LOGISTICS COVID-19 IMPACT MODEL

OPERATIONAL/ PRODUCT SUPPLIERS

Shipping Lines
- Service & boxes
- Financial Status

Airlines
- Capacity
- Financial Status

Rail Operators
- Border controls
- Capacity

Road Hauliers
- Drivers illness
- PODs

Agents
- Office closures
- Service levels

Consolidators
- Staff infections
- Closures

Warehouse suppliers
- Staff infections
- Service levels

Contract Labour
- Shortfalls
- Duty of care

BUSINESS INFRASTRUCTURE

Executive/Operations
- Key executive/staff absences
- Operations & redundancy

Treasury & Credit Control
- Credit profiles and credit
- Invoicing, cash & interest

IT/Systems/Outsourcing Business Continuity
- Hardware & software
- Quality & remote access

Property, Assets & Facilities Management
- Access/maintenance
- Health & safety

Risk, Insurance & Legal
- Cover conditions/exclusions
- Risk management

Equity Investors & Debt/Banks
- Dividends
- Covenants and payments

LOGISTICS PROVIDERS

- Brand/reputation
- Culture/morale
- Financials
- Risk
- Business Continuity
- Competition
- Solutions

GOVERNMENT & REGULATORY

Government Directions & Quarantine
- Service restrictions
- People and process

Physical & IT Infrastructure Capacity/Continuity
- Air and sea ports, rail & roads
- Data networks

Export Controls
- Key medical products
- Food and medicine

Society & Economic Measures
- Support for customers, suppliers and citizens

Banks & Liquidity
- Support for customers and suppliers

Information & Intelligence
- Reliable information?
- Inconsistent intelligence?

CUSTOMER AND DEMAND

SMES
- Financial Status
- Cashflow

Multinationals
- Cashflow
- Customer pressure

Sectors
- Highly exposed
- Volatile

Cash
- Critical
- Gov't support

Communication & Customer Service
- Critical
- Agile

Loyalty & integration
- IT & process dependence

Contracts & claims
- Force majeure
- Rates

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