

CSCRL FALL FORUM

RISK AS A COMPETITIVE ADVANTAGE: WINNING IN AN UNCERTAIN WORLD
NOVEMBER 5-6, 2026

ABSTRACT

WESTERN EUROPE ON THE WAY TO SUPPLY CHAIN ANTIFRAGILITY

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Western Europe is facing unprecedented complexity: geopolitical tensions, trade conflicts, energy disruptions, technological transformation, volatile taxes and, as consequence, fragile global supply chains.

But the critical question is not whether disruption will happen. It is how we respond — and how this response has evolved.

First came shock.

Then reaction: contingency plans, diversification and risk management. Increasingly, companies realized that many risks could not be managed alone.

Governments and the EU became part of the response, making supply chain resilience a systemic issue.

Now Europe is entering the next phase: antifragility.

Resilience means absorbing a shock and returning to the previous state. Antifragility means using disruption to become stronger.

The question is, therefore, no longer:

“How can we protect our supply chains from disruption?”

but:

“How can disruption make our companies and economic systems stronger?”

This requires a new balance between efficiency and resilience, global reach and regional capabilities and corporate action and public-private cooperation.

The journey from shock to reaction, resilience and, finally, antifragility is more than a supply chain story. It is a new way of thinking about Western Europe's competitiveness in an uncertain world.

The future belongs to those systems that become stronger because they experience disruption.



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