






The logistics industry is facing some general challenges. To stay competitive, logistics service providers (LSPs) requires adaptive, innovative business development strategies.

Key Driver	Current Challenge	Business Development Strategy Input
 <b>Digitalization</b>	<b>Technological change:</b> Continuously adapt and improve processes through automation, robotics, decision support (AI agents), cloud computing, data analytics etc.	<b>New business model:</b> Individual, customer-specific products; New players with approaches like: i) Digital 3PL; ii) Re-thinking last mile; iii) Ecosystems with real-time visibility
 <b>Demographics</b>	<b>Shortage of skilled workers,</b> in particular: IT/AI, scheduling, drivers, ground handling, warehousing.	<b>Process digitalization &amp; automation:</b> Establish capabilities for curating data to increase process efficiency, eliminating repetitive and non-value adding tasks in admin and warehousing
 <b>(Post-)Globalization</b>	<b>Seat at the table:</b> Past supply chain disruptions elevating role and expectations towards LSPs.	<b>Strategic positioning:</b> Specialty service provider vs. geographical coverage vs. multi-modal integrator; Emphasis of value adding / digital services through analytics & visibility
 <b>Market change</b>	<b>General uncertainties and new regulations:</b> Pandemics, Trade wars, regional conflicts & new agreements, Cyber security threats, Weather extremes, Security / terror etc.	<b>Increase resilience &amp; agility:</b> Speed in analytics and decision making to adapt to threats & discover new opportunities.
 <b>Sustainability</b>	<b>Expectations:</b> Customers demand sustainable business practices & reporting but lack willingness to pay.	<b>Manage expanding regulation:</b> i) Toll and climate zones; ii) Pollution limits; iii) Expansion of emissions trading; iv) EU taxonomy