



2025

Year-end insights

with guest speakers:

Lee Mersek, Global Resilience Advisory

Chris Lundy, Rohlig Logistics

Tuesday · October 14, 2025



Trade & Compliance *hit different in 2025*

From tariffs and “trade deals” to shutdowns and court cases, the U.S. hasn’t seen turbulence in Trade & Compliance since the Tariff Act of 1930.

Two things stand out to me as must-haves for 2026:

1. Access to collaborative resources
2. Reliable communication channels

Collaborative Resources



What do I mean?

- ◇ *Trustworthy information & sources*
- ◇ *Accessible networks*
- ◇ *Resilient teams*
- ◇ *Quick thinking & reactivity*

3 things to consider:

1. Nobody should tackle these challenges alone.
2. Now is a great time to build your network.
3. Preparation has its pros and cons right now; be careful of the “magic fix” traps

Communication Channels

If I have to hear the word “stakeholder” one more time....



2 things to consider:

1. Nobody has the full story. Not you, not your broker, not your forwarder, not your lawyer, not the gov't, the shipper, the buyer; nobody.
2. Emails are great for communicating “standard” info, not for trying to unpack a never-before-seen problem.

Networking!

Tell us what your network looks like right now --

1. The team(s) at work are a main part of my network (in a good way!)
2. Industry groups and affiliations have been helpful to me
3. I make use of learning opportunities like webinars, conferences, and similar events
4. My poor, poor family & friends...
5. I wish I had a network; most of the time it's really just me
6. My network is great and I'm going to share it in the chat right now

Perks of Trade Compliance

-  No weekend working
-  Consistent recognition
-  Peaceful, stress-free lifestyle



Poll Break!



Star USA

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Guest Speaker

Lee Mersek
President and Founder

Global Resilience Advisory, LLC



Geopolitical Developments and their Impacts on Business Operations

Presented by:



Lee J. Mersek

President and Founder

Global Resilience Advisory, LLC





Overview of Geopolitics and Intelligence

- **Geopolitics**

- The influence of factors (geography, economics, demographics, etc.) on politics and foreign policy
- Perpetual competition through instruments of national power
- Nation states and non-state entities are the primary targets, companies often indirectly impacted

- **Intelligence**

- Tailored processes to help decision makers make informed decisions.
- Product vs. Process
- Differs from journalism and academia



Trends in 2025 and Current Conditions

- **Intentional targeting of supply chains**
 - Houthis continue to target Western-flagged vessels
 - People's Republic of China continues to rehearse a quarantine of the island of Taiwan
- **Spillover effects from Information Operations**
 - Competing narratives on Israel-Gaza lead to boycotts
 - Russian incursions into NATO airspace; US undermining Russia in its near abroad
- **Competition for Natural Resources**
 - Rwandan-backed M23 controls parts of eastern Democratic Republic of the Congo
 - Russian and US security assistance tied to resource access



Possibilities for 2026

- The only geopolitical certainty for 2026:
 - **Continued use of all instruments of national power along a competition continuum**
- Indicators for direction in 2026:
 - **Will the EU redefine “homeland defense”**
 - Indicator of “burden sharing” goal, should result in trade agreements and realigned US security posture
 - **Will Iran tilt east or west?**
 - Possible indicator of stability or security agreements in Middle East, impacting supply chains
 - **Will the US secure more security assistance/law enforcement agreements?**
 - Trade deals likely used to secure acceptable security agreements

Thank You



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Guest Speaker

Chris Lundy, LCB, CCS

Head of Customs Brokerage & Import Trade Compliance

Röhlig USA

Chris Lundy LCB CCS.

Head of Customs Brokerage and Import Trade Compliance Röhlig USA

CREATING CHAINS OF TRUST.

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LOGISTICS

USA Customs Brokerage

Tariffs , Tariffs, and More Tariffs

- MFN
- Section 301
- Section 232
- IEEPA
- Fentanyl
- Russian Oil
- Venezuelan Oil
- Exclusions
- Free Speech
- Transshipment
- Rare Earth Export Control Countermeasure
- Tariff Stacking

USA Customs Brokerage

What things have been like in 2025

Uncertainty

Change is outpacing adaptability

Poor guidance

Changing criteria. Can be quite costly.

Inability to plan

What will I pay in tariffs next month?

What am I paying today?



USA Customs Brokerage

What can you do to make things better.

Education

- Be wary of Chat GPT

- CBP CSMS - Official Message Service

 - Tweets are not final word

Trade Groups

- Webinars, Newsletters, and Podcasts

Provide guidance to your broker

- This is all new for them also

- Section 232 breakdowns and eligibility

- Heightened Oversight

Thank you.

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CREATING CHAINS OF TRUST

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LOGISTICS

Recent & Upcoming

- ◇ *Aug 29 – End of De Minimis*
- ◇ *Sep 29 – BIS 50% Rule*
- ◇ *Oct 1 – U.S. Gov't Shutdown*
- ◇ *Oct 3 – Section 301 on CN ocean vessels*
- ◇ *Nov 1 – Threat of 100% tariffs on CN imports*
- ◇ *Nov 5 – Supreme Court to hear oral arguments on IEEPA Tariffs (Trump v. VOS; Learning Resources v. Trump)*



Next month:

Discussing Tariff Mitigation

- What options exist?
- Do any work?

Industry developments



elevate⁺ SUMMIT

For Women in International Trade

Friday, November 14, 2025
12 PM – 5 PM
Cleveland, Ohio





Code for Today's Webinar

1 LCB/CCS/CES credit available
from watching the recording
until 9/15/2026

Next Month:

Year-end Insights:
What's Changing &
What to Watch for



U.S. Customs and Border Protection



Partner Accreditor for CBP's Customs Brokers
Continuing Education Program