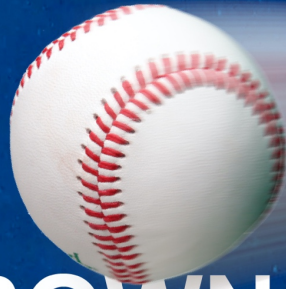




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HOW TO HIT THAT **CURVEBALL** THROWN AT YOUR **SUPPLY CHAIN?**



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Stefan Karlen
(former CEO Panalpina)



Stefan Reidy
(CEO of Arviem)



Pieter van de Mheen
(Partner at PwC)

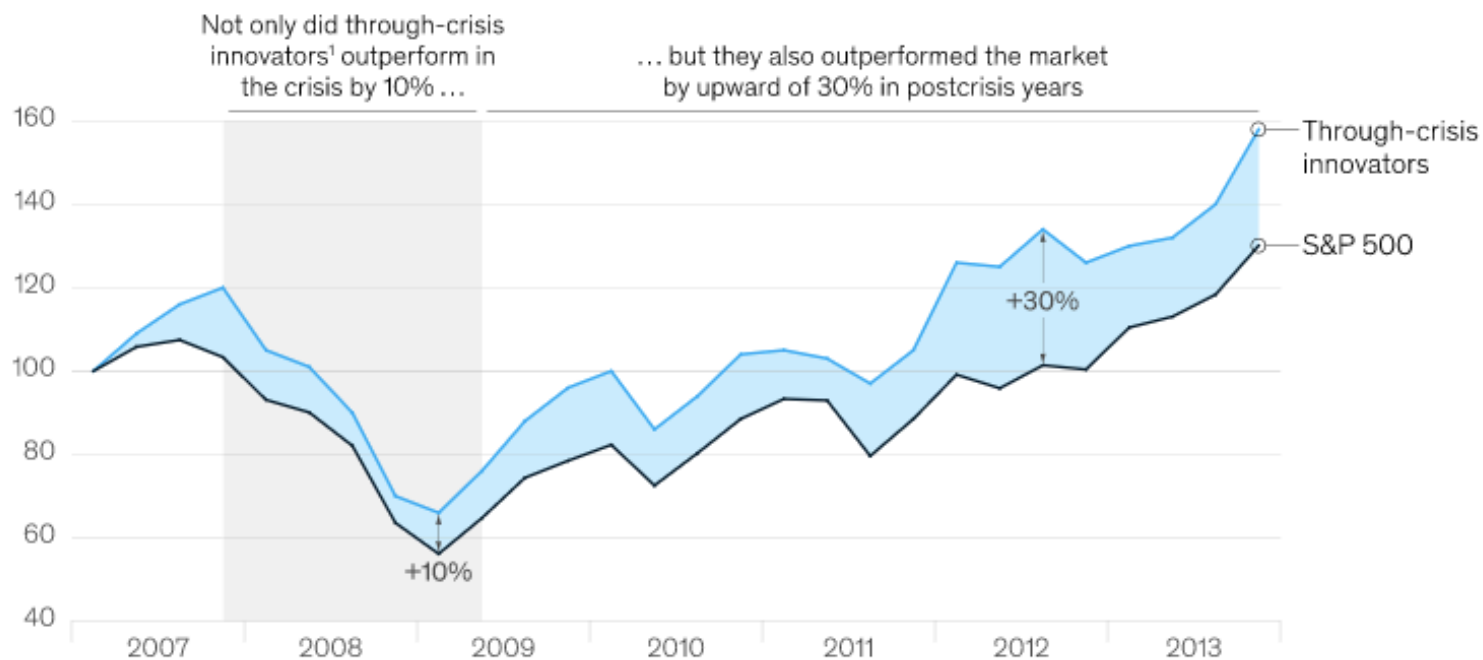
Prepare to be unprepared: insights on the effect of crises on innovation, resilience and financing in supply chain organizations

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Innovation in a crisis: Is it more critical than ever?

History suggests that companies that invest in innovation through a crisis outperform peers during the recovery.

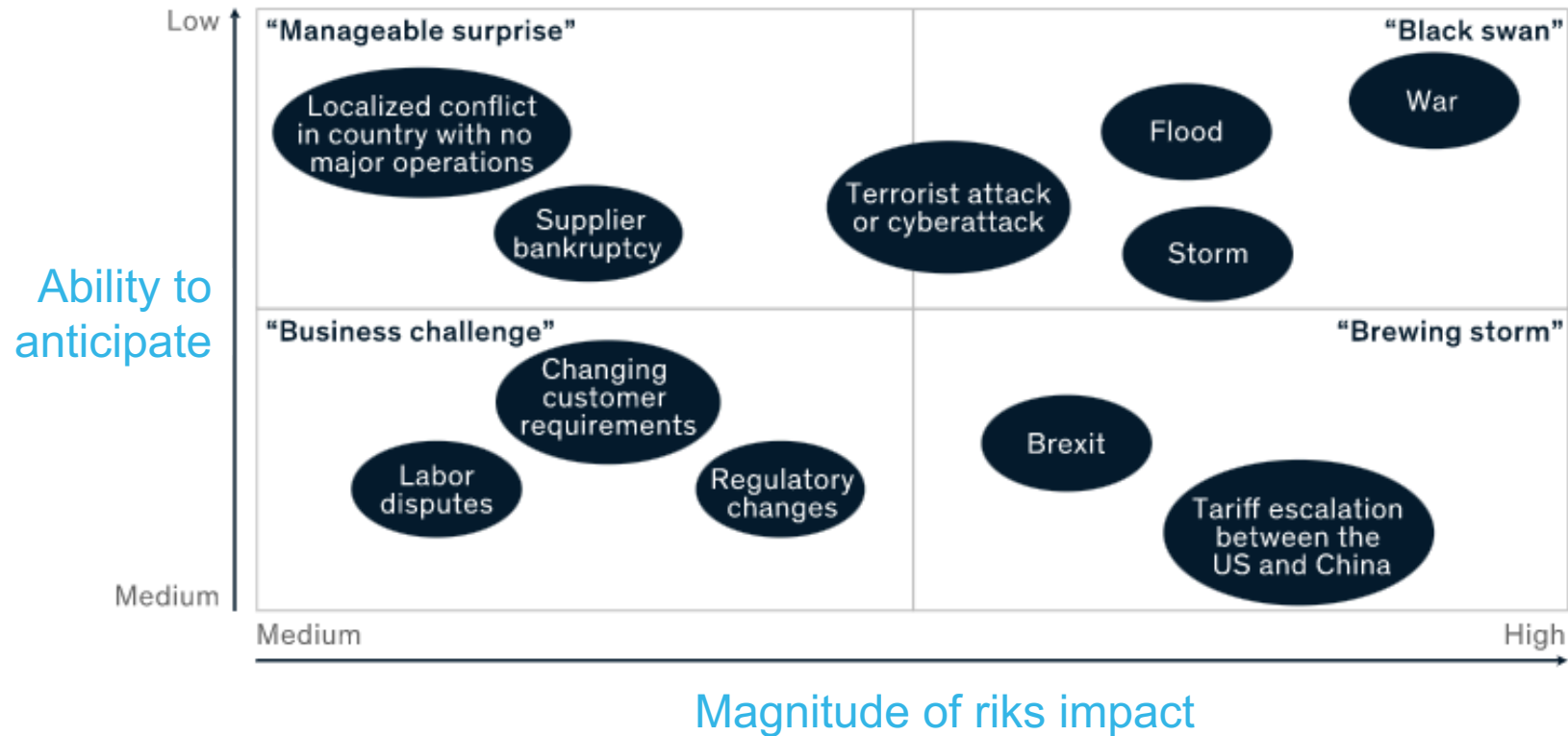
Normalized market capitalization, index (Q1 2007 = 100)



¹Identified as companies on the *Fast Company* World's 50 Most Innovative Companies list for ≥ 2 years through a crisis, normalized to 2007.

Coronavirus: the 'wake up call for supply chain risk management ?

A simple classification of supply-chain risks helps in defining response strategies.



The crisis brings strategic change in financing

Overview of CFO's perspective on the Covid-19 crisis

The **financial impact** remains severe...

72% expect **sales to decrease**

67% expect **profits to decline**

61% have **significant cash constraints**

Source: BCG's Covid-19 CFO pulse survey