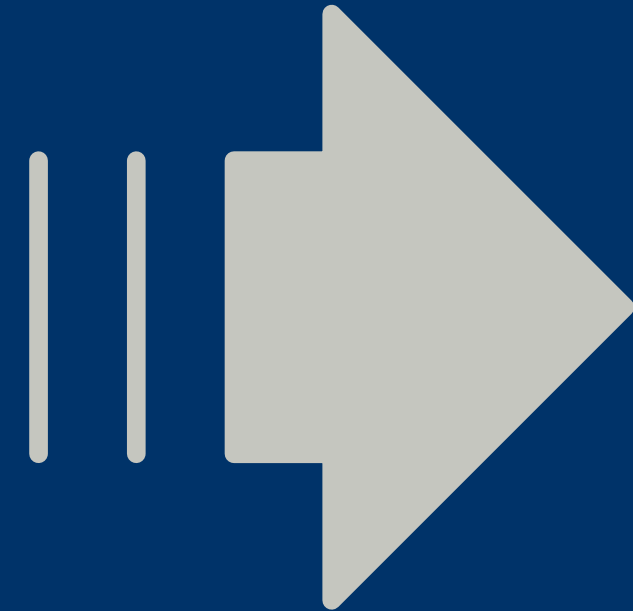
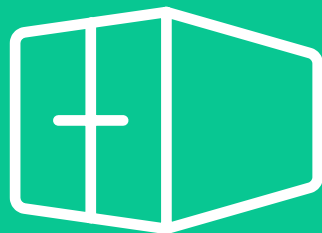


Logistics insights report

How consumer brands build resilient supply chains

150 consumer brands reveal how they stay
agile during times of uncertainty



From risk to resilience

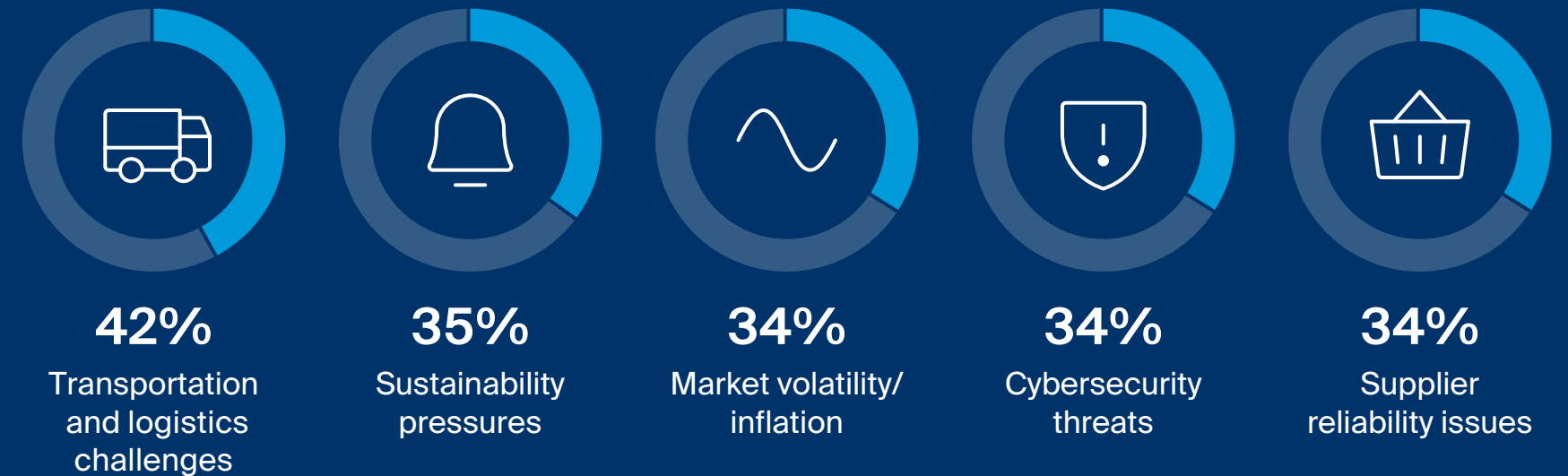
How consumer brands combat supply chain challenges

Logistics leaders must keep goods moving – no matter the challenge. A survey conducted by Statista asked 150 logistics decision makers at global consumer brands about their current challenges. They identified supplier management, sustainability and digitalisation as crucial for resilient logistics operations. **Three different sources of risk emerged: transportation and logistics disruptions (42%), sustainability pressures (35%) and cybersecurity threats (34%).** These diverse risks highlight the complexity of today's logistics landscape and the urgent need for resilient, future-focused strategies.

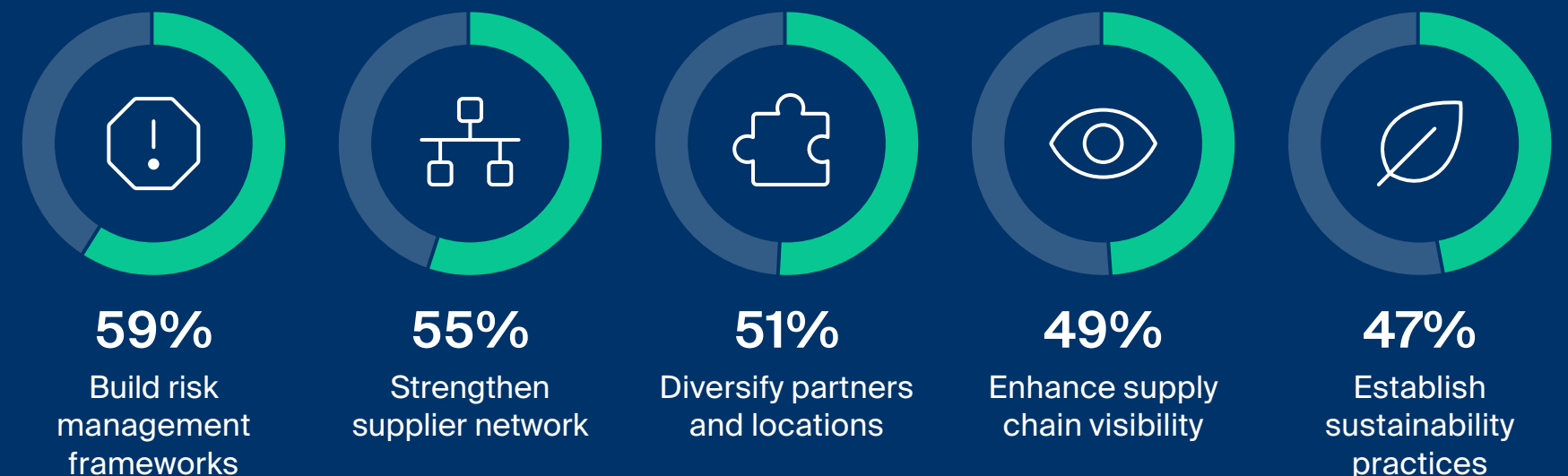
Logistics leaders are taking concrete steps to manage disruption. Over half are strengthening supplier networks (55%) and diversifying partnerships (51%) to boost adaptability and reduce disruption risks. Simultaneously, 49% are investing in supply chain visibility through digital tools to gain real-time insights. Meanwhile, 47% are embedding sustainability into logistics operations to cut emissions and reduce their environmental footprint.

With supply chains growing increasingly more complex, logistics leaders are shifting their strategy from reactive measures to proactive long-term planning. A multilayered approach is taking shape – one that builds resilience, efficiency and adaptability into the core of logistics management.

The biggest threats to supply chains¹

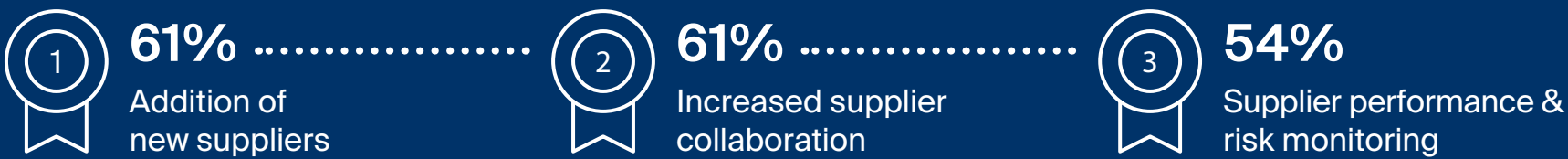


Strategic priorities for resilient supply chains¹

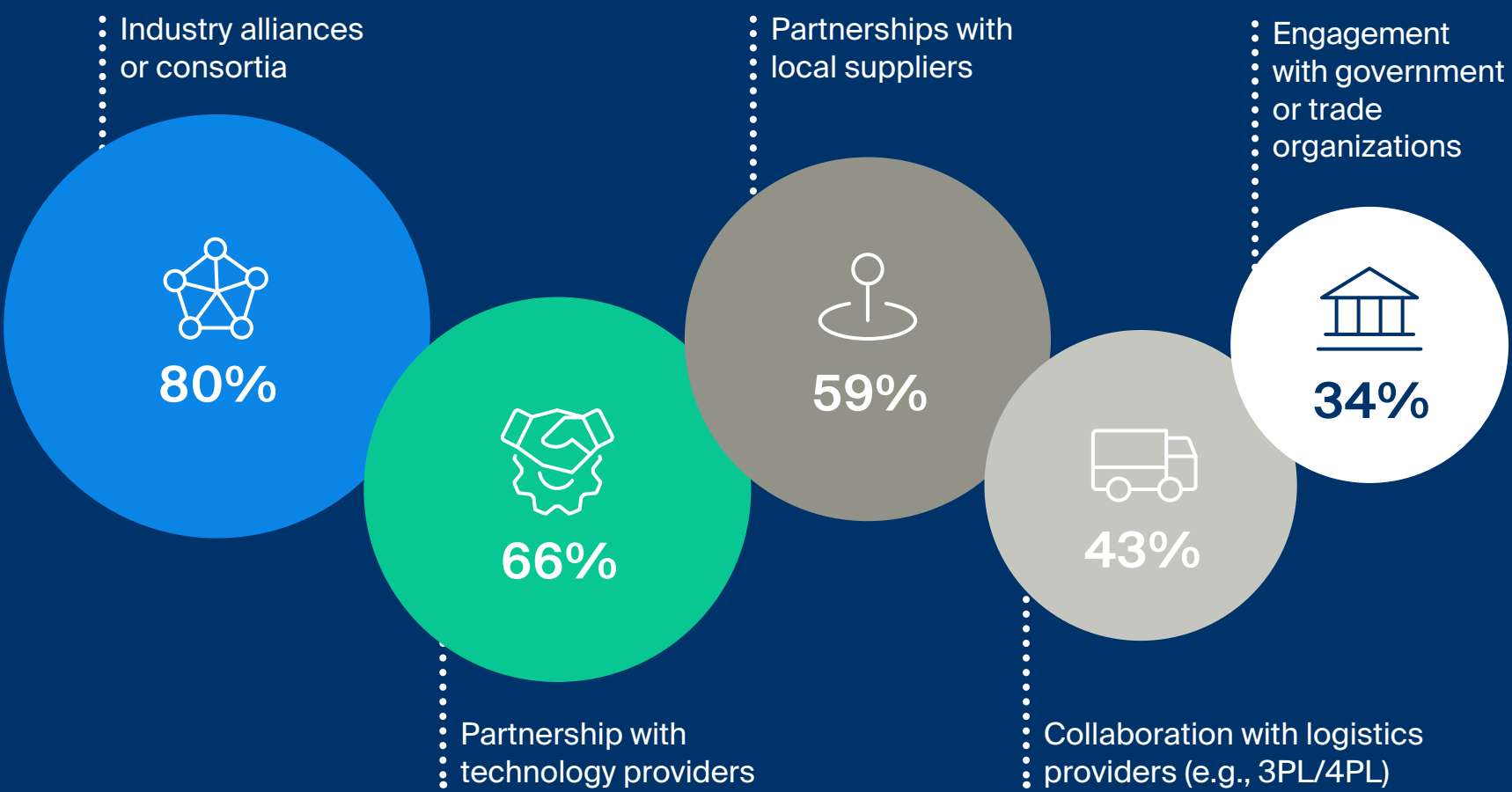


¹ Multiple answers possible. Graphic shows top five most named responses.
Source: Survey conducted by Statista on behalf of Kuehne+Nagel between January and February 2025.

Supplier network adjustments for resilience in the last two years¹



Better together: Partnerships that boost resilience²



¹ Only companies that place a strategic focus on their supplier network to enhance supply chain resilience. Multiple answers possible. Graphic shows top three most named responses.
² Only companies that place a strategic focus on their supplier network to enhance supply chain resilience. Multiple answers possible.
Source: Survey conducted by Statista on behalf of Kuehne+Nagel between January and February 2025.

Powerful partnerships

Tailored supplier partnerships boost resilience in logistics

Robust supplier networks – made up of manufacturers, producers and service providers – are fundamental to resilient supply chains. **In the past two years, 61% of consumer brands focused on their network have both expanded their base of suppliers and deepened collaboration with existing partners.** Stronger relationships enable joint contingency planning and faster disruption response, ultimately boosting supply chain resilience.

As supply chains evolve, companies must balance supplier collaboration, diversification and strict monitoring. Transparent supplier networks not only reduce risk but also enable better oversight of environmental practices to meet sustainability compliance goals and standards.

Additional insights

The approach to supplier management varies across consumer industries. In FMCG, only 50% are adding new suppliers – markedly lower than in Fashion & Lifestyle (68%) and Retail & Home (67%). Strict health and safety regulations and the perishability of goods make long-term, stable supplier relationships critical in FMCG. Meanwhile, 67% of Retail & Home respondents have implemented more stringent performance standards to better manage fragmented global supply chains. These differences underscore the need for supplier strategies that are tailored by industry.

Navigating sustainability

Logistics leaders balance costs and opportunities

Sustainability in logistics presents both challenges and opportunities. Financial concerns are especially present. This is exemplified by challenges of reducing waste in logistics, where high costs rank first at 47%.

Yet, companies also recognise sustainability's financial potential – particularly through circular logistics. **54% of respondents believe that circular practices can save costs.** The long-term benefits are clear: lower material as well as emissions costs, enhanced brand value and long-term cost avoidance from negative externalities.⁴ As digitalising logistics reduces environmental impact⁵, smart tech adoption can further accelerate sustainability progress.

Additional insights

The primary barriers to achieving sustainability relate to finances: 53% of respondents cite high expenses, while 49% are concerned about uncertain returns on investment.

Sustainable impact varies by consumer industry. Fashion & Lifestyle shows higher cost concerns (62%) than Retail & Home (43%). Additionally, Fashion & Lifestyle believes less in brand differentiation through circularity (55%) than both FMCG and Retail & Home (64% each). Rapid fashion cycles paired with higher return rates add complexity here.

Opportunities of circular economy¹

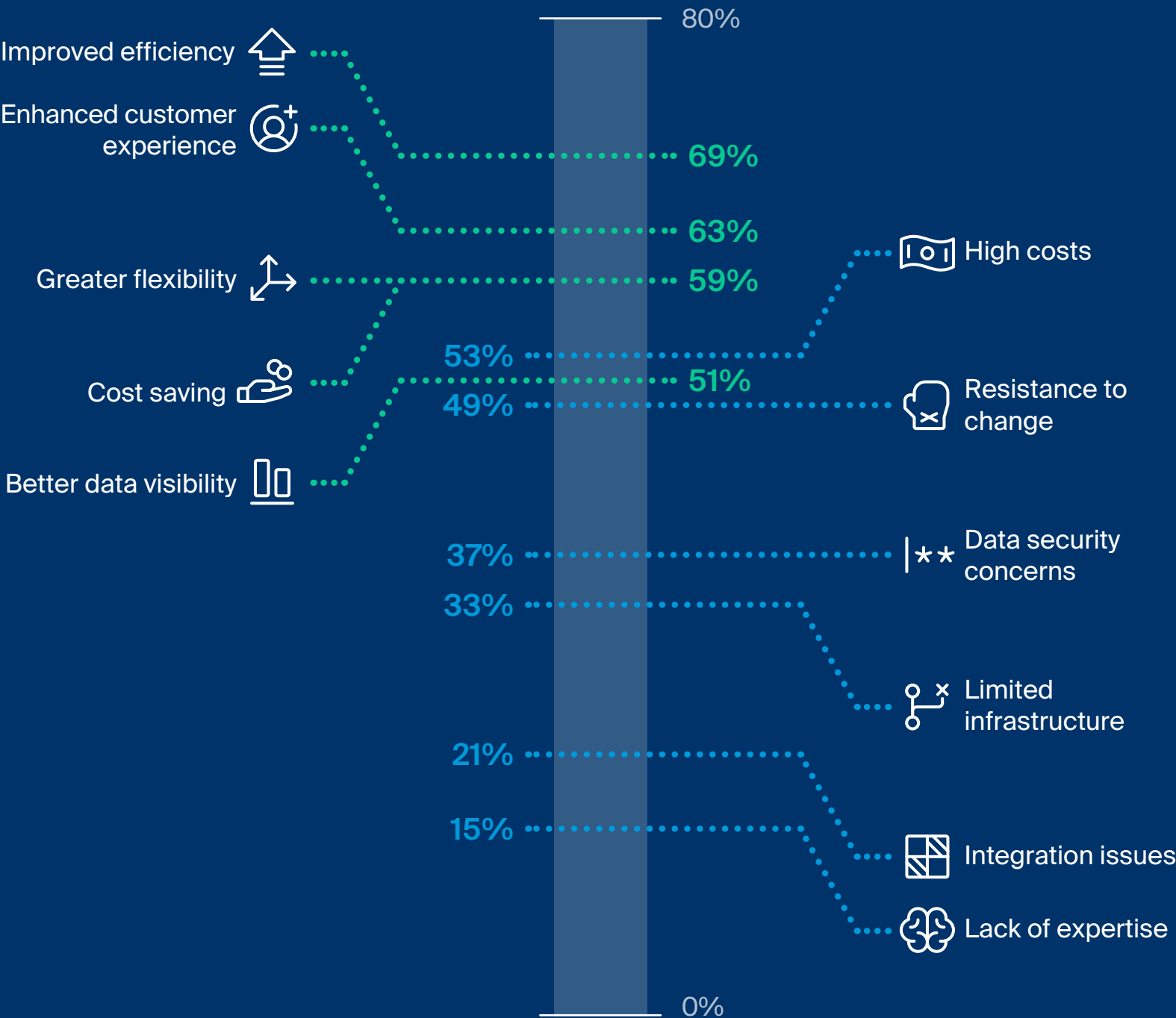


The roadblocks to reducing waste in logistics²



¹ Only companies that have implemented at least one circular initiative. Multiple answers possible.
Graphic shows top five most named responses.
² Multiple answers possible. ³ Exclusive option.
Source: Survey conducted by Statista on behalf of Kuehne+Nagel between January and February 2025.
⁴ Ekins, P. (2021); HFW, Pledge & Panattoni (2024); Kantar (2024); The economic times (2024). ⁵ Kayikci, Y. (2018).

- Expected benefits from digitalising logistics operations¹
- Key challenges in digitalising logistics operations²



¹ Multiple answers possible.

² Answers "Other" and "No challenges faced" are excluded. Multiple answers possible.

Source: Survey conducted by Statista on behalf of Kuehne+Nagel between January and February 2025.

Embracing technology

Logistics experts are leveraging digital tools and their benefits

Digitalisation is transforming logistics as companies adopt a range of digital tools. While implementation costs pose a challenge to 53% of logistics leaders, long-term financial benefits make digitalisation a strategic investment. **Improved efficiency (69%) and cost savings (59%) are the top expected benefits**, showing that digital tools are becoming essential for logistics.

Companies adopt diverse digital tools tailored to their needs. To fully unlock their potential, these tools must align with logistics goals and risks strategies. This way, digitalisation can drive real impact and overcome challenges.

Additional insights

When asked about the most critical technology, 34% of respondents refer to data analytics, including cloud platforms and AI-powered solutions. These technologies allow for real-time visibility, predictive analytics and route optimisation.

Views on the most impactful technology vary. Automated warehouse management systems (23%) rank at the top, followed by AI-driven analytics tools (18%). Warehouse automation increases speed and accuracy, while AI-driven analytics enhance prediction and adaptability. The Internet of Things (IoT) ranks as the most critical technology for 23% of respondents and as the most impactful for 18%. Its benefits for visibility and tracking make IoT essential for modern supply chain management.

Transformation ahead

The impact of AI and automation on risk management

As new technologies shape logistics, AI and automation are evolving from a nice-to-have for customer relations to a must-have for resilient operations. **Today, 70% of companies extensively use AI to enhance customer experience, making it the top AI application.** Meanwhile, risk management ranks as third-most used application today at 60%.

A growing trust in AI is reshaping logistics strategies, shifting focus from customer interactions to proactive risk mitigation. **Over the next decade, 66% of respondents plan to integrate AI for real-time risk and disruption management, making it the top long-term AI strategy.**

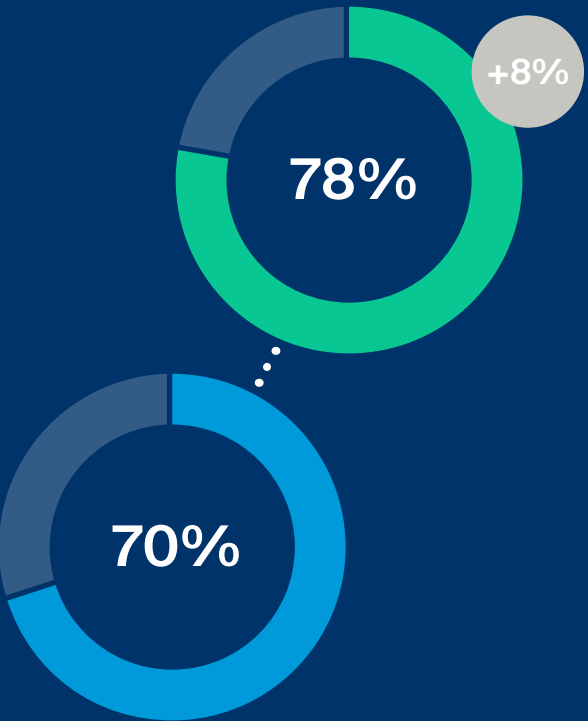
Companies are also accelerating AI adoption in the shorter term. Within 1–3 years, 78% aim to improve customer experience and 71% to manage risk – up 11% from today.

Companies are embracing AI and new technologies at an unprecedented pace. Proactively integrating AI-driven solutions enhances resilience and helps maintain a competitive edge – keeping companies prepared for what’s on the horizon.

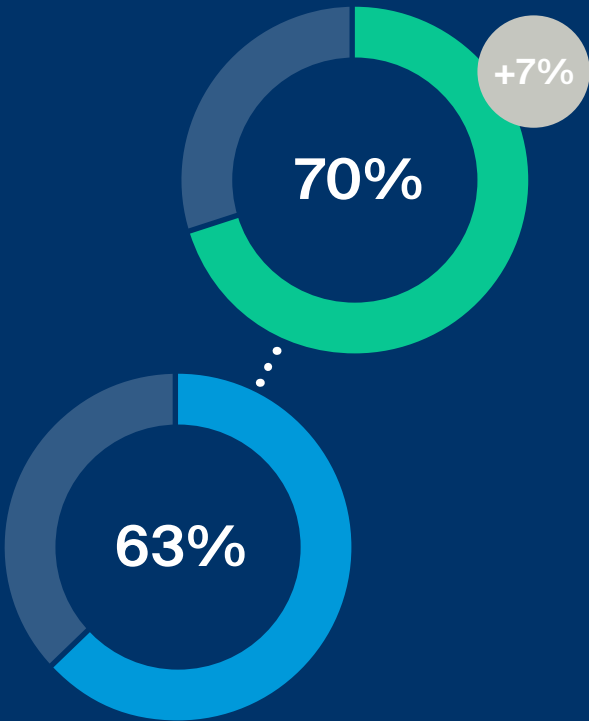
Respondents are extensively and frequently using AI for...¹

● 2025 ● Between 2026 and 2029 ● Improvement

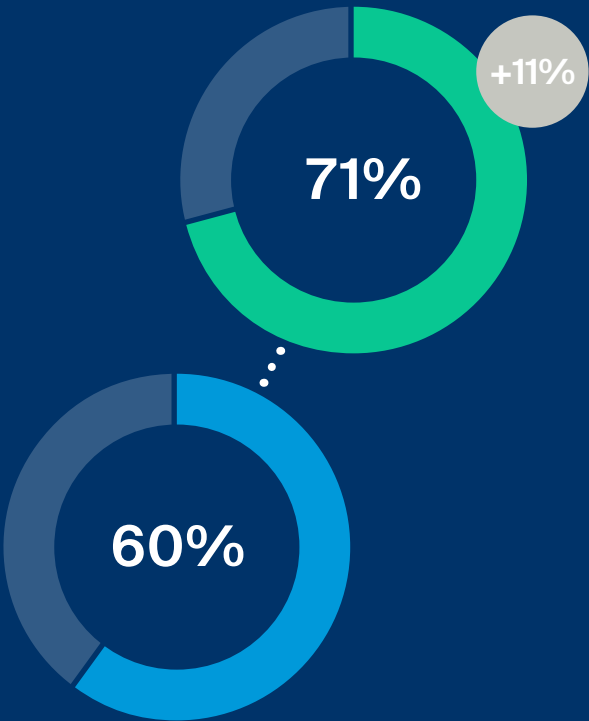
Improving customer experience



Automating warehouse operations



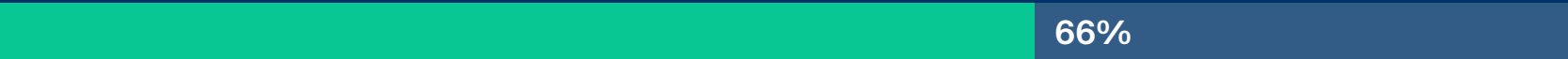
Enhancing risk management



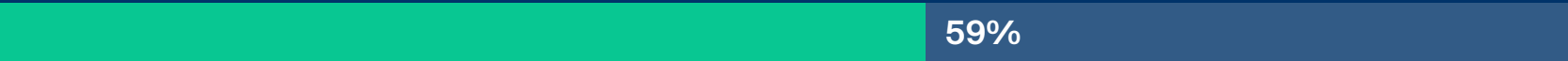
Over the next decade, companies plan to integrate AI for...²



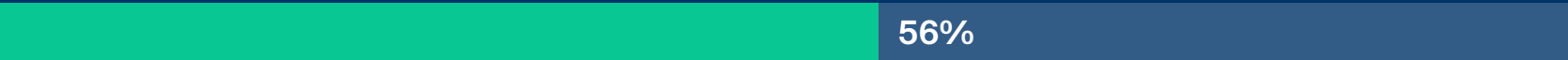
Real-time risk and disruption management



End-to-end supply chain optimisation



Autonomous transport systems



¹ Graphic shows top three most named responses.

² Multiple answers possible. Graphic shows top three most named responses.

Source: Survey conducted by Statista on behalf of Kuehne+Nagel between January and February 2025.

Methodology

Quantitative survey among logistics decision-makers

This report explores strategies companies use to maintain resilience in an evolving logistics environment. It assesses the role of supplier networks, sustainability and digitalisation in shaping corporate strategies, offering actionable insights for logistics professionals seeking to maximise their impact.

The findings are based on data generated in a quantitative study conducted between January and February 2025, surveying 150 logistics decision-makers in consumer-driven industries. Out of these participants, 51 work in FMCG, 50 represent Fashion & Lifestyle, and 49 operate in Retail & Home. The participants are all key decision-makers overseeing logistics operations with annual budgets of at least USD 1 million, hailing from the regions of North America including Mexico, Europe and Asia-Pacific.

Number of respondents sorted by vertical



Number of respondents sorted by region



Company logistics spendings in 2024¹



¹ Responses „less than USD 1 million“ and „don't know“ were excluded from graphic.
Source: Survey conducted by Statista on behalf of Kuehne+Nagel between January and February 2025.

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