

CUSTOMS CONFERENCE 2025 | **SWISS SHIPPERS' COUNCIL**

Customs Management in Turbulent Times.

What 2025 Taught Us - and How to Prepare for 2026

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CONFERENCE | **SWISS SHIPPERS' COUNCIL**
Séminaire de douane et du commerce extérieur 2024

NAVIGUER DANS UN ENVIRONNEMENT MONDIAL INCERTAIN: COMMENT SE PREPARER AUX DEFIS DOUANIERS?

Nicolas Urien

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Se préparer, mais à quel environnement ? (1)

Ce que l'on voit (et qui a été annoncé) :

EU trade rules turned green rules

- CBAM / MACF : entrée en force le 1er octobre 2023. Phase de mise en place : Janvier 2026.
- EUDR (Déforestation): entrée en vigueur le 30 décembre 2024 (si pas de report), ou 30 Juin 2025 (pour les PME).
- CSDDD (Directive sur le Devoir de Vigilance en Matière de Durabilité): pas applicable avant 2025/2026.

Tensions avec la Chine

- Etats-unis & Canada : augmentation des droits sur les véhicules électriques CN (100%) + acier/alumin.
- EU: application de droits compensateurs provisoires sur les véhicules électriques CN (17,4-37,6%).
- Mesures de représailles de la part de la Chine eg. produits laitiers (investigation en cours).

Intensification des sanctions vs. Russie

- Augmentation très probable du champ d'application des sanctions.
- Nouvelles mesures pour éviter les stratégies de contournements.
- Phase de stabilisation et de contrôle accrue par les autorités de contrôle UE.

Elections américaines

- *Augmentation de 10 à 20 % des droits sur tous les produits non-US* (annonce de D. Trump).
- Risque d'exacerbation des tensions commerciales entre la Chine et les Etats-Unis.
- Mise en place de nouvelles mesures protectionnistes.

Réforme douanière Européenne

- Un nouveau partenariat avec les entreprises.
- Une nouvelle approche des contrôles douaniers.
- Une nouvelle approche des flux e-commerce.



change

Se préparer, mais à quel environnement ? (2)

Et ce que l'on ne peut pas encore voir (liste non-exhaustive):

Externe	Guerre(s) économique(s)	Interruption de la chaîne logistique mondiale	Augmentation des droits	Tensions géopolitiques (affrontements armés)
	Changement dans la chaîne d'approvisionnement	Fusion et Acquisition	Gel des embauches	Politique de réduction des coûts
Interne	Démissions / Départs	Restructurations internes	Contrôle(s) douanier(s)	Cyberattaque(s)
Evènements à l'impact potentiel majeur sur vos activités douanières				





8 KEY PITFALLS 2025 EXPOSED...

AND HOW TO AVOID THEM FOR WHAT'S NEXT.



1

Ignoring that duty is back.

- Tariff management is regaining its central role.
- It is essential to develop a duty mitigation strategy.
- It's important to clarify who is responsible for this topic.
- **Be careful - tariff management requires strong customs compliance expertise.**



2

Not rethinking the customs management organisation.

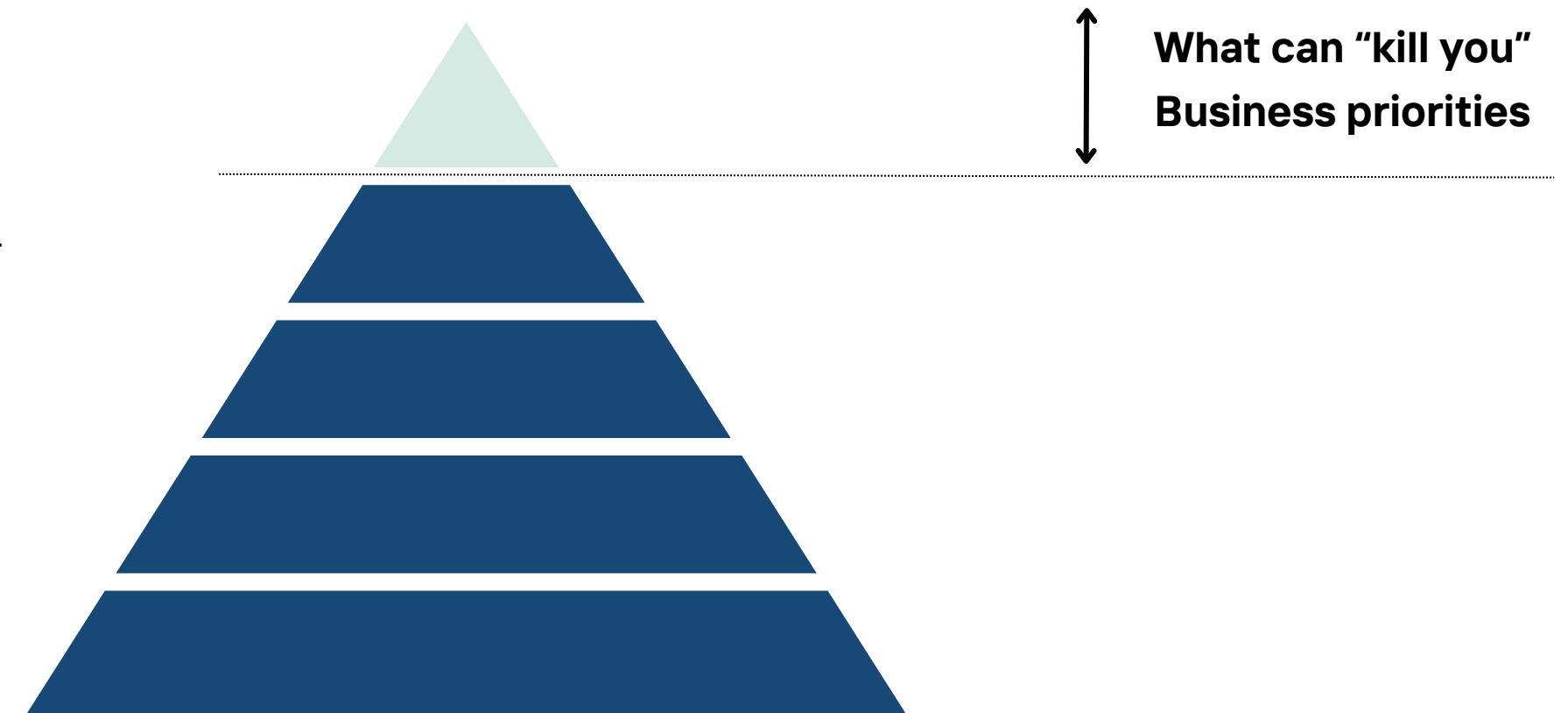
- Many companies are still getting hurt by customs.
- Their organizations carry toxic legacy structures.
- It's time to rethink the operating model.
- **Starting by:**
 - **defining a clear trade management framework : what is trade management for us ?**
 - **clarifying governance: who is owning customs / trade in our company ?**
 - **where our customs / trade team should sit ?**



3

Not adopting a (real) risk-based approach.

- Perfectionism remains a common trap for trade managers.
- Customs management is the art of working in a chaotic environment.
- Align with your top management on what is risky - and not (level of materiality).
- Keep in mind Pareto: 20% of your operations that create 80% of your risks.
- Risk-based approach can only work with a strong audit protocol.
- Adopting a risk-based approach also involves accepting the presence of "lone wolves".
- This also applies to transformation initiatives.





4

Overlooking the Power of Outsourcing.

- The workload for in-house teams keeps increasing,
- The strategy to scale your customs organisation should rest on three pillars: **centralization, automation, and outsourcing.**
- Among them, outsourcing is the most powerful lever to absorb turbulence, ensure business continuity and build flexibility.
- Not all topics should - or can - be outsourced. The first focus should first be on repetitive activities.
- Outsourcing only works when performance indicators are in place and suppliers are regularly reviewed.



5

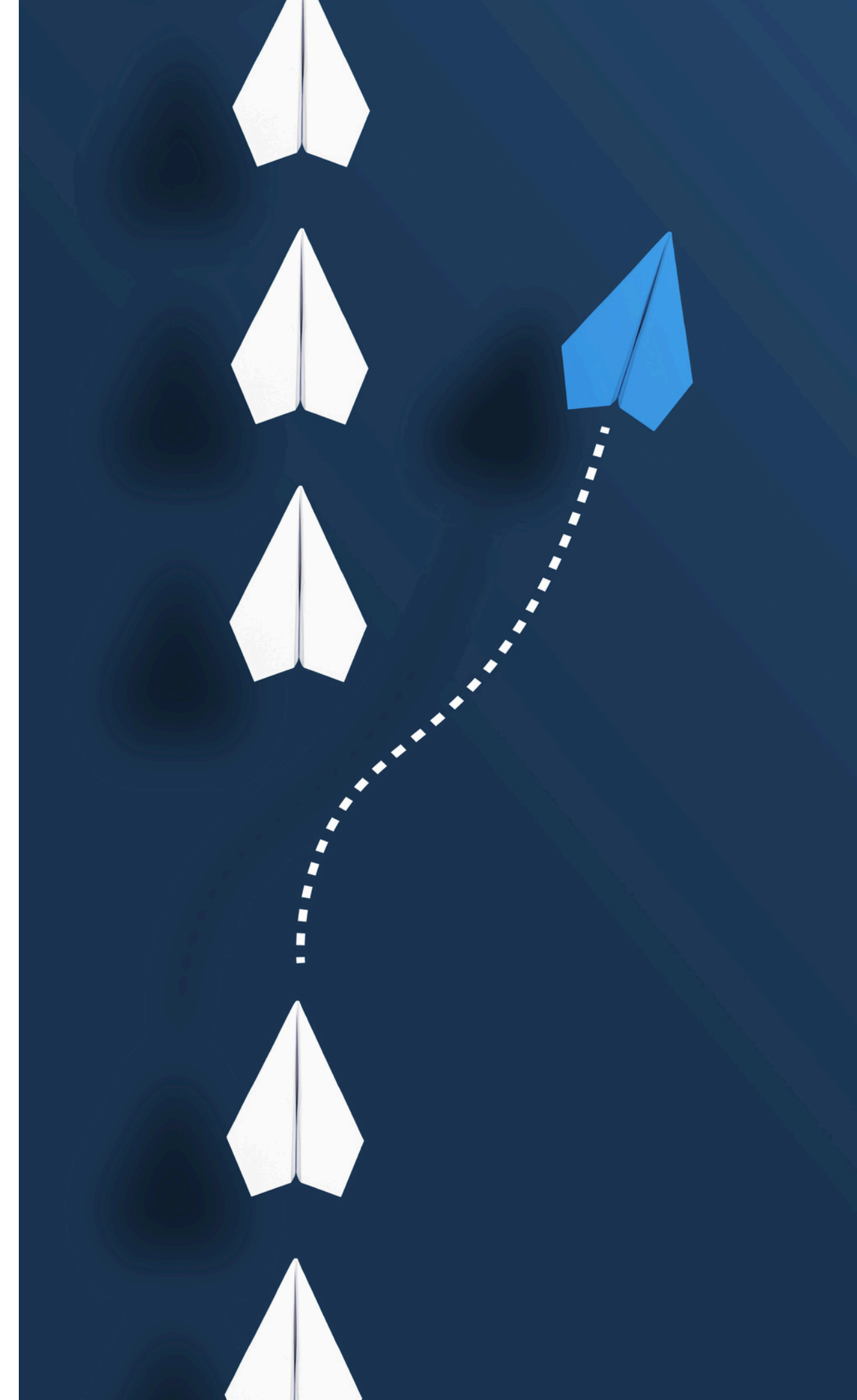
Not separating the trade operational and compliance functions.

- The main issue for many customs professionals: the tension between operational and strategic work.
- These are two areas that require completely different mindsets, capabilities, and skills.
- **The split should allow for a stronger focus on priorities.**
- Outsourcing can support this initiative.

6

Overlooking the evolution of the customs compliance manager's role.

- Many professionals fail to realize that the Customs/Trade Manager should now be a Leader.
- Soft skills have become the most important factor: Communication, Crisis and Project Management.
- Transformation mindset is key.
- Closer to business decision makers.
- "With great power comes great responsibility"
- Not everyone is cut out for the new global trade management order.





7

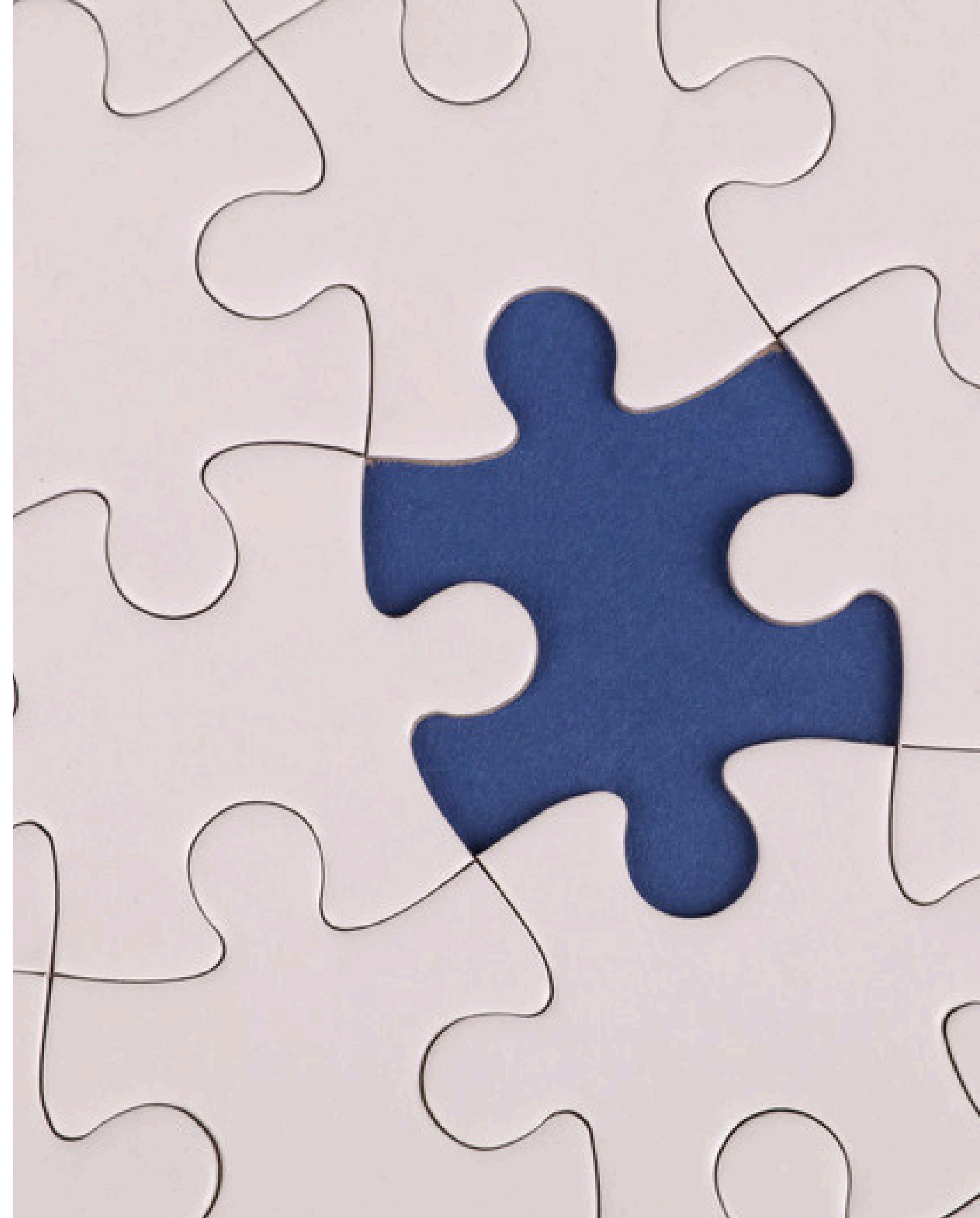
Not moving to a Compliance Program-based approach & organisation.

- **Each "at-risk" or business critical customs-related topic in your organization must be governed by a Trade Compliance Program – not by an individual or teams.**
- A Trade Compliance Program is a set of procedures and practices implemented within your company to ensure compliance with applicable regulations.
- Each Program should include:
 - The governance and responsibility structure.
 - Applicable procedures (SOPs).
 - Audit measures.
 - Team training protocols.
 - Corrective actions.
- The implementation of a program does not prevent outsourcing the management of procedures.
- It should also complement the discussion on governance and ownership.
- A job description is an open indicator of the presence or absence of programs.

8

Trying to enforce standardization at all costs.

- In global firms, standardization often remains a massive undertaking.
- Standardization can sometimes run into local challenges.
- If there's one battle worth winning, it's the one for centralization.
- **Always think in terms of risk.**





9

Not Assessing whether your ecosystem truly supports your customs and trade needs.

- Trade management is, by nature, an environment with many suppliers — freight forwarders, brokers, consultants...
- Their performance should be constantly evaluated.
- **And if they're not up to standard - change them!**



10

Not having a clear and accepted Internal Global Trade Mission.

- Operations Excellence ? Compliance ? Duty Mitigation?
- **Keep in mind: not everything can (must) be pursued with the same intensity at the same time.**
- This is the role of the global but also regional leaders to define priorities - and also communicate to the top management.

Most frequent mistake to avoid:

**Not appreciating
the incredible
environment we
operate in.**



THANK YOU!

Q&A SESSION.



OTHERS SUGGEST, WE DELIVER.

Customs Compliance Management is broken. We fix it!

DOJÖ Consulting Group



DOJÖ CONSULTING GROUP

Powered by Customs Support Group

OUR MISSION | **RUNNING CUSTOMS AT SCALE**

Why We Exist & Who We Are.

Confidential

01.09.2025



DOJÖ Consulting Group is a Team of Customs & Trade Compliance experts that believe in a new Global Trade Management paradigm.

We believe that old-fashioned Customs & Trade Compliance consulting is not suited to the needs of today's large-scale companies. We believe in operational advisory, global scope of intervention and concrete solutions.

We are on a mission to provide our clients with the necessary Legal, Strategic, and Operational resources to be more efficient and reduce for real their customs & trade compliance risks.



HOW WE CREATE VALUE.

These are the domains in which we excel.

For each of them our teams follow a specific approach and have a proven expertise that bring direct value to our customers.

Our team is made up of 80+ consultants who operate globally across diverse industries, with particular expertise in Food & Beverage, Retail Pharmaceuticals, Luxury, Industrial & Manufacturing, Chemicals, Medical Devices, and Sportswear.

We work exclusively with large-scale companies that operate globally (in +30 different Industries) and have a similar game-changer mindset, with the desire to create a relationship based on trust and results.



Advisory & Transformation

We support companies in all their trade compliance challenges. We provide services aimed at ensuring both compliance and operational excellence - with a strong focus on transformation and duty mitigation.

Customs Management (Outsourcing)

We handle any customs & trade compliance operations for companies so they can reduce costs, be more compliant and increase their process performance.

Our Classification Hub

Our team of classification experts handles your daily classifications as well as large-scale classification exercises to ensure full compliance and avoid any business disruption.

ADVISORY & TRANSFORMATION

Driving Impact & Results.

Our team has unparalleled expertise in supporting large-scale enterprises in navigating their tariff and non-tariff barriers. We're best known for delivering high-impact results in:

- Compliance Advisory & Risk Assessment
- Duty Mitigation Strategies
- Trade Compliance Program
- Transformation & Reorganisation Assistance

We're recognised as the go-to experts for transforming global customs and trade compliance organisations and driving sustainable performance.

We offer a unique approach to support our customers in deploying **the DOJÖ Trade Management Model (DTMM)** and building a robust trade compliance organisation with strong governance, Compliance Programs-oriented and less person-dependent processes - aligned with your company's culture and structure.

We also have access to a global consortium of over 100 local advisory & law firms, allowing us to mobilise specialised local regulatory expertise whenever needed.



CUSTOMS MANAGEMENT

Commanding Your Operations.

We help large firms to harmonise, centralise and scale their customs compliance management organisation.

We provide the resources they need to manage their operations, and customs compliance programs at scale.

Our team has a unique approach that enables our clients to ensure business continuity and maximum compliance, while regaining bandwidth - all at a fair cost.



Our team supports large-scale companies and groups in all their trade compliance management challenges. We provide services aimed at ensuring both compliance and operational excellence of their cross-border activities:

- Brokerage Management
- Special Customs Regime Management (IPR - Bonded Warehouse)
- Preferential Origin Management
- On-Demand Classification
- Global Duty Management Program
- License and Permit Administration
- Customs Clearance management
- Certificate of Origin Management
- Customs Reporting & Recordkeeping
- ESG Reporting Management
- US FSFE Management

GLOBAL CLASSIFICATION HUB

Driving customs classification excellence.

We provide our clients with the resources and expertise they need to ensure compliance and operational efficiency in meeting classification requirements.

In 2024, our team classified more than 10 million items across over 50 jurisdictions.

Industry mainly served: Sportswear, Textile, Automotive, Chemical.

Ongoing Classification Assistance:

Our team of classifiers manages the daily classification activities on behalf of our clients to provide greater flexibility and ensure compliance. We support global firms in meeting their daily classification requirements.

Strategic Classification Process Advisory:

We take our clients' classification management to the next level by assessing their processes and operating model, identifying inefficiencies, & designing a scalable organisation that drives long-term performance

Mass-Classification Project:

Through a foundation project, we conduct a comprehensive review of your database, apply a proven three-step cleansing methodology, and document the rationale for each item.

Compliance Review:

Our team of experts provides you with customs classification support to give you greater certainty and assist you, particularly in the preparation of ruling (BTI).

OUR COMMITMENTS. AND WHY WORKING WITH US IS REALLY UNIQUE.



Chasing Excellence

We deliver nothing less than the highest quality of service in all our deliveries. We push boundaries and deliver a 360° service like never seen in trade compliance advisory.



Transparency

We are committed to transparency with all stakeholders, especially top management, to avoid any pitfalls and misalignment during our mission. It is the only way to achieve real results.



Actionability

We get rid of theoretical inoperative approach. We only focus on what creates value. We believe in the power of actionable advice which are game-changers in transformation projects.



Chasing scalability

The pursuit of scalability in your operations is at the core of all our analyses, allowing you to reduce your disruption risks, lessen your dependency on individuals, and lower the costs of managing your trade compliance.



Acting as your Partner

In all our missions, we act as an extension of your team rather than an external party. We are a trusted partner that treats every mission and operation as its own.



Agility

Each Mission is unique. We are open to the adaptability of our solution (systems, approach, resources) based on the needs of the company.



360° Advice

We offer advisory services that consider the related elements of trade compliance (structural, functional, strategic) that enable the deployment of comprehensive solutions.



KPIs oriented

Key performance indicators are always established during the deployment phase when managing operations to prevent alignment issues later on. This is a crucial point.

LOOKING FORWARD TO WORKING WITH YOU!

Your Trusted Customs & Trade Compliance Partner



THANK YOU!

Have a question ? Contact our team.

Our team is made up of 80+ consultants operating globally across diverse industries.

We believe in a new trade management paradigm - and a new way to deliver advisory.

Contact us to take your customs management organization to the next level !



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