



Supply chains in today's VUCA world

13. DIY E-Commerce Tag | Köln, 02.09.2025

Patrick Schwab – Department Head DACHSER DIY Logistics

■ Supply chain - As natural as brushing your teeth



How to live in a VUCA world ...

V



Volatility

The more volatile
the world is,
the more and
faster things change.

U



Uncertainty

The more uncertain
the world is,
the more difficult
it is to predict it.

C



Complexity

The more complex
the world is,
the more difficult
it is to analyse it.

A



Ambiguity

The more ambiguous
the world is,
the more difficult
it is to interpret it.

How does VUCA impact supply chains

Threats

- Protectionism
- Tariffs / Penalties
- Wars / terrorism
- Pandemic
- Volatile markets

Trends

- Digitalisation and AI
- Robotics and automation
- Sustainability
- Omnichannel / B2C

Supply Chains

Risks

- Labour shortage
- Cybercrime
- Climate change
- Capacity constraints

How is
VUCA
noticeable
in daily
business?



■ Disruptions in supply chains

Causes

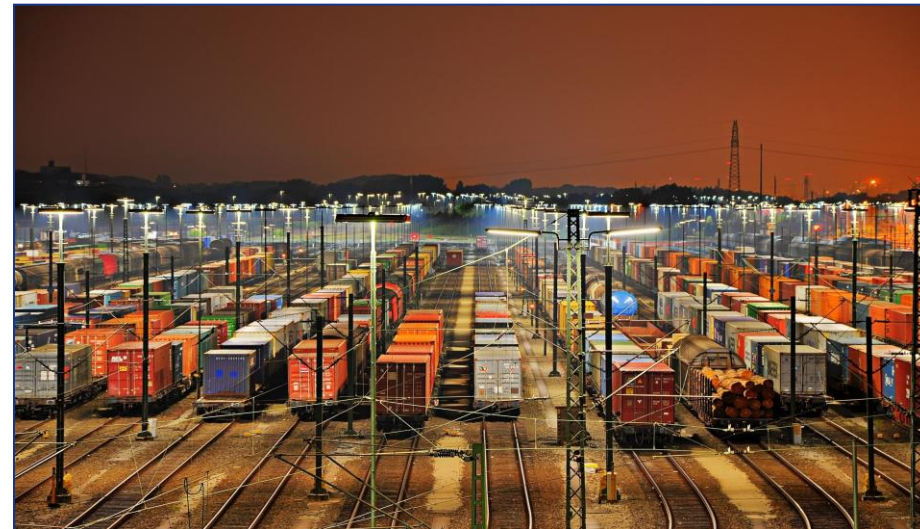
- Average in the Suez canal
- Temporary closures of airports and seaports due to the pandemic
- Foreign trade policy

Consequences

- Ships in waiting position
- Extended transit times
- Lack of loading equipment
- Increase in freight rates



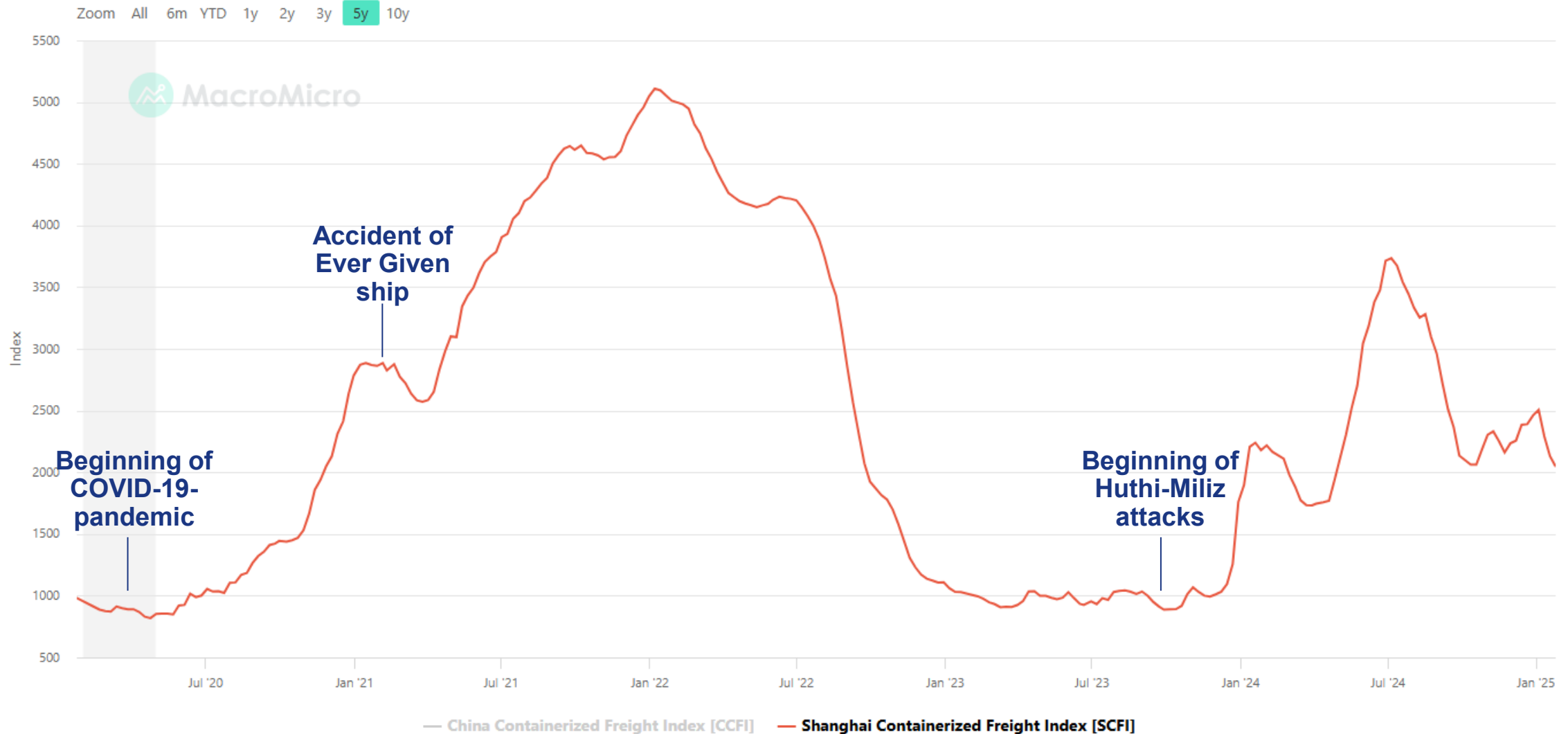
Disruptions in supply chains happens every day



All this affects freight rates

China - Global & Shanghai Export Containerized Freight Index

MacroMicro.me | MacroMicro



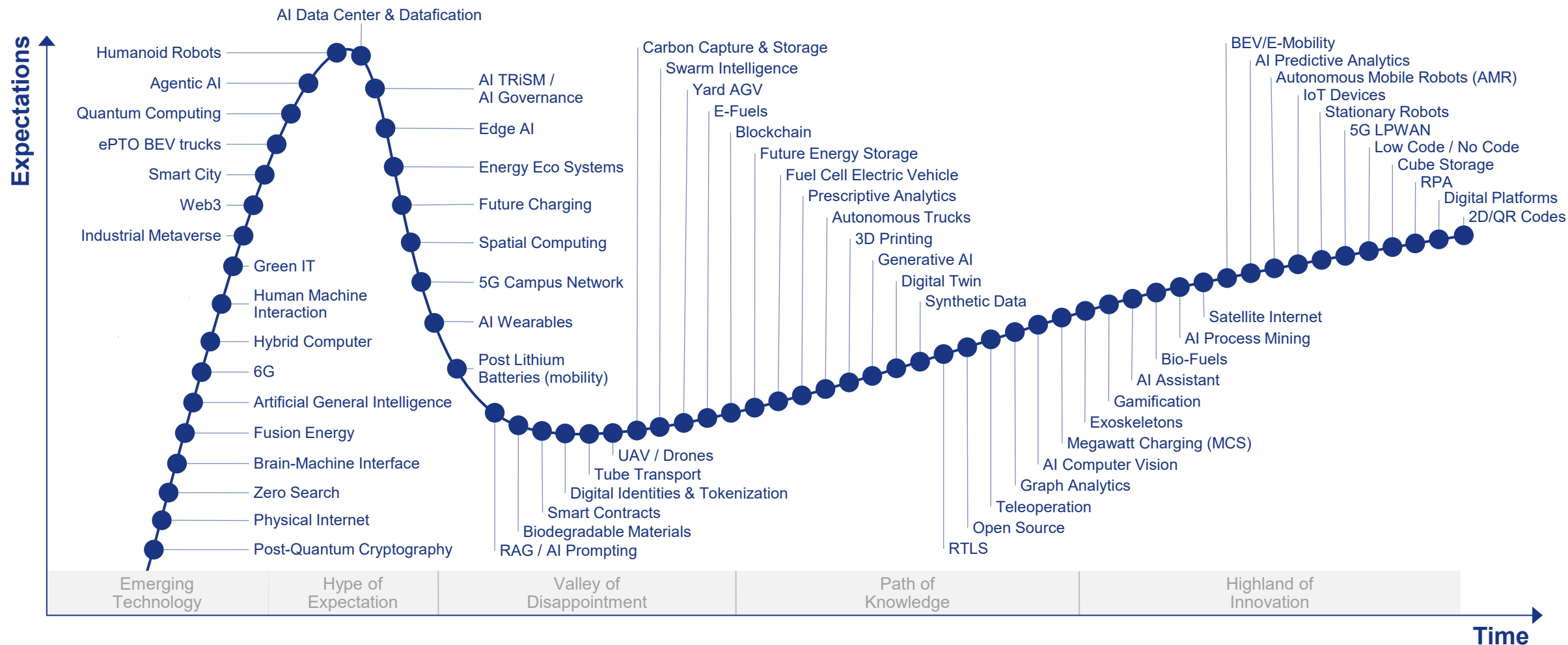
How to deal with VUCA

1

Future Readiness

Spotlight Technologies for Logistics

R&D Technology Cycle 2025



How to deal with VUCA

1

Future Readiness

2

**Transparency and
predictability**

Setting a new standard

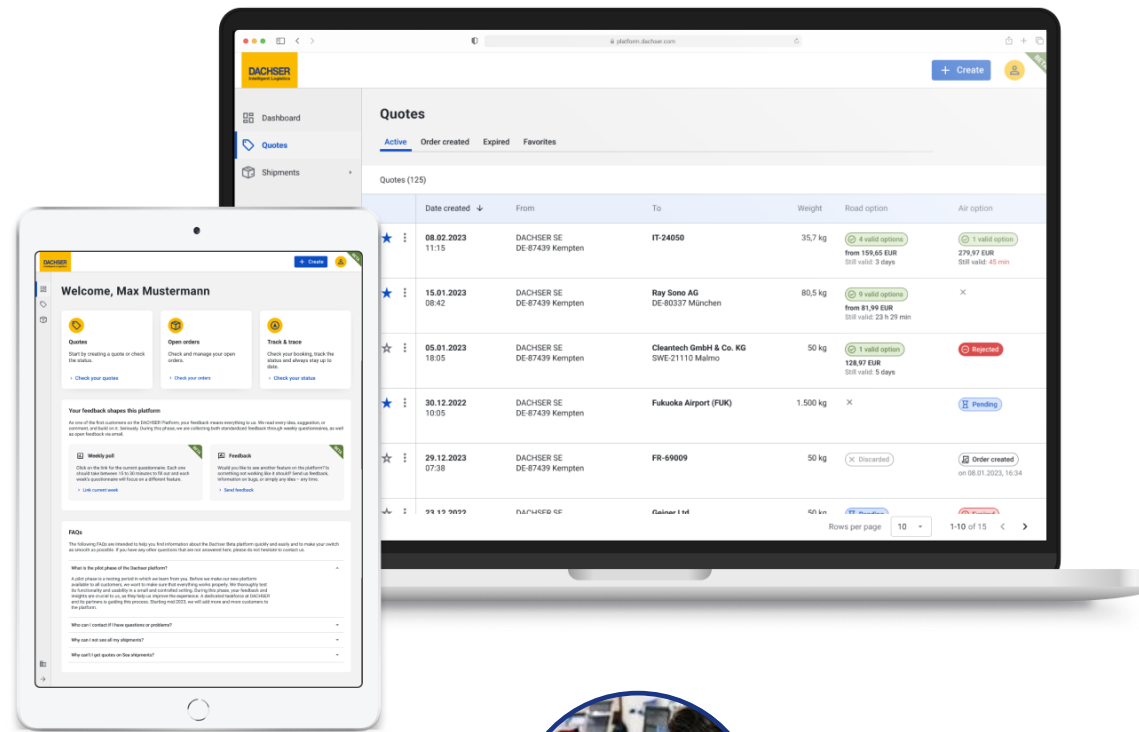
DACHSER
Intelligent Logistics

Agile working



Oscar, Clerk
who coordinates
orders and
dispatch

Greenfield development with long experience



Paula, Logistics
Manager with a focus
on problem solving

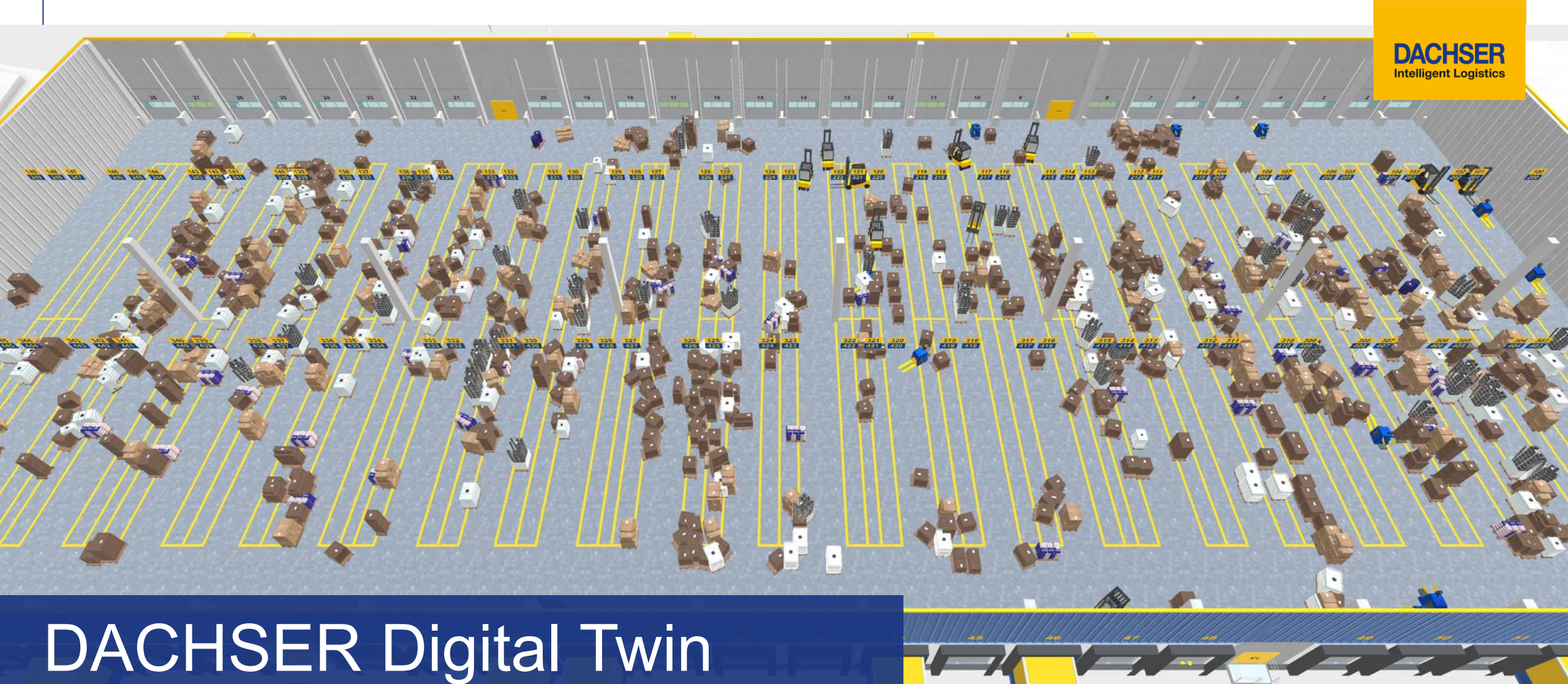


Carl, Supply Chain
Manager with a view
to the logistics
balance sheet

Hybrid teams



Customer-centered



DACHSER Digital Twin
A vision becomes reality

How to deal with VUCA

1

Future Readiness

5

Network

4

**End-to-end
Solution**

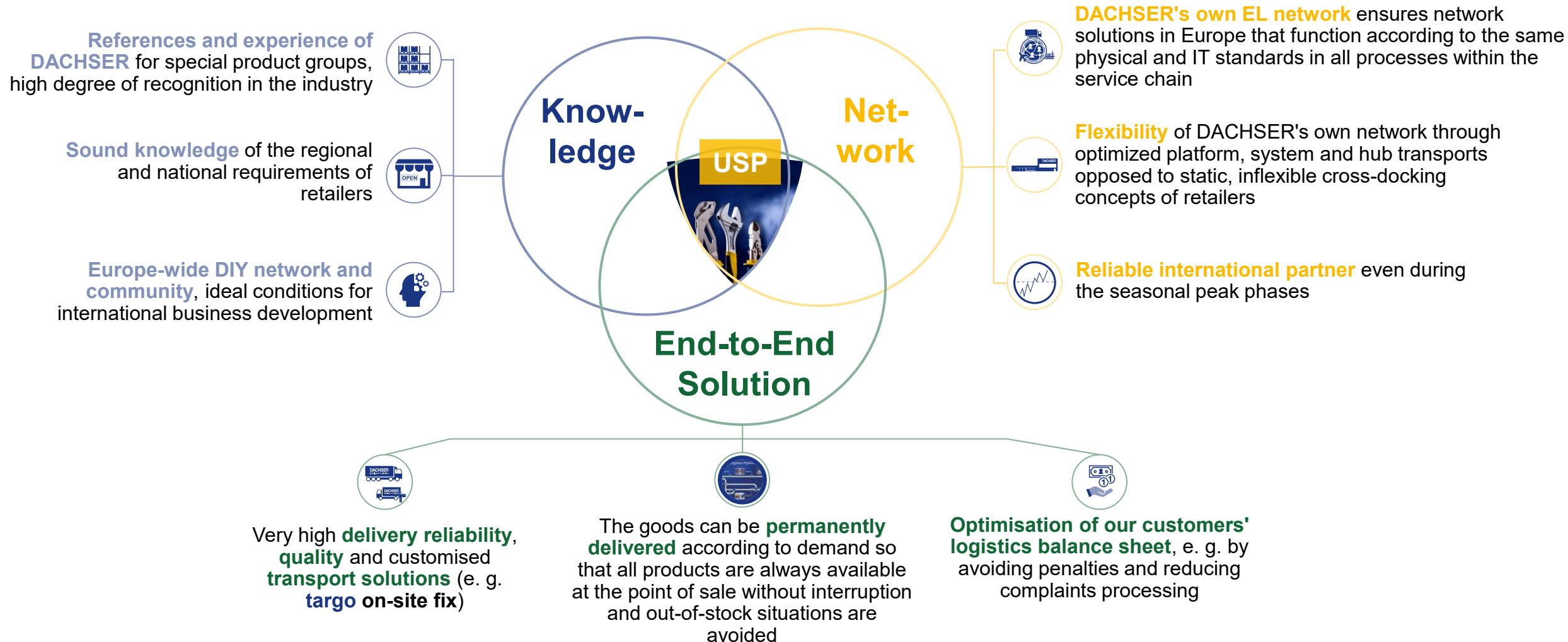
2

**Transparency and
predictability**

3

Knowledge

Interaction between all involved parties



■ Take aways

The challenges won't go away

- Sustainable and resilient supply chains are essential for your business model
- Availability of goods in relation to price
- Diversification of sources of supply
- Identifying own weaknesses
- Invest in supply chains / Resilience
- Planning and bundling of supply flows
- Strategic partnerships with intelligent networks





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