

Navigating Resilience

Key Insights for the Industrials C-suite

The current situation for Industrials companies

Rising tariffs, higher raw material costs, and unsettled trade negotiations are causing supply chain disruptions, reduced cross-border trade, and increased consumer costs.

76%

US manufacturers see rising tariffs, trade negotiations, and higher raw material costs as top business challenges

\$30B

estimated impact on US consumer for the first full year of auto tariffs

10-15%

estimated decline of cross-border truckload volumes in case trade wars get more acute

Sources: Accenture Research

As a result, here are the challenges you should expect...

Top CEO concerns

Cost Pressure & Supply Chain Disruption – rising tariffs increase the cost of goods sold, disrupt global supply chains and cause severe cross-border transportation disruptions.

Planning Uncertainty & Competitive Risk – rapid policy changes and tariff shifts create planning challenges and the risk of losing market share to competitors with more favorable trade routes.

Customer Impact & Financial Performance – tariff-driven price hikes may erode customer loyalty, while market reactions to geopolitical tensions can impact stock valuation.

Reshoring & Operational Efficiency – fragmented supply chains and stranded assets reduce economies of scale, increasing reshoring pressures, while demanding an agile, reskilled workforce.

To address these challenges, building resilience is key

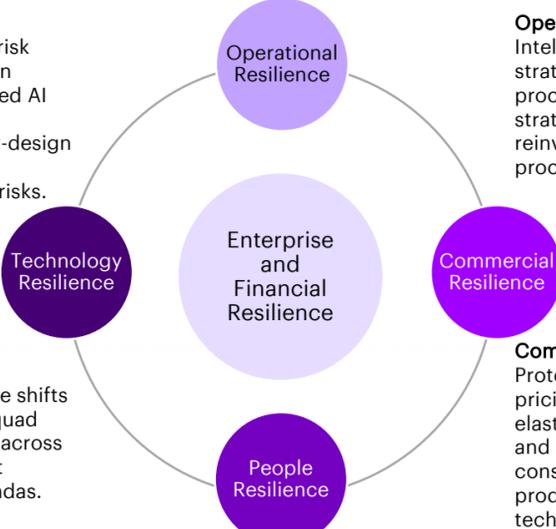
Resiliency will be the key differentiator for companies who can navigate this uncertain economic and policy environment – this covers commercials, operations, people, and technology. Scenario planning is critical to building enterprise and financial resilience.

Technology Resilience:

AI agents for real-time risk monitoring and decision optimization; accelerated AI deployment to drive productivity; secure-by-design processes to address geopolitical and cyber risks.

People Resilience:

Organizational structure shifts and cross-functional squad enablement; upskilling across geographies to support reindustrialization agendas.



Operational Resilience:

Intelligent supply chain to drive strategic changes in sourcing, procurement, and network strategy; Cost and productivity reinvention covering spend and process enhancement.

Commercial Resilience:

Protecting margins by adjusting pricing strategies to price elasticities, realigning go-to-market and sales strategies and ensuring consistent customer value through product and service availability and technical support.

Here is what to do now – and how to prepare for what’s next

Resilience across these dimensions is the key to responding to the uncertain economic and policy environment ahead. Consider no regret moves that will yield value regardless of how the tariff environment evolves.

	What to do Now	What to do Next
Enterprise & Financial Resilience	Build AI-enabled scenario planning to assess tariff risks, profit-at-risk, and cost-margin dynamics	Optimize pricing and revisit transfer pricing structures to preserve profitability and align with trade regimes
Operational Resilience	Use digital twins to enable track and trace visibility across the supply chain	Redesign network and sourcing models, including nearshoring and strategic inventory rebalancing
Commercial Resilience	Run price elasticity and market impact simulations to inform short-term actions	Conduct value engineering efforts to redesign products; rationalize regional vs global product portfolio
People Resilience	Cross-training programs to broaden employees’ skills, and upskilling to address tariff and sourcing disruptions	Integrate workforce planning to enable agility and scale
Technology Resilience	Invest in modern and flexible IT infrastructure and platforms; harmonize data sources	Equip teams with decision intelligence through integrated platforms and real-time data access

To learn more about how to turn resilience into a competitive edge visit:

<https://www.accenture.com/us-en/services/strategy/tariffs-resilience>