

2025

Year-end insights

with guest speakers: Lee Mersek, Global Resilience Advisory Chris Lundy, Rohlig Logistics

Tuesday · October 14, 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 musthaves 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:

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







## 2 things to consider:

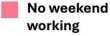
- Nobody has the full story. Not you, not your broker, not your forwarder, not your lawyer, not the gov't, the shipper, the buyer; nobody.
- Emails are great for communicating "standard" info, not for trying to unpack a neverbefore-seen problem.

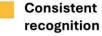
#### Networking!

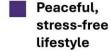
#### Tell us what your network looks like right now --

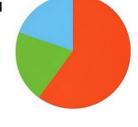
- The team(s) at work are a main part of my network (in a good way!)
- 2. Industry groups and affiliations have been helpful to me
- 3. I make use of learning opportunities like webinars, conferences, and similar events
- 4. My poor, poor family & friends...
- 5. I wish I had a network; most of the time 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**









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Lee Mersek
President and Founder

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## 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





Chris Lundy, LCB, CCS
Head of Customs Brokerage & Import Trade Compliance

Röhlig USA





## **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

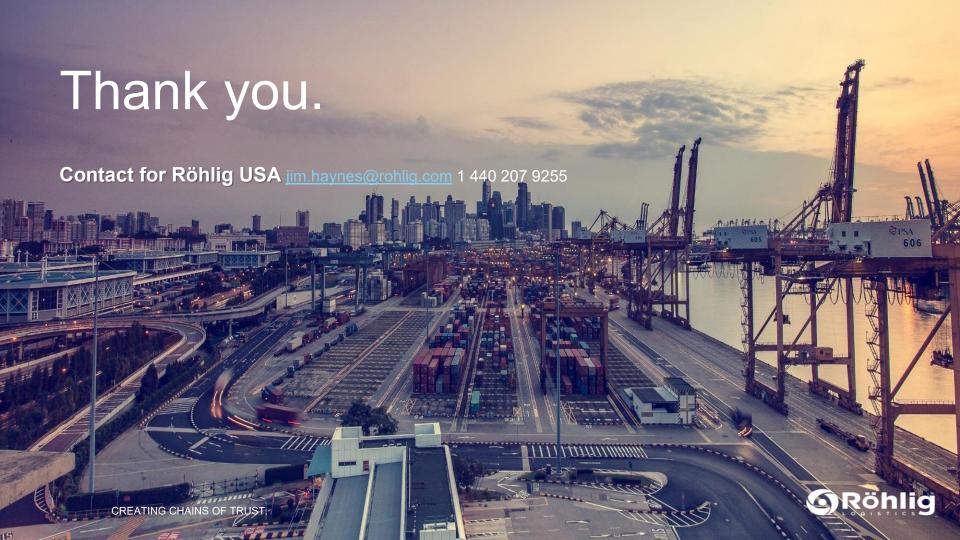
Provide guidance to your broker

This is all new for them also

Section 232 breakdowns and eligibility

Heightened Oversight





# 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





# 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



