

How to Do More with Less in a Difficult Trade Environment

FDRA Trade, Logistics, and Customs Meeting

October 13, 2022

Why are we faced with less?

Geopolitical Uncertainty and Regulatory Complexity

Policy Changes Current Business M Spet Operating N ি & China Relation

Labor Shortage and Trade Talent Crunch

Current Trends¹

- 54% of trade groups are only replacing as staff leaves, while 4% are downsizing
- Only 42% of trade groups are growing and adding staff

Turnover

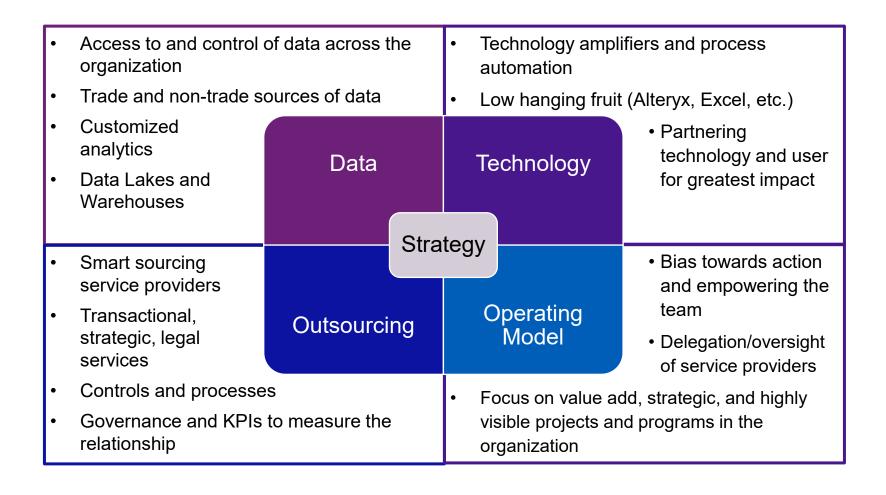
- Trade personnel are retiring
- Issues replacing departing personnel
- Training and onboarding cost and time

¹ https://gatewayrecruiting.com/raw/wp-content/uploads/2022/07/Gateway-Recruiting-Trade-Compliance-Salary-Survey-Results-2022.pdf



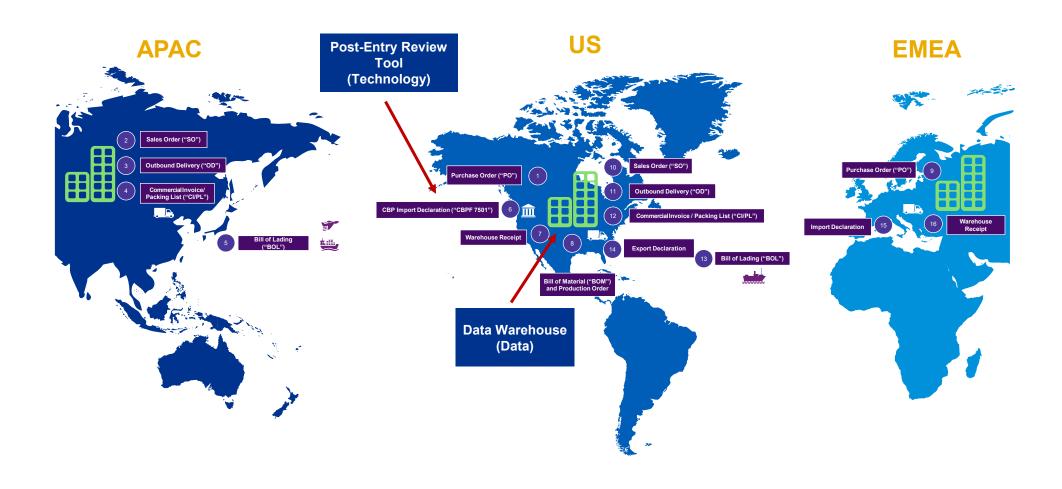


How can we do more?



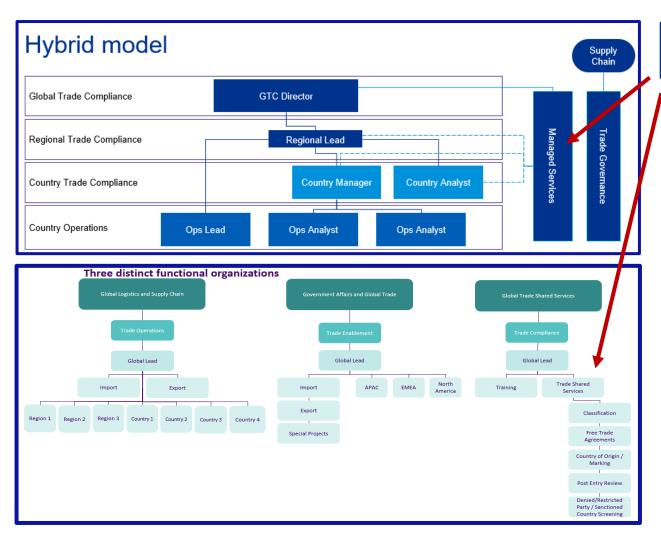


Data and Technology





Operating Model and Outsourcing



Outsourcing Triggers and Considerations

- Cost savings
- Strategic vs. Nonstrategic
- Low value add and transactional work
- Process is stable and/or mature
- Wider scope and breadth of coverage





Questions?



Thank you



Brian Beyer

Manager, Trade & Customs

brianbeyer@kpmg.com

(716) 997-8544

Nicole Porpiglia

Senior Manager, Trade & Customs

nporpiglia@kpmg.com

(914) 879-1692

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