

# Forget stability. Build for a smarter supply chain

**Q&A with Michael Johnson, Vice President, International Supply Chain, Matson Logistics**

**Q: From your unique perspective, what do you see as the biggest challenges facing logistics and supply chain professionals as we move into 2026?**

**A:** Stability is what everyone's chasing. After the disruption of tariff swings and sourcing shifts, customers want conditions to stabilize—back to 2024 norms. But that's easier said than done. Tariffs remain unpredictable, and every change forces importers to scramble.

Sourcing is another pressure point. Many brands have shifted production out of China to countries such as Vietnam, Cambodia, Sri Lanka, and Bangladesh. That creates complexity for their teams. Layer on rising compliance demands and the pressure for real-time visibility, and the big challenge for 2026 is clear: How do you build a strong supply chain that can handle that volatility without breaking?

**Q: How would you say your organization is positioned to help logistics and supply chain professionals meet these evolving challenges?**

**A:** Few companies can draw on more than 140 years of global shipping experience. We've seen



it. We've done it. Matson's long-standing ocean expertise enables us to provide unmatched transit reliability and speed, including the fastest Shanghai to LA/LB transit in the market. That's an advantage we bring to every customer.

At Matson Logistics, we build on that foundation with advanced technology: precise data management and AI analytics that improve visibility, verify PO and vendor instructions, and cut costly errors. Paired with our expanded expedited network across South and Southeast Asia, this combination of operational strength and innovation

keeps supply chains smart and adaptable in a world where disruption is the norm.

**Q: Based on the tumultuous few years we just managed through, what would you say are the most important lessons we've learned and what opportunities do you see ahead in 2026 for logistics and supply chain professionals?**

**A:** Rigid processes fail when conditions change overnight. The past few years proved that resilience isn't just about having backups. It's about building adaptability into the system.

A big opportunity lies in creating semi-autonomous supply chains that think for themselves: technology that detects issues early, cleans up bad data, reviews BOM costs and freight routing, and adjusts without constant intervention.

But tech alone isn't enough. Solutions must align with how businesses already operate—not force a one-size model. Shippers will win in 2026 by collaborating with their logistics partners to focus on visibility, sustainability, and agility. Those are the foundations of truly high-performing supply chain.

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