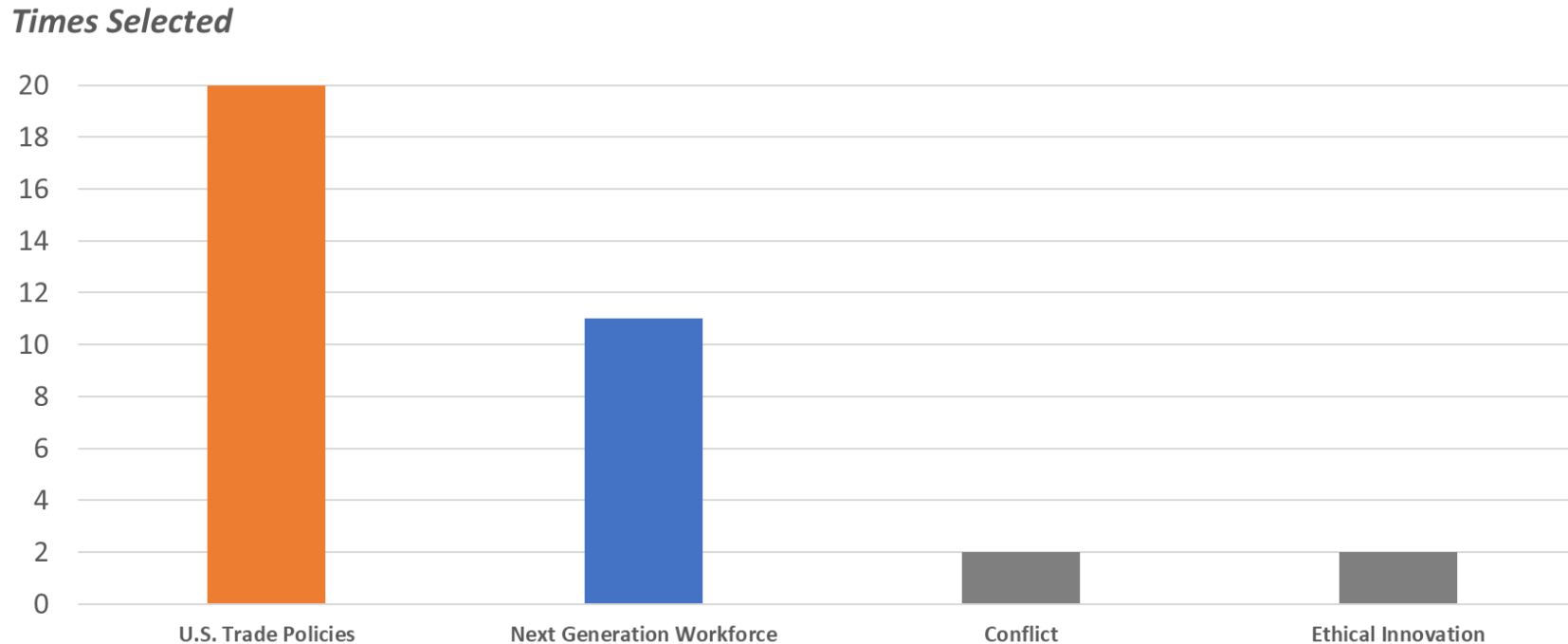


Which one of these topics is most concerning to global CEOs today?



n = 34 members of the LinkedIn “Chief Executive Officer Group”, 2025
The poll results are taken as representative of global CEOs’ top concern.



U.S. Trade Policy Turmoil Wreaks Havoc on Global Business: *Be a Leader Not a Victim*

Rowland Chen

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October 2025

Expectations: Numbers You Will See Today

- Eight (8) phases of a Trade Policy Resilience (TPR) Program
- Ten (10) dimensions for a TPR Diagnostic
- Three (3) claims under each of the 10 dimensions (total of 30 claims)

Agenda

- Context and Problem Statement
- Trade Policy Resilience Program
- Getting Started with a Diagnostic Tool
- So What? Next Steps
- Contact Information

Context:

U.S. Trade Policy Turmoil in 2025

- Escalating tariff measures
- Political volatility
- Diplomatic posturing
- Trade friction with allies
- Corporate impact

Problem Statement

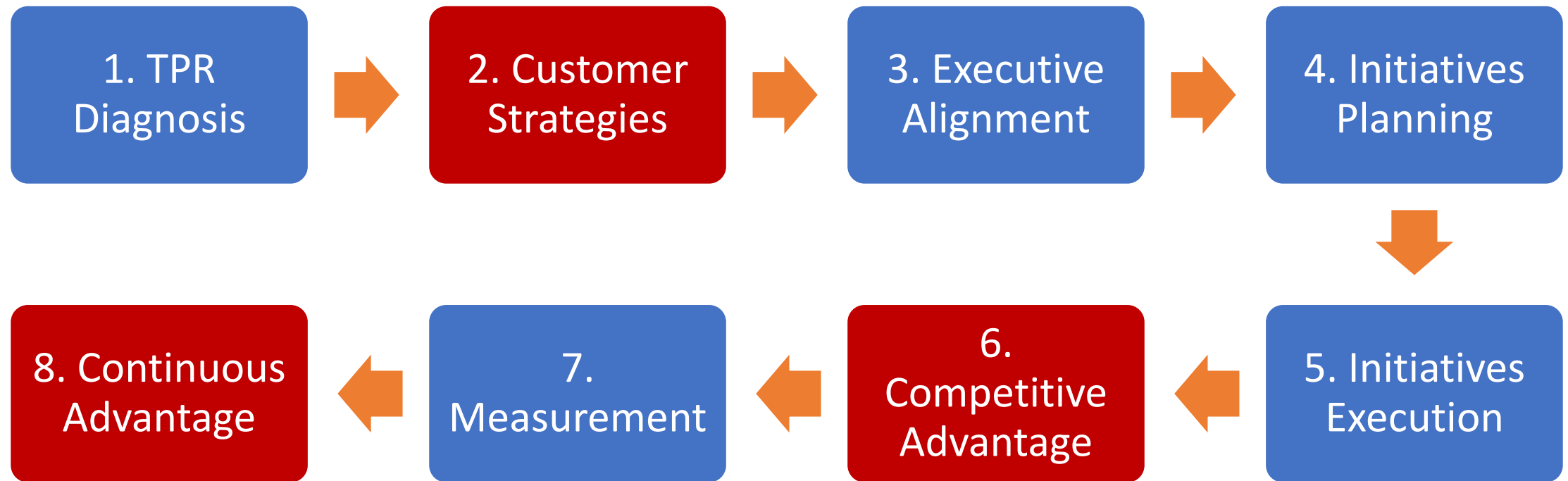
Leaders of global for-profit enterprises are being distracted from maximizing the valuation of their firms due to the turmoil caused by erratic U.S. trade policies.

Solution: A Scientific Approach

A comprehensive and disciplined Trade Policy Resilience Program for CEOs to lead global enterprises through the turmoil ensures business continuity.

Be a leader not a victim.

An 8-Phase TP Resilience (TPR) Program Emphasizes Customers and Competition



Tier 2 Details of a TP Resilience Program

Phase 1 – Diagnosis

- Assess organizational exposure to trade-policy volatility.
- Conduct Trade-Policy Resilience Diagnostic across all business units.
- Map vulnerabilities to strategic, operational, financial, and reputational categories.
- Facilitate cross-functional workshops for validation.

Phase 2 – Customer Strategy

- Develop resilience strategies aligned with customer requirements.
- Run scenario planning for multiple trade-policy futures.
- Prioritize initiatives by cost, feasibility, and impact on customers.
- Deliver a Trade-Policy Resilience Strategy Blueprint to include how to help customers.

Phase 3 – Executive Alignment

- Secure CEO-level sponsorship and shared accountability.
- Define leadership ownership for resilience dimensions.
- Establish an Executive Resilience Steering Committee.
- Integrate resilience into performance metrics and governance.

Phase 4 – Implementation Planning

- Translate strategic priorities into actionable projects.
- Create a detailed Resilience Implementation Roadmap with KPIs.
- Assign ownership and allocate budget/resources.
- Align initiatives with digital transformation and ESG programs.

Phase 5 – Execution

- Launch high-impact and quick-win projects in waves.
- Establish PMO-type checkpoints to track and report progress.
- Maintain transparent communication across teams and geographies.
- Document lessons learned and apply continuous improvement.

Phase 6 – Competitive Advantage

- Lead your customers through the turmoil
- Dominate your competition
- Define key TP competitive advantage dimensions
- Drive hard on advantaged dimensions
- Develop your industry's construct regarding trade policy turmoil

Phase 7 – Measurement & Continuous Improvement

- Define and monitor Resilience KPIs (redundancy, pivot speed, compliance response).
- Integrate KPIs into monthly, quarterly, and board reviews.
- Conduct annual diagnostic reassessments.
- Reward innovation and proactive adaptation.

Phase 8 – Continuous Advantage

- Institutionalize trade-policy monitoring and scenario planning.
- Integrate trade policy resilience into competitive scanning.
- Foster an adaptive and proactive culture.
- Drive the 12 characteristics of ecosystem dominators.*

* “12 Characteristics of Ecosystem Dominators”, Rowland Chen, 2024.

12 Characteristics of Ecosystem Dominators

Sidebar

1. Engaging customer experience
2. Market share leadership
3. Brand promise
4. Global recognition
5. Innovation leadership
6. Flawless execution
7. Supply-side power
8. Upward valuation trajectory
9. Anxiety among competitors
10. Strong alliances and partnerships
11. Sustainable practices
12. Community and stakeholder engagement

Getting Started with Phase 1 – Trade Policy Resilience Diagnosis

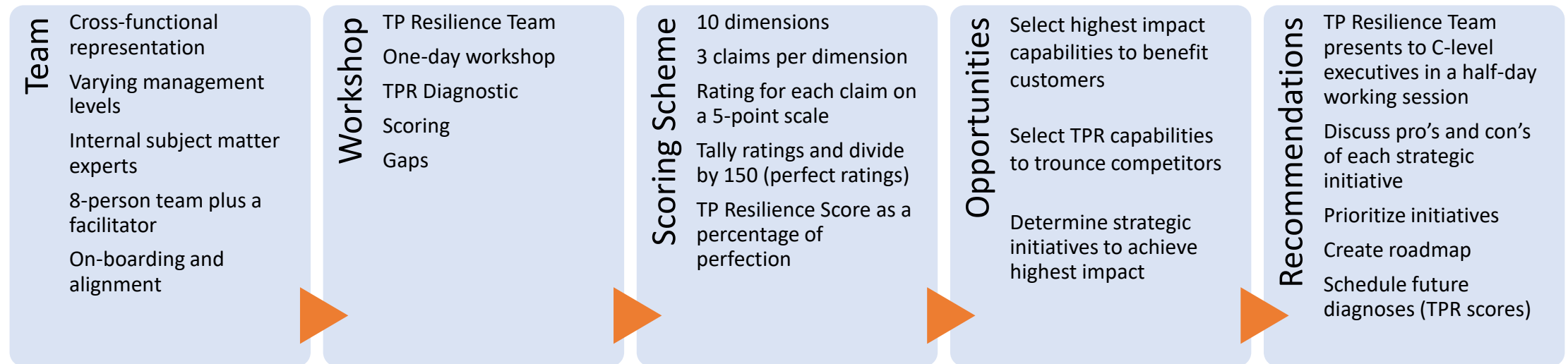
A Comprehensive Instrument to Assess a Firm's TPR Competence

Objectives of the TPR Diagnostic

Arrive at a TPR Score as a Baseline

- Assess an organization's **capabilities to anticipate, lead, absorb, or adapt** to unpredictable trade policy, tariff, and regulatory changes.
- Identify **TP resilience strengths and vulnerabilities**.
- Provide **actionable insights** for executive decision-making.
- Identify major initiatives to **leverage strengths and address vulnerabilities**.
- Support executive decision-making on the **allocation of resources** to focus on a TP Resilience Program

TP Resilience Diagnostic Process – How to Derive a TPR Score and Recommendations



The 10 Dimensions of Trade Policy Resilience Modeled in the Diagnostic Tool

1. Supply Chain & Sourcing Diversification
2. Operational & Manufacturing Flexibility
3. Regulatory & Compliance Agility
4. Financial Hedging & Capital Flexibility
5. Market & Customer Diversification
6. Trade Intelligence & Policy Monitoring
7. Partner & Ecosystem Resilience
8. Technology & Data Infrastructure Resilience
9. Workforce Mobility & Leadership Adaptability
10. Reputation & Stakeholder Communication

We Use Three “Capability Claims” for Each Dimension, a Total of 30 Claims

- An example capability claim:
 - Dimension: “6. Trade Intelligence & Policy Monitoring”
 - Capability Claim: “6a. We have a dedicated team or tool for monitoring global trade developments.”

The 30 capability claims follow.

Trade Policy Resilience Dimensions	Trade Policy Resilience Claims of Capability
1. Supply Chain & Sourcing Diversification	1a. We have multiple regional sources for key materials or inputs.
	1b. Our supplier contracts include flexibility to switch suppliers quickly.
	1c. We regularly assess supplier exposure to trade or tariff risks.
2. Operational & Manufacturing Flexibility	2a. We can shift production or service delivery between sites when trade disruptions occur.
	2.b Our operations are modular and adaptable across regions.
	2c. We maintain backup facilities or partners in alternative markets.
3. Regulatory & Compliance Agility	3a. Our compliance team actively monitors changes in trade and export regulations.
	3b. We can rapidly update processes when new reporting requirements arise.
	3c. Our compliance systems are automated and integrated with enterprise data.
4. Financial Hedging & Capital Flexibility	4a. We hedge against currency, interest rate, and commodity price volatility.
	4b. We have access to diversified sources of funding across markets.
	4c. Capital allocation decisions incorporate geopolitical and trade risks.
5. Market & Customer Diversification	5a. Our revenue base is balanced across multiple regions and customer types.
	5b. We can quickly adjust market focus when one region faces trade barriers.
	5c. We actively explore new markets to reduce overreliance on any single geography.
6. Trade Intelligence & Policy Monitoring	6a. We have a dedicated team or tool for monitoring global trade developments.
	6b. We use scenario planning to anticipate potential policy shifts.
	6c. Trade-policy updates are integrated into strategic and operational decisions.
7. Partner & Ecosystem Resilience	7a. Our key partners are evaluated for compliance and geopolitical exposure.
	7b. We have redundant partnerships in critical supply or distribution channels.
	7c. We collaborate with partners to align risk mitigation strategies.
8. Technology & Data Infrastructure Resilience	8a. Our cloud and data systems can comply with evolving cross-border data rules.
	8b. We can shift data storage or digital operations between regions as needed.
	8c. Our cybersecurity and data governance systems meet global standards.
9. Workforce Mobility & Leadership Adaptability	9a. We can sustain operations if key staff cannot travel or relocate.
	9b. We have a distributed and flexible workforce model.
	9c. Leadership teams are trained to respond effectively to trade-policy disruptions.
10. Reputation & Stakeholder Communication	10a. We communicate proactively with stakeholders during trade-related disruptions.
	10b. Our brand narrative includes commitment to transparency and continuity.
	10c. We manage perceptions effectively when prices or operations are impacted by policy changes.

Rubric for Rating Each of the 30 Claims

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

TP Resilience Scorecard

Resilience Dimension	Claim a	Claim b	Claim c	Dimension Tally
1. Supply Chain & Sourcing Diversification				
2. Operational & Manufacturing Flexibility				
3. Regulatory & Compliance Agility				
4. Financial Hedging & Capital Flexibility				
5. Market & Customer Diversification				
6. Trade Intelligence & Policy Monitoring				
7. Partner & Ecosystem Resilience				
8. Technology & Data Infrastructure Resilience				
9. Workforce Mobility & Leadership				
10. Reputation				
Raw Score (Tally all Points)				x points
TP Resilience Score (% of 150)				y%

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TP Resilience Scorecard

Resilience Dimension	Claim a	Claim b	Claim c	Dimension Tally
1. Supply Chain & Sourcing Diversification	5	5	5	15
2. Operational & Manufacturing Flexibility	5	5	5	15
3. Regulatory & Compliance Agility	5	5	5	15
4. Financial Hedging & Capital Flexibility	5	5	5	15
5. Market & Customer Diversification	5	5	5	15
6. Trade Intelligence & Policy Monitoring	5	5	5	15
7. Partner & Ecosystem Resilience	5	5	5	15
8. Technology & Data Infrastructure Resilience	5	5	5	15
9. Workforce Mobility & Leadership	5	5	5	15
10. Reputation	5	5	5	15
Raw Score (Tally all Points)				150 points
TP Resilience Score (% of 150)				100%

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TP Resilience Scorecard

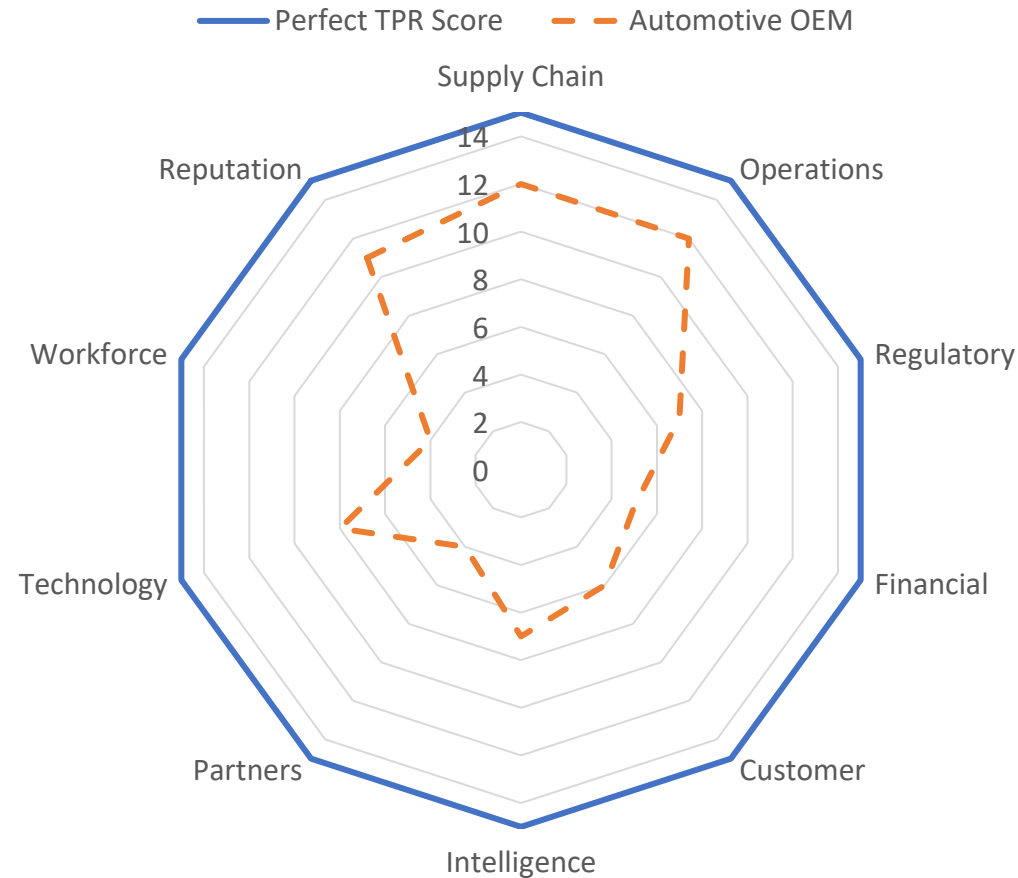
Resilience Dimension	Claim a	Claim b	Claim c	Dimension Tally
1. Supply Chain & Sourcing Diversification	4	3	5	12
2. Operational & Manufacturing Flexibility	5	4	3	12
3. Regulatory & Compliance Agility	2	3	2	7
4. Financial Hedging & Capital Flexibility	1	2		5
5. Market & Customer Diversification	3	2	1	6
6. Trade Intelligence & Policy Monitoring	4	1	2	7
7. Partner & Ecosystem Resilience	1	2	1	4
8. Technology & Data Infrastructure Resilience	4	3	1	8
9. Workforce Mobility & Leadership	2	1	1	4
10. Reputation	3	4	4	11
Raw Score (Tally all Points)				76 points
TP Resilience Score (% of 150)				50.7%

An Automotive OEM Case

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

TPR Scores-at-a-Glance: *Plotting the Score for Each Dimension*

Spot strengths and vulnerabilities.

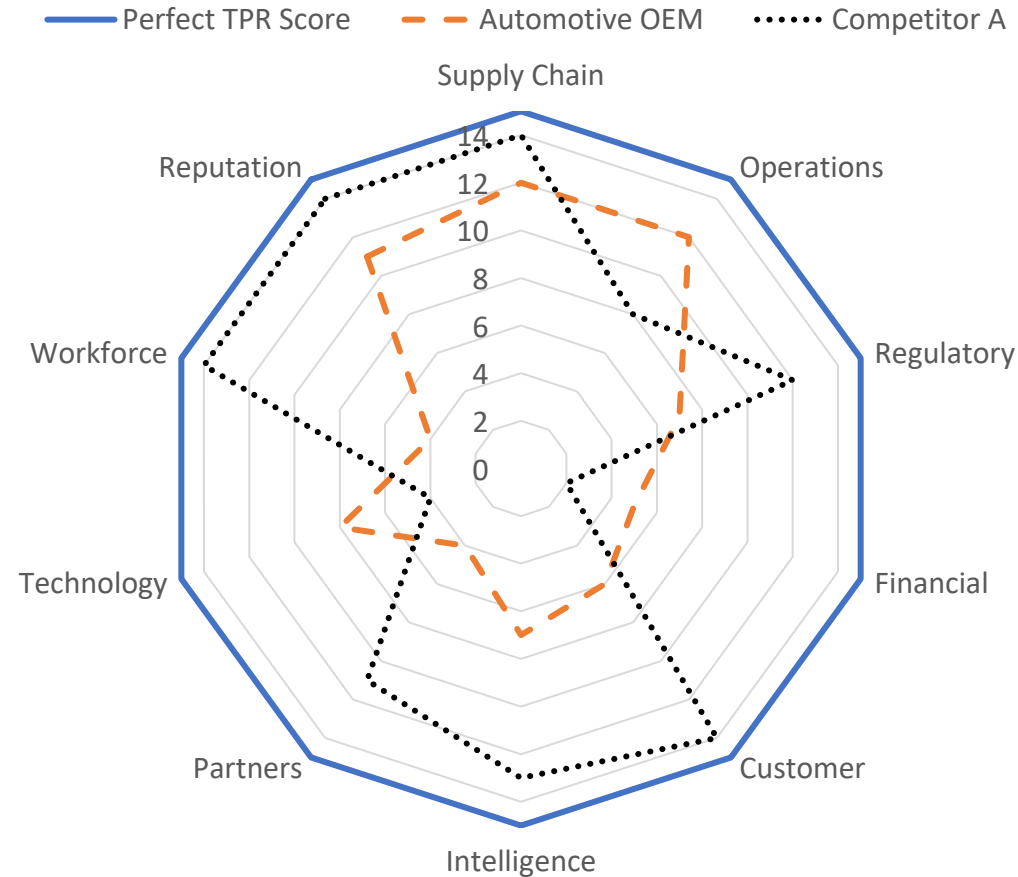


Reinforce and protect strengths. Address severe vulnerabilities immediately.

Turn TPR into a Competitive Weapon

Start with a Competitive Assessment

Where does Competitor A dominate? Find out why. Attack its moats.



Where do you dominate? Drive Competitor A into a trade policy abyss.

So What? Next Steps

- Decide to lead, not follow
- Gain executive and Board agreement that Trade Policy Resilience is a strategic priority.
- Adopt Trade Policy Resilience as a competitive weapon.
- Initiate a Trade Policy Resilience program.
- Diagnose the Trade Policy Resilience of your firm.
- Identify, prioritize, and launch TPR-building initiatives reinforcing strengths and eliminating vulnerabilities.

Contact Information for Questions, Comments, and Requests

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