or the top priority

58%

said on-time arrival is the primary concern for shipments

55%

say reliability must be part of a balanced strategy alongside cost, speed, and flexibility

Striking the right sourcing balance

74%

are planning to or are now diversifying suppliers

72%

are planning to or are now sourcing from multiple geographies to build resilience

24%

said they're exploring emerging markets to lower overall production costs

Overcoming geopolitical instability and supply chain challenges

European businesses certainly haven't had it all their own way over the past five years, and the ever-changing global environment facing them in the near future means it's a battle that's set to continue.

Supply chain disruptions are no longer isolated incidents, but rather part of a broader pattern of volatility that's testing the resilience of even the most well-prepared organisations. The result is a growing consensus among European business leaders: uncertainty in the supply chain is here to stay, and we must take proactive steps to continue growing despite the circumstances.

So what exactly is giving supply chain leaders the most cause for concern?

It's clear that the past 12 months have seen significant changes across the geopolitical landscape, so it's little wonder that 2 in 5 European businesses identified 'geopolitical instability' as one of the primary challenges facing their supply chain this year.

Interestingly, geopolitical instability was the second most prominent challenge for European businesses in our 2024 survey, but recent events have seen it rise to joint top of the list alongside 'increasing transportation costs'.

Completing the podium was 'extreme supply / demand fluctuations', with 1 in 4 identifying it as a potential challenge.

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Geopolitical instability and increasing transport costs top European businesses' list of upcoming supply chain challenges
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On top of this, their outlook for what's coming in the near future leaves a lot to be desired. When asked what impact the evolving geopolitical climate, trade tariffs, and international trade policies will have on supply chains in the next 12-24 months, just less than 4 in 5 European businesses said that they would expect at least a moderate impact on operations, while 1 in 8 are foreseeing a critical impact.

Likewise, nearly 1 in 2 businesses also said that they're either very or extremely concerned about the evolving geopolitical climate, with only 1 in 33 saying they're not concerned at all. One of the primary contributing factors to the rise of geopolitical instability is the US Government's tariffs policy.

Throughout 2025, conversations about global supply chains and the impact of tariffs have gone hand in hand, and the situation continues to be volatile with many businesses still having questions that need to be answered.

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Maersk data shows that companies were paying an average tariff rate of 54% relative to container load on all US imports in April 2025

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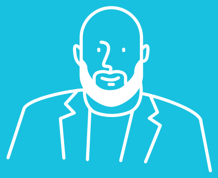
In fact, when asked what challenges businesses expect from the ever-evolving geopolitical climate, the top three emerged as: fluctuations in import / export costs, uncertainty in global trade policies and regulatory changes, and increased trade tariffs affecting cost structures (all identified by approximately 2 in 5 businesses).

Global tariffs have already posed challenges on supply chains around the world this year, and Maersk data shows that companies were paying an average tariff rate of 54% relative to container load on all US imports shortly after the US announced its tariff package on 2nd April 2025.

Maersk data from the following months shows that although average rates have settled down, they have continued to fluctuate – demonstrating just how unpredictable a situation it is. One thing is for sure, though: tariffs are here to stay and businesses must get prepared in order to achieve growth.

Maersk expert focus:

Turn tariff chaos into opportunity



Lars Karlsson
Global Head of Trade and Customs Consulting

Opening the black box of the border has always been a challenge, but adding tariffs to the customs melting pot has certainly given businesses plenty to think about this year. A lot of companies have decided to see how things play out with regards to tariffs, but that undoubtedly brings risks of its own. And as it's safe to say that tariffs aren't going away anytime soon, being proactive rather than just waiting and seeing is your best possible chance to facilitate growth.

But you have to remember that tariffs are just one aspect of staying compliant at the border, as there are so many multi-faceted regulations that now require companies do their due diligence before exporting – something they didn't traditionally have to do before. There's no 'one size fits all' solution to it, but the pathway to growth means doing your due diligence better and sooner than the competition.

So how can you actively achieve that?

Firstly, you need to own your own data in customs and look at it as if it's a supply chain in itself – taking into account the product, components, origin, relevant regulations and more. From there, establish a partner network that can manage the data so it becomes more of an end-to-end journey from origin to destination. Knowing your network and having partners that can deliver on a regional and global level is imperative for success, as it ensures consistency, compliance, and agility across diverse markets – reducing risks, avoiding costly delays, and enabling faster, more informed decisions in a rapidly evolving trade environment.

Customs is often delegated by companies, and therefore business leaders often fail to realise how much they're spending and where. Even before tariffs, we estimate that companies were overpaying around 5% for customs, and obviously tariffs have raised the bar even more. So it's clear that there's money to be made and growth to be achieved if you can manage this correctly.

Turning tariff chaos into opportunity is possible with the right visibility. Solutions that exist now are fairly new – such as Maersk's AI-powered Trade and Tariff Studio – but if we make use of them and businesses make their data available, it can be a win for the industry. The key now is acting as soon as possible and not waiting for goods to be at the border – and with that the money saving, time saving, resilience and – ultimately – growth benefits will take care of themselves.

Lars Karlsson

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The global tariffs situation continues to be volatile, with many businesses still having questions that need to be answered
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1 in 2

businesses say they are concerned about the evolving geopolitical climate

Countering risks from black swan events

The impact of tariffs is just one area that European businesses will have to manage carefully on their growth journey in the near future, as building resilience in the fight against widespread supply chain challenges and an evolving geopolitical climate is fundamental to success.

In recent years, black swan events have exposed the vulnerability of global supply chains and forced businesses to make resilience a defining priority. The result has been a strategic shift toward building more robust, flexible networks that can withstand sudden shocks and maintain operations under pressure.

3 in 4 businesses are adapting to alternative trade routes

However, the road to true supply chain resilience is certainly a long one, so it's safe to say that European businesses are still in the process of navigating it.

When asked what measures European businesses would be taking to counter the risks of the geopolitical climate, more than 4 in 5 said they are planning or have already implemented strengthening the relationship with their logistics provider.

Just shy of 4 in 5 said the same for their relationships with key suppliers, while 3 in 4 said they're adapting to alternative trade routes.

Elsewhere, just less than 2 in 3 European businesses have or plan to increase inventory levels / safety stock to combat disruption, and 3 in 5 told us they're investing in new technology to improve supply chain visibility and agility.

Maersk expert focus:

Four ways to manage uncertainty

Ahmed Bashir
Vice President /
Head of Operations Europe

In the current market climate, we're seeing four clear measures that many of our customers are taking to strengthen their supply chains and manage uncertainty. The first is the diversification of sourcing. The 'China +1' strategy has become increasingly common, with companies shifting a portion of their sourcing from China to other countries in Asia as a way of reducing geopolitical exposure and avoiding putting all their eggs in one basket.

Secondly, we're seeing more interest in nearshoring – particularly in Europe, where intra-regional trade offers greater flexibility. Sourcing from places like Turkey gives customers more options, such as moving goods by ocean or inland, which enhances resilience and reduces transit risks.

The third major trend is a significant investment in visibility. Our customers are turning to real-time tracking and predictive analytics to gain better control over their supply chains. This reduces surprises and allows for faster, smarter decision-making.

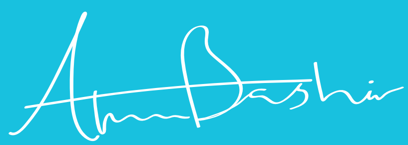
Lastly, there's a definite shift from 'just-in-time' to 'just-in-case' inventory strategies. Businesses are buffering up stock to avoid disruptions, even if it means taking on higher inventory costs. This was especially evident earlier this year, with the tariff-related front-loading of cargo into the US.

These four trends – diversification, nearshoring, visibility, and inventory strategies – reflect just how seriously businesses are treating supply chain resilience today.

If a business wants to grow over the next 12 months, the two most valuable areas to invest in are supply chain agility and resilience. In today's environment, having a supply chain that can adapt quickly to change is no longer optional – it's essential. The market is shifting constantly, and companies that can reconfigure their logistics operations quickly, switch modalities when needed, and avoid bottlenecks will have a real competitive edge.

Equally important is resilience and ensuring your business has robust continuity plans in place. We've moved away from a world where supply chains could be planned around a single stable scenario. Now, volatility is the norm, and businesses need to be prepared for multiple outcomes. That means building flexibility into the network and accepting that disruption isn't a matter of 'if' but 'when'. The businesses that will succeed are the ones that can absorb those shocks without losing momentum.

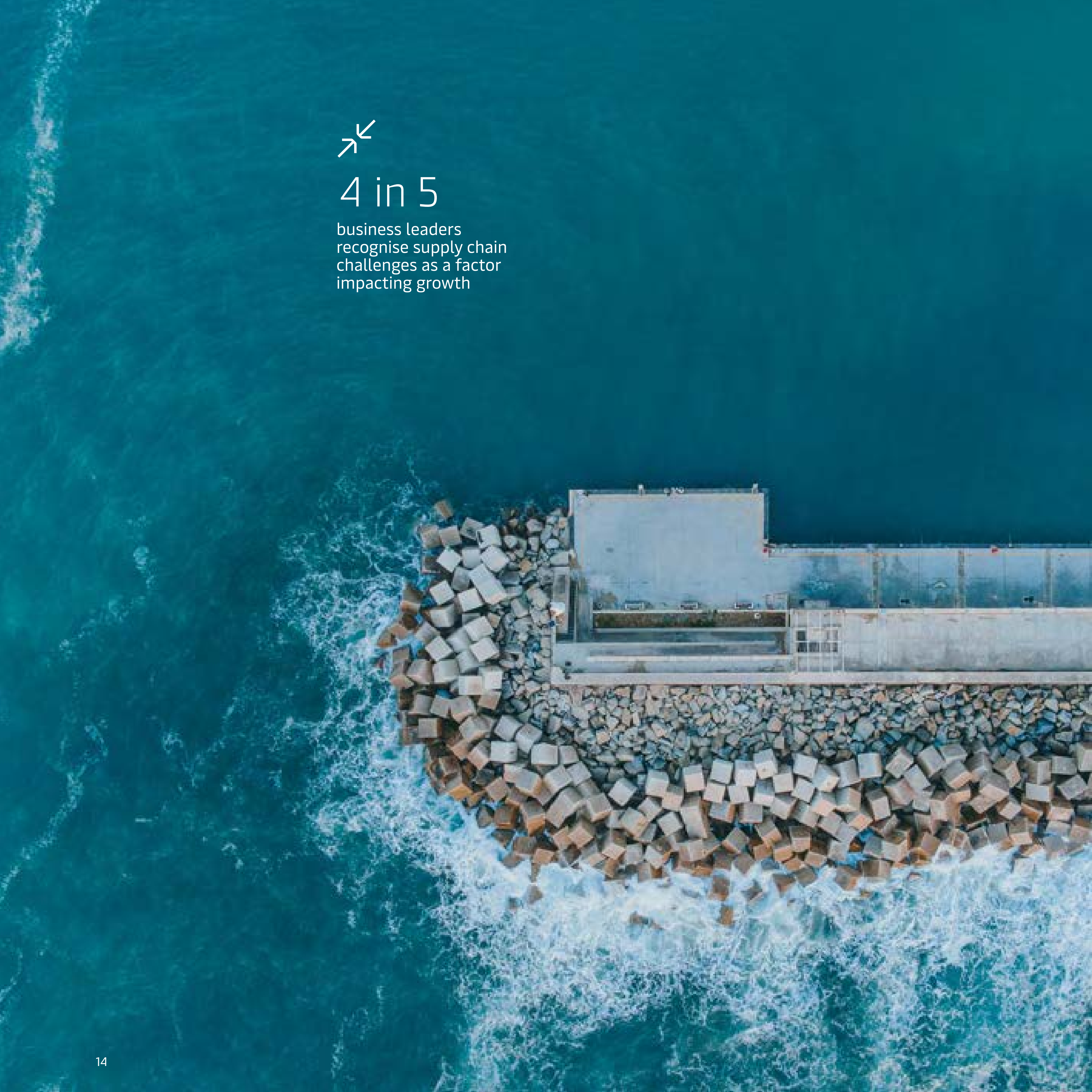
In short, the smartest investment today that will give businesses the best chance of growth is creating a supply chain that's both agile and resilient – capable of flexing with change and weathering uncertainty without breaking stride.



Ahmed Bashir

3 in 5

businesses are investing in supply chain visibility and agility



4 in 5

business leaders recognise supply chain challenges as a factor impacting growth

Resilience is a journey

The events of recent years have forced businesses to put every aspect of their operations under the microscope to identify any growth blockers, and supply chains have certainly emerged as a key area of analysis. According to our survey, over 4 in 5 European business leaders recognise supply chain challenges as a factor impacting business growth, while only 1 in 50 say there's no impact.

What our survey also indicates is that businesses are leaving no stone unturned in their pursuit of growth through supply chain resilience, implementing numerous measures to better tackle challenges from end to end.

> Businesses are leaving no stone unturned in their pursuit of growth

It's clear that supply chains have become both a battleground and a springboard for European businesses aiming to grow in a world defined by uncertainty. From shifting trade routes and volatile tariffs to increased costs and unpredictable global events, the supply chain is no longer a background function – it's a central pillar of business strategy.

The businesses making progress are those embracing agility, visibility, and strategic partnerships, as well as those who see resilience as a continuous journey. With the right investments and strategies, businesses can turn disruption into opportunity, safeguard their operations, and unlock growth even in the most turbulent of times.

The impact of reliable vs. unreliable logistics

For businesses navigating a complicated and unpredictable world, supply chain reliability is worth its weight in gold. Not only is reliability a driver of consistency across all business operations, but it's also a fundamental enabler of long-term growth.

However, supply chain reliability has historically been a significant challenge for the entire industry. From unforeseen disruptions and capacity constraints to inconsistent carrier performance and limited end-to-end visibility, maintaining consistent delivery has typically proven elusive even for the most established logistics networks. Global black swan events over the past few years have only magnified these vulnerabilities, exposing just how fragile supply chains can be when reliability is not built into their foundation.

With a more reliable supply chain network, businesses are able to plan with confidence, meet production schedules, keep products on shelves, fulfil customer expectations, and ultimately give themselves the best chance of growth.

On the flip side when reliability breaks down, the impact can be felt across every corner of the business. Delayed shipments and missed deadlines create operational inefficiencies that disrupt planning, inventory, and strain customer relationships – all of which can lead to a big impact on company finances.

So it's clear that supply chain reliability is an important step on the path to growth, and the overwhelming majority of European companies (4 in 5) consider 'reliability' to primarily mean 'timely deliveries with minimal delays'. When asked about the top priority for their shipments, nearly 3 in 5 businesses also said that 'on-time arrival at final destination' is their primary concern.

Maersk expert focus:

Supply chain reliability in reality

Sebastian Von Hayn
Head of Trans-Suez Network

At Maersk, we're seeing a growing trend among companies to prioritise consistency over speed. Businesses increasingly value more dependable delivery windows, even if that means accepting a slightly longer initially quoted transit time on paper – so long as it's largely predictable. If planned transit times fluctuate – for instance, when they're advertised as 30 days but frequently stretch to 40 or 45 days – businesses are forced to adjust.

For companies looking to expand, launch new products, or move into new markets, these disruptions can create real barriers for growth.

In essence, reliability in logistics is not just about moving goods from A-to-B without delay, it's about enabling smarter business decisions, lowering operational risk, and building the kind of trust that supports long-term growth. Without it, companies are left with enhanced variation and absorbing the costs of unpredictability. With it, they can operate more strategically and stay focused on their broader growth goals.

To enhance supply chain reliability beyond what's being delivered on the water and really build towards growth, businesses need to work more closely with their logistics partners from end to end. That means sharing forecasts, setting clear performance goals together, and using digital tools to keep track of what's happening in real time. It also means regularly reviewing transport routes and methods to see where things could be more flexible or better protected against disruption.

> Reliability in logistics is not just about moving goods from A-to-B

And by using tools like predictive analytics and scenario planning, businesses can spot potential issues early and adapt before they turn into bigger problems – saving time, stress, and, most importantly, money down the line.

Sebastian Von Hayn

Reliable ocean transportation has been a major headline in the world of logistics in 2025 largely thanks to Maersk and Hapag-Lloyd's launch of the Gemini Cooperation, with their East-West Network aiming to deliver over 90% schedule reliability.

There's a long way to go before the industry-wide problem of reliability is solved – especially since overall ocean schedule reliability in 2024 was between 50%-55% according to Sea-Intelligence – but experts from Maersk have seen a shift in customer attitudes towards it, as the knock-on benefits of consistency have proved immensely valuable to businesses.

Looking beyond the quick fixes

We know a lack of reliability can have negative implications for businesses, so what action do they take when faced with such challenges?

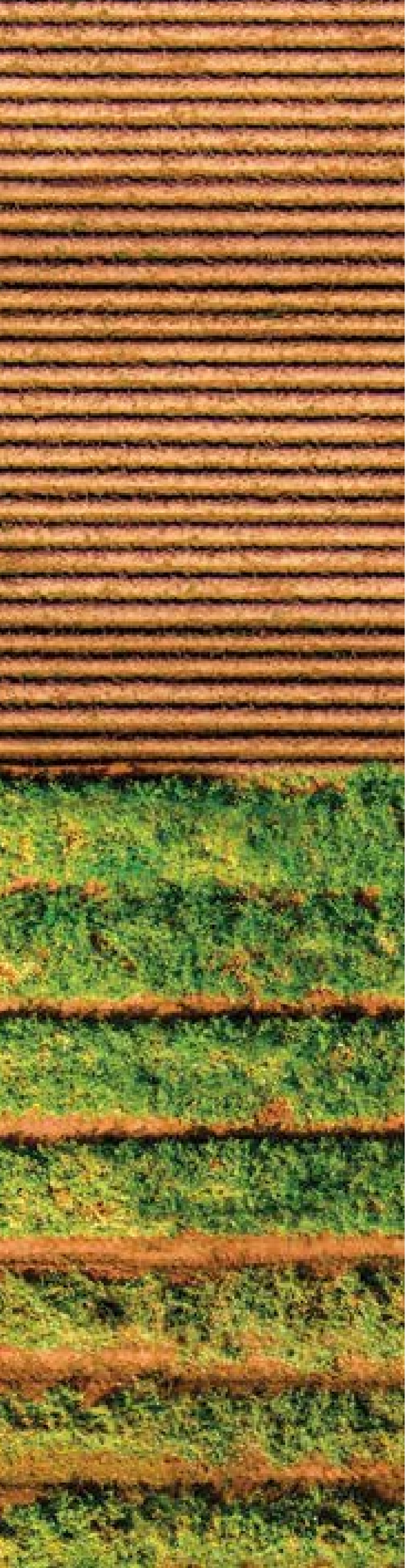
Almost 1 in 2 of our surveyed businesses told us that the primary response to unreliability across their supply chain is to diversify logistics providers, while just over 2 in 5 said they'd collaborate more closely with existing logistics providers to solve reliability issues.

Elsewhere, a further 2 in 5 said they'd look to optimise routes and scheduling, and 1 in 4 businesses decide to switch transport modes when faced with reliability problems – i.e. from ocean freight to more costly air freight solutions.

These responses demonstrate that businesses are primarily looking beyond quick fixes on their mission to grow, ensuring reliability is built into their longer-term strategies and planning with their logistics providers.

1 in 5

businesses decide to switch transport modes when faced with reliability problems



Customer focus:

Placing emphasis on consistency

For FMCG companies like Barilla, who have products in over 100 countries around the world, supply chain reliability is paramount for ensuring product quality and maintaining service levels to global customers.

That's why an unreliable service can have an impact not only in terms of operational efficiency, but also on the company's bottom line.

Fulvio Profeta

International and Overseas Transport Associate Director, Barilla

"We export our range of products from three main production sites in Italy to global markets, and that naturally requires a high level of coordination and predictability across the supply chain.

When transit times are inconsistent – let's say planned 30-day shipments that extend to 45 days – it creates significant challenges for us and means we have to factor in unexpected costs. Producing and storing additional buffer stock to reduce the risk of stockouts creates another financial burden and ties up capital, and all the while the clock is ticking towards products potentially going to waste. In competitive markets, that can translate into both immediate and long-term business risks.

So, to put it another way, an unreliable logistics service can become very expensive for Barilla.

This is why we place a strong emphasis on working with partners and systems that offer a predictable, consistent service. A reliable supply chain helps us manage costs, protect product quality, and maintain our commitments to customers across all the markets we serve. In a global and complicated operation, consistency is essential to long-term success."

Weighing up reliability, cost, speed, and flexibility

Although more businesses are looking to reap the benefits of reliability and consistency across their supply chains, striking a crucial balance across all other elements remains highly important.

Just less than 1 in 5 businesses identified reliability as the most important aspect of their supply chain, however the vast majority (over 1 in 2) state that although reliability is a key factor, it must be balanced with other considerations such as cost, speed, and flexibility.

This highlights a challenge that many European businesses have to tackle: finding a way to deliver a consistent service while staying competitive on cost and being able to respond quickly to market demands.

The most effective strategies often come from finding the right mix of these elements based on business goals, product type, and customer expectations. This could mean segmenting supply chains based on product value or demand volatility and allowing for different priorities across different lines. In some cases, like high-turnover products, it may make sense to prioritise speed, while reliability could take centre stage for critical components.

Ultimately, the goal isn't to choose reliability over cost or speed, but to design a supply chain that factors in all aspects and can therefore adapt intelligently to shifting priorities. With the right data, partnerships, and planning in place, businesses can build resilient supply chains that are agile enough to facilitate growth in a dynamic global market.

Striking the right sourcing balance

Supply and demand have always fluctuated and moved with the times, but today's environment brings a new level of unpredictability that's making supply chain planning more complex than ever and putting sourcing strategies under pressure to evolve.

Rather than simply responding to shortages or cost pressures, companies are now rethinking their sourcing models through the lens of agility and responsiveness. European near-sourcing has been discussed for many years, but it's only recently that it's really started to take shape. Companies are actively looking to avoid the disruptions that have caused problems in the past – whether that's geopolitical conflicts, trade route instability, or transport bottlenecks – and also put themselves in strategic positions to feed eager markets.

In this context, sourcing is no longer just about securing supply at the lowest cost, it's about ensuring stability in an unpredictable market, reducing risk exposure, and being able to adjust quickly when demand rises or falls unexpectedly.

And European businesses recognise that the year ahead will bring fresh challenges across their supply chain in this regard.

3 in 4 businesses are now sourcing or plan to source from multiple geographies

Just over 1 in 4 said they expect to tackle extreme supply and demand fluctuations in the next 12 months based on the ever-evolving geopolitical landscape, while more than 1 in 5 businesses see challenges coming their way in the form of ‘reduced global transportation capacity or bottlenecks’.

So, with this in mind, could the ability to adapt sourcing strategies be the key to meeting demand when and where it matters most?

It seems that businesses are already looking to get ahead of the curve in this area, as 3 in 4 said they are either planning to or are now diversifying suppliers, while another 3 in 4 also told us they’re now sourcing or plan to source from multiple geographies to build resilience.

To put this into perspective, last year’s survey saw just over 1 in 2 businesses considering sourcing from different locations, so the 2025 numbers represent a meaningful rise.

A look at emerging markets

Diversifying suppliers and sourcing from multiple geographies both involve looking at alternative locations closer to home, including emerging markets in and around Europe such as Poland, Turkey, Romania, and Morocco. These countries are gaining traction for their proximity to key markets and the strategic advantages they bring in an unpredictable global landscape – limiting businesses' exposure to distant disruptions and allowing them to react more quickly to market fluctuations.

Take Poland, for example. Its location in the heart of Europe is certainly an advantage, but it's the wider environment that's drawing major business interest. With a growing base of skilled workers, improving infrastructure, relatively low operating costs, and EU membership, Poland offers a practical and scalable option for companies rethinking their sourcing strategies.

It's no surprise that the Polish economy has been one of Europe's fastest growing in recent years, and it's continuing to significantly outpace its European neighbours in 2025. Poland's GDP is forecast to grow by 3.4% this year according to the World Bank - significantly higher than the rest of the Eurozone's 1.0% forecast - with foreign investments set to total over $160 billion from the likes of Google and Microsoft to boot. For businesses thinking about adjusting their sourcing strategy with Poland on the radar, strong and consistent economic performance is a positive indicator for overall domestic stability and predictability – things on every supply chain leader's wish list.

It can be easy to assume that companies should therefore flock to European shores to reap these benefits, but the reality is a lot more complicated than that. Even so, Maersk experts say that businesses have been giving near-sourcing opportunities serious consideration in recent times – it's just getting the balance right across their operations that can prove the most difficult task.

Maersk expert focus:

The cost of doing nothing

Jordi Avellaneda de la Calle
Regional Head of Implementation

What we're seeing in the market right now is a real shift in mindset. A lot of companies are seriously considering near-sourcing options or have already taken the jump, but it's certainly not a quick or painless move. In the short term, businesses often need to rebuild supplier relationships, adjust to new production costs, and sometimes sacrifice efficiencies they've spent years perfecting. But these short-term disruptions are being increasingly seen as a necessary trade-off to secure long-term resilience and growth.

As times get more and more unpredictable, businesses want to build a supply chain that can absorb shocks and still deliver.

The lesson from past crises, especially Covid, is that being reactive is more expensive than being prepared. Businesses reacted during the pandemic and advanced cargo at high prices, but they ultimately left themselves with inventory issues thanks to a supply-demand imbalance – which actually cost more than the price of freight.

The upfront cost of reconfiguring a supply chain network is high, but so is the cost of doing nothing. And that's why interest in near-sourcing and regional diversification – particularly into emerging European markets – is growing. Yes, there are uncertainties in these markets, and they may not yet be perfect substitutes for long-established suppliers in Asia, but the appetite to diversify is clearly there – and growing. Companies are no longer comfortable with over-concentration in one region or relying on fragile global lanes.

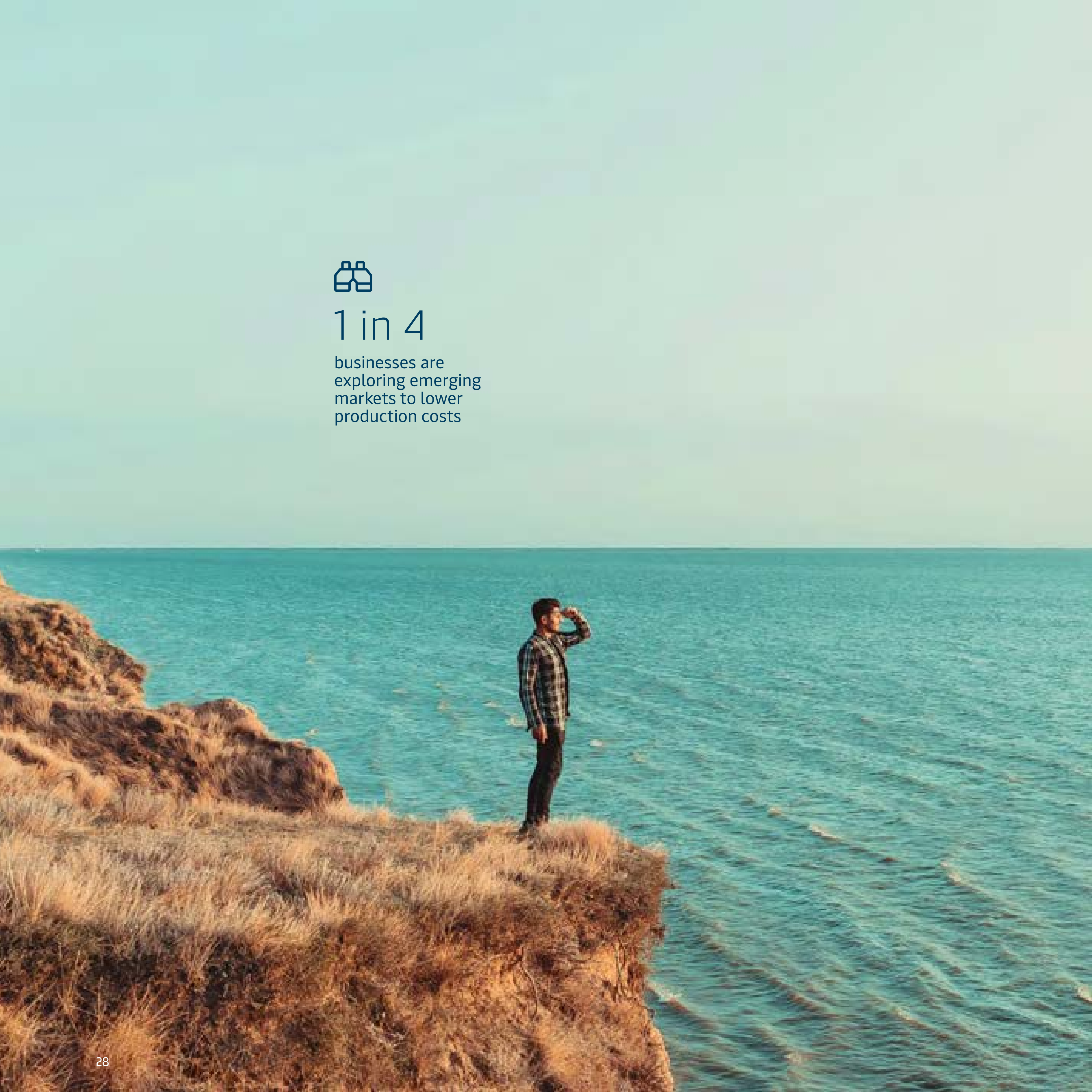
Being reactive is more expensive than being prepared

Ultimately, the balancing act comes down to timing, risk appetite, and business priorities. Not every product or process can be near-sourced, and not every business can absorb the costs immediately.

But the shift is under way,and the organisations that act now are positioning themselves for greater control, agility, and long-term competitive advantage. It's a mindset shift: accept short-term pain as the price of long-term security and growth.

Jordi Avellaneda de la Calle

The Polish economy is continuing to significantly outpace its European neighbours



1 in 4

businesses are exploring emerging markets to lower production costs

Intra-European trade has tripled since 2010

Diversifying to reduce risk

Our survey further demonstrates this shift in mindset among European businesses. When asked to outline the factors shaping new sourcing decisions and pushing them towards emerging markets, 1 in 4 European businesses confirmed that they're diversifying to lower supply chain risks. A further 1 in 4 said they're exploring these locations to lower overall production costs (including labour), and 1 in 5 told us the proximity to key markets is the main draw.

Europe's trajectory as a sourcing hub is gaining momentum – and intra-European trade has seen significant growth from around €1 trillion in 2010 to approximately €3 trillion in 2024 (Statista) – but there's still a long road ahead before it can match Asia's depth, scale, and supply chain ecosystems. For most companies, enabling growth isn't about choosing one location over the other – it's about creating a smarter balance between an established supply base in Asia and agile, near-market options in Europe.

In an environment defined by volatility and rapid shifts in demand, companies that strike this balance effectively will be better equipped to absorb shocks, respond quickly to change, and unlock sustainable long-term growth.

Thank you for reading

In this report, we set out to establish how European businesses can grow amid global volatility and the role a supply chain can play as a driver of growth, rather than a hindrance.

It's clear that supply chain challenges aren't slowing down for European companies, and it's interesting to see how prominent a challenge geopolitical instability has become to operations. Being able to predict the form and scale of the geopolitical impact is where things get difficult – particularly with volatile situations like global tariffs to manage.

Building a proactive strategy, rather than a reactive approach, is where our experts see the best possibilities for growth.

Supply chain resilience is indeed a major piece of the growth puzzle, but another area that's come under the microscope this year thanks to the launch of the Gemini Cooperation has been the value of reliability. When you consider the knock-on effects that unreliable logistics operations bring, it's easy to see why our teams are seeing customers value consistency more and more on their missions to grow. It will be interesting to see how this appetite develops in the coming years and what action the industry takes in a bid to offer increased reliability and potentially win more business.

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Growing means finding a way to turn uncertainty into opportunity

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Of course, supply chain reliability can sometimes be beyond any form of control, as we've seen only too often in recent years with major black swan events. However, European businesses are focusing on preparing for such events by diversifying their portfolios and bringing some sourcing closer to home to mitigate risk. Still, if businesses want to grow, our experts recommend striking the right balance between locations and priorities, and potentially absorbing short-term pain for long-term gain.

Growing in today's unpredictable global climate means finding a way to turn uncertainty into opportunity, and taking proactive steps towards supply chain resilience is a strong move in the right direction.

Our survey tells us that European businesses have already begun building more resilient, diversified, and dependable supply chains – proving that they are ready to grow despite the volatile world surrounding them.

We hope our survey and resulting report have been insightful to you and your business.


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