

KLAUS DOHRMANN

Vice President, Head of Innovation & Trend
Research, DHL Customer Solutions & Innovation



Building Supply Chain Resilience in an Era of Disruption

The power of anti-fragile supply chains

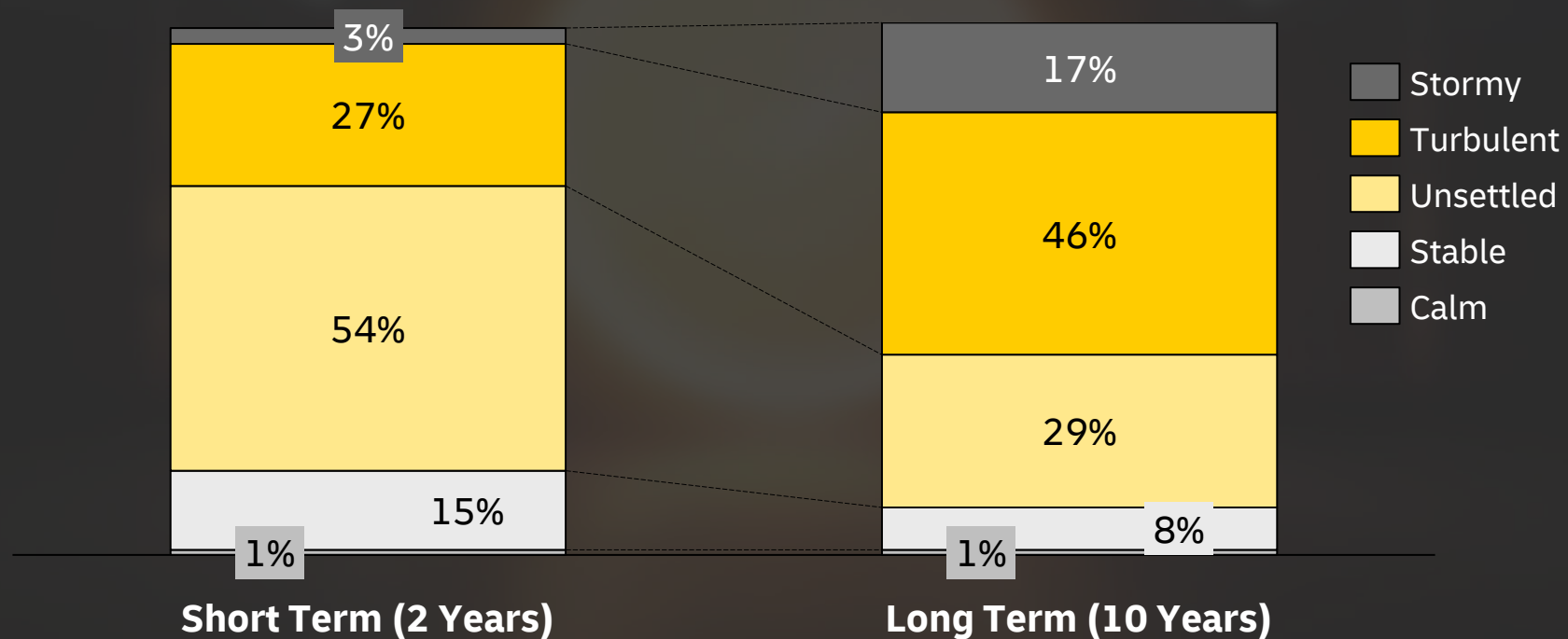
Life Sciences & Healthcare Forum Vienna



STORMY, TURBULENT, UNSETTELED

A DETERIORATING GLOBAL OUTLOOK

Which of the following best characterizes your outlook for the world over the following periods?



ENVIRONMENTAL RISKS FEATURE AMONG THE TOP 10 OVER THE LONGER TERM

Risk Categories

- Economic
- Environmental
- Geopolitical
- Societal
- Technological

2 Years

Misinformation and disinformation

Extreme weather events

Social polarization

Cyber insecurity

Interstate armed conflict

Lack of economic opportunity

Inflation

Involuntary migration

Economic downturn

Pollution

10 Years

Extreme weather events

Critical change to Earth systems

Biodiversity loss and ecosystem collapse

Natural resource shortages

Misinformation and disinformation

Adverse outcomes of AI technologies

Involuntary migration

Cyber insecurity

Social polarization

Pollution

VISIBLE, BUT STAGNATING PROGRESS ON SUPPLY CHAIN RESILIENCE



- **Dual-sourcing and regionalization** are ongoing efforts for 60%-73% of companies, with continuous progress
- **Inventory Buffers** are decreasing for the first time since 2020
- **Tier-1 supplier visibility** has grown by 10 pp. since 2023

- **Tier-2 supplier visibility and beyond** is deteriorating by -7 pp. since 2023
- **Only 33% invest in early warning systems**
- 90% lack sufficient **digital talent in-house** to leverage tech & data for supply chain risk



TREND REPORT **SUPPLY CHAIN DIVERSIFICATION**

Discover the new Trend Report
by scanning the QR code

Explore now!



Customer-
Centricity



Sustainability



Resilience



Agility



Profitability

MULTI-SHORING

Geographical spread of manufacturing and supplier locations

MULTI-SOURCING

Variety of alternative manufacturing capabilities and suppliers

SUPPLY CHAIN DIVERSIFICATION

LOGISTICS OPERATIONS

Diversification level of logistics Infrastructure

MODES OF TRANSPORTATION

Variety of transportation modes used in parallel