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General COVID-19 Information

Description: General update on affected economies and general preventative guides

Resources with On-going Updates

- **ALAN – American Logistics Aid Network.** “Situation Snapshot.” [https://www.alanaid.org/operations/](https://www.alanaid.org/operations/) ALAN has been actively monitoring several disasters, including COVID-19 (novel Coronavirus / SARS-CoV-2), the Nashville tornado, Southeast flooding and Puerto Rico earthquakes. We encourage you to check in frequently for the latest updates and needs.


- **CISA – Cybersecurity and Infrastructure Security Agency.** “CISA Information & Updates on COVID-19.” [https://www.cisa.gov/coronavirus](https://www.cisa.gov/coronavirus) The Cybersecurity and Infrastructure Security Agency (CISA), division of the US Department of Homeland Security (DHS), has been monitoring the evolving Coronavirus, also known as COVID-19 situation closely, taking part in interagency and industry coordination calls, and working with critical infrastructure partners to prepare for possible disruptions to critical infrastructure that may stem from widespread illness, should the virus take hold in the U.S.


Selected Articles, White Papers, and Reports


Government Measures

Description: US government measures to prevent COVID-19 spread that have implications for businesses and supply chain operations

Resources with On-going Updates

- **MultiState.** “COVID-19 Policy Tracker.” [https://www.multistate.us/pages/covid-19-policy-tracker](https://www.multistate.us/pages/covid-19-policy-tracker) This page contains all of MultiState’s resources on the state and local government response to COVID-19/coronavirus, including our dashboard, maps, and other resources for tracking how states and localities are responding to the crisis (update daily).
COVID-19 Impacts on Economy and Supply Chains

Description: Resources on economic impacts (e.g. socioeconomic, macro-economic, and meso-level), supply and demand chains, and consumer behaviors

Resources with On-going Updates

  ASCM is closely monitoring the rapidly changing situation related to the spread of the coronavirus. We are well aware that this crisis is placing extraordinary demands on supply chain leaders, from tumbling sales to keeping employees healthy and ensuring continuity of work. We will continue to update this web page on a daily basis to help you stay informed.

  Freedonia analysts and economists are sharing their insights about the impacts of the COVID-19 coronavirus. This page will feature ongoing updates.

  IBISWorld presents a collection of fast facts that outline how the spread of COVID-19 (coronavirus) is impacting sectors across the countries where IBISWorld operates, including Australia, Canada, Germany, New Zealand, the UK and the US.

  Leaders in business, finance and government are asking about the coronavirus (COVID-19) impacts on the economy. Our experts, analysts and consultants are working to provide the latest information insights and special reports covering the coronavirus impact across energy, natural resources, maritime, trade, transportation and the financial services. This Coronavirus (COVID-19) Resource Center provide regular updates, data and more in-depth analysis.

  Institute for Supply Management® (ISM®) is closely monitoring the impact of the coronavirus outbreak on supply management. This page is a centralized resource to gather news, resources and upcoming events centered on information you should know and education and research you can access on mitigating the risks impacting the supply chain today.

  The resource is intended to provide business leaders with a perspective on the evolving situation and implications for their companies. The perspectives are updated regularly as the outbreak evolves.
As the novel coronavirus (COVID-19) sweeps the world, consumers are being forced to dramatically change their purchase behaviors. Nielsen is tracking these changes and establishing clear navigation beacons for retailers and manufacturers trying to understand the changes and plan for what comes next.


To help identify the business and economic impact of COVID-19, PwC is conducting a biweekly survey of finance leaders in the US and Mexico. The survey will continue to track changing sentiments and priorities.


This webpage presents a collection of content, including our analyses and insights on how coronavirus may impact public health, the global economy, and commodity markets as the situation develops.


UNCTAD is monitoring the effects of the global pandemic on manufacturing, trade, foreign direct investment and economic growth.

Selected Articles, White Papers, and Reports


Auditshipment — a provider of shipping invoice audit process solutions — analyzed more than 150 data points collected from tracking 1 million shipments across different small parcel shipping carriers to build out an infographic of how the virus is impact volume at major carriers.


Discussion at Modex 2020 – the largest manufacturing and supply chain expo of the year – on the impacts and responding strategies amid coronavirus, or covid-19 pandemic.


To help supply chain risk managers keep abreast of the situation and initiate risk mitigation plans, Resilience360 has outlined the top ten challenges organizations will need to prepare for in the short and medium term amid the ongoing coronavirus outbreak.

Coronavirus is shaking up business and consumer behavior on a massive scale. While the full economic consequences of this black swan event are still unclear, we know that the effects that the virus—and the drastic measures being taken to contain it—are already precipitating change across industries. Here are the top three ways Business Insider Intelligence and eMarketer analysts think the pandemic is set to impact telecoms and technology, digital media, payments and commerce, fintech, banking, and healthcare.


Workplace and Worker Health and Safety

Description: Practices and technical guides in terms of health and safety at workplace/worksite and for workers in supply chain and logistics-related fields

Resources with On-going Updates

- OSHA – Occupational Safety and Health Administration. “COVID-19.”
  https://www.osha.gov/SLTC/covid-19/
  This webpage provides information for workers and employers about the evolving coronavirus outbreak first identified in Wuhan City, Hubei Province, China. The information includes links to interim guidance and other resources for preventing exposures to, and infection with, the novel coronavirus—now officially named COVID-19.

Selected Articles, White Papers, and Reports

  Transportation training company Instructional Technologies Inc. (ITI) is offering a free online course for drivers on COVID-19 safety. COVID-19: What Drivers Need To Know helps drivers understand the impact of the coronavirus pandemic, how it could affect their work and safety, and steps to keep themselves and others safe.

  To reduce the impact of COVID-19 outbreak conditions on businesses, workers, customers, and the public, it is important for all employers to plan now for COVID-19. The Occupational Safety and Health Administration (OSHA) developed this COVID-19 planning guidance based on traditional infection prevention and industrial hygiene practices. It focuses on the need for employers to implement engineering, administrative, and work practice controls and personal protective equipment (PPE), as well as considerations for doing so. This guidance is intended for planning purposes. Employers and workers should use this planning guidance to help identify risk levels in workplace settings and to determine any appropriate control measures to implement. Additional guidance may be needed as COVID-19 progresses.
outbreak conditions change, including as new information about the virus, its transmission, and impacts, becomes available.


Freight Transport and Logistics

**Description:** Resources on freight transport market condition, as well as strategic and operational trends or practices

Resources with On-going Updates

- **Agility.** “Agility Global Shipping Updates: COVID-19.”
  https://www.agility.com/insights/COVID19/homepage/
  Provide the latest global shipping and operational outlook as the world copes with Novel Coronavirus (COVID-19), including country updates as well as operational update for air, ocean, and road freight.

- **ATA – American Trucking Associations.** “COVID-19 Update Hub.”
  https://www.trucking.org/COVID19
  Our COVID-19 Update Hub will provide members and industry stakeholders with timely, fact-based information to answer frequently asked questions and address common challenges that arise from the pandemic and national response. This page will be updated regularly with information and guidance provided by government officials and other stakeholders involved in response efforts.

- **C.H. Robinson.** “North America Client Advisory – Coronavirus Outbreak.”
  Provide updates on government affairs related to COVID-19, and North American freight markets, including maps representing C.H. Robinson’s view of North American market stress based on the impact of daily changes in transportation costs, supply, and demand.

- **DB Schenker.** “Customer Advisory COVID-19 Global Update.”
  https://www.dbschenker.com/global/meta/customer-information
  DB Schenker is closely monitoring the COVID-19 situation. This page provides the most recent edition of the COVID-19 global customer advisory update (issued twice a week), targeted to give you guidance and orientation in global freight markets.

  Each week, Flexport publishes an update regarding the trends and events that impact the freight market, detailing pricing, capacity, volatility, and more. Sourced from our internal industry experts, this market intelligence is useful for anyone involved in booking shipments of freight, regardless of whether or not they use Flexport to do so.

  In this page you will find FMCSA’s latest information, declarations, and resources in response to the coronavirus (COVID-19) outbreak.
https://freight.ftrintel.com/coronavirus
This page provides resource for transportation insights and expert commentary on how COVID-19 prevention steps are affecting the economy and transportation markets. FTR will be focusing the work of its team of experts and the Freight•cast™ forecasting model to inform and guide transportation professionals and its clients. Check this space frequently for reports, webinars, forecasts, commentary, and all intelligence that is available for you to navigate these difficult times.

Editor’s Note: The impact COVID-19 is having on ports and other freight stakeholders is a developing story. Check back here for regular updates.

Global Port Tracker, produced jointly with Hackett Associates, evaluates and monitors key port data including container import volume, vessel services, congestion, gate operations and new transportation-related projects. Global Port Tracker covers the U.S. ports of Los Angeles/Long Beach, Oakland, Seattle and Tacoma on the West Coast; New York/New Jersey, Port of Virginia, Charleston, Savannah, Port Everglades, Miami and Jacksonville on the East Coast, and Houston on the Gulf Coast. The report is free to NRF retail members, and subscription information is available at NRF.com/PortTracker or by calling (202) 783-7971. Subscription information for non-members can be found at www.globalporttracker.com.

https://www.truckload.org/resources-for-covid-19/
As our nation continues to address the spread of coronavirus (COVID-19), we are committed to serving our membership in a role that is most important to you, as a conduit of information that best provides you with an opportunity for continuing your operations in these uncertain times.

The International Brotherhood of Teamsters is closely monitoring the global health crisis caused by the coronavirus pandemic. Working with other unions, public health officials and other experts in our Safety and Health Department, the Teamsters Union is focused on providing our affiliate locals, 1.4 million members, and staff with the most up-to-date information and resources to help everyone in this difficult time.

Transplace. “Coronavirus COVID-19 Supply Chain Update.”
With the global spread of the coronavirus (COVID-19), vulnerabilities in supply chains continue to be exposed. As the first tier in many company supply chains, the disruption in China has sent ripples through the worldwide economy. The situation is still fluid and Transplace will continue to release updates as we know them.

We continue to offer information regarding the COVID-19 virus situation, providing updates on transport operational status and market conditions.
Selected Articles, White Papers, and Reports


*IndustryWeek’s logistics expert shares workarounds to manage the disruption.*

**Supply Chain Responding Strategies**

**Description:** Big picture of supply chain strategies e.g. sourcing/supplier management, manufacturer and retailer operations, risk management strategies

**Resources with On-going Updates**

- **NAM – National Association of Manufacturers.** “COVID-19 Resources.”
  [https://www.nam.org/coronavirus/](https://www.nam.org/coronavirus/)

  The NAM is in contact with federal officials who are overseeing the response to COVID-19. We will work to share additional available information and welcome your concerns and input.

- **NRF – National Retail Federation.** “Coronavirus Resources for Retailers.”

  NRF is closely monitoring the situation around the COVID-19 pandemic, coordinating with government agencies, health experts and retailers as the situation continues to evolve. NRF is addressing the supply chain implications as well as developments related to the spread of the virus globally and domestically. Please come back to this page for regular updates.


  An online tool that helps companies assess the potential impact to their business and gauge readiness to respond to disruption created by the coronavirus pandemic. The digital tool contains 3 sections of questions in the areas of; crisis management and response; workforce; operations and supply chain; finance and liquidity; tax and trade; and strategy and brand.

- **RILA – Retail Industry Leaders Association.** “COVID-19 Resources for Retailers.”
  [https://www.rila.org/coronavirus-resources-for-retailers](https://www.rila.org/coronavirus-resources-for-retailers)

  The Retail Industry Leaders Association (RILA) is actively monitoring the status of the Coronavirus Disease 2019 (COVID-19) outbreak and is working with key governmental officials, agencies and health organizations tasked with overseeing the response to COVID-19. RILA will continue to adapt our programs and activities to address the situation as it evolves. We will update this page regularly.

- **Spend Management Experts.** “COVID-19 Supply Chain Updates.”
The coronavirus pandemic is straining supply chains close to the breaking point. How are supply chains adapting to meet the demands? How will COVID-19 redefine supply chains once the pandemic has passed? Stay up to date with the rapid changes that are impacting the industry here.

Selected Articles, White Papers, and Reports

  The article discusses actions supply-chain leaders can take now to mitigate impacts on supply chains from coronavirus that can also prepare them for the medium and long terms—and build the resilience against future shocks.

  This white paper contains insights from recent interviews with leading organizations on how they are responding to the new coronavirus crisis. You’ll learn: (1) Similarities between the COVID-19 outbreak and SARS; (2) Tips to sustain your business during the fallout; (3) What are force majeure declarations and how they apply; and (4) How a leading EHS team is safeguarding its supply chain.

  While first and foremost a human tragedy, COVID-19 is also an unprecedented challenge to global supply chains. The authors explore the impacts of the virus on supply chains, potential scenarios as the virus advances globally, and how companies should respond.

  Many industries have already been affected by the coronavirus emergency, but the auto industry stands out as one that is feeling the effects quickly and deeply, given the critical role that China plays—both as the single largest market for new vehicle sales and as a supplier of components to other parts of the world. The authors offer some data to help the industry understand what is happening to automotive supply chains in China right now and how company leaders can respond in the near and long term.

  This piece from Deloitte US discusses the impact COVID-19 presents to the semiconductor industry’s supply chains and global growth. It includes suggestions for managing near-term disruptions and maintaining business continuity while presenting an opportunity to transform the global supply chain model to create a more resilient future.

The objective of this article is twofold: (1) To serve as a point of reflection for executives navigating through the recovery process and share insights to support an accelerated recovery journey; and (2) A call to action for companies that are currently not set up to withstand a major unpredictable event, such as the current coronavirus outbreak, to build a resilient supply chain in preparation for future disruptive instances.


  Leaders around the world are facing twin anxieties: how severe the coronavirus (COVID-19) outbreak will be for the economy and what companies should be doing to prepare. The authors examine the effects on Chinese companies and workers of the government quarantines that began being imposed in January. Using the Chinese experience as a model, the authors offer steps managers can take to maximize the effectiveness of the remote work option during a crisis.


  Discuss results from a survey on impacts of coronavirus on supply and demand, as well as mitigating actions that companies and their supply chain organizations are taking in response to the coronavirus.


  The paper discusses steps aimed to help you understand your exposure to COVID-19, and more importantly, position your supply chain to be resilient in the face of future threats and disruption.


  There may never be a definitive therapeutic treatment for such unforeseen supply chain disruptions from diverse events, but companies can develop their own private vaccine to make their supply chains more resilient. The vaccine is a data-dependent, step-by-step process as detailed in this article.


  Discuss actions, including: (1) Create contingency plans: Start with scenario-planning strategies for different demand environments; (2) Mitigate supply shock: Work closely with existing suppliers while diversifying the supply base; (3) Manage demand volatility: Manage panic buying situations while taking on a responsible retailer role; and (4) Make work safe: Invest in protective gear for supply-chain workers and communicate via apps to manage time, availability and safety.

- **PwC. 2020.** “COVID-19: Operations and Supply Chain Disruption.”


  The spread of the new coronavirus, COVID-19, is being felt globally across operations in ways that are difficult to model and assess. Understanding how global manufacturers are managing through disruptions to their supply chains will help all businesses structure their own responses. The article discusses what to look at now and where to focus next to set the foundation for proactive resilience.

The article looks at some of the efforts by grocery retailers to mitigate the impact of coronavirus—ranging from purchase limits on high-demand items, assurances against price gouging, and more stringent cleaning in stores, to guidelines urging employees not feeling well to stay home and for those coming to work to exercise safe hygiene practices.


As the Covid-19 crisis spreads to new epicenters in Europe and the U.S., companies are scrambling to mobilize responses. Based on the authors’ experience supporting Chinese enterprises with their recovery plans, 12 early lessons for leaders elsewhere are discussed.


The complexity of global supply, coupled with “just-in-time” inventory practices and narrowing sources of supply, have created vulnerabilities for virtually all enterprises. Exacerbating the problem is that the spread of COVID-19 is a moving target. All companies, large and small, need to activate their crisis management plans. The article discusses steps companies can take from two aspects: developing an immediate response to the threat and preparation for possible larger scale disruption as the situation evolves.


As the COVID-19 pandemic continues to spread, retailers have stepped up their efforts when it comes to providing consumers with essential goods and to protect the health and well-being of communities. In order to achieve this retail supply chains are facing challenges that require extraordinary measures to ensure that essential goods continue to be delivered to stores and consumer doorsteps. To mitigate the short-term fallout, supply chain leaders are creating transparency and building rapid response capabilities.

**Leading and Maintaining Customers through Uncertainty**

*Description:* Resources on the role of business leaders, customer and demand management strategies

Selected Articles, White Papers, and Reports


As the world joins forces to contain the current COVID-19 crisis, businesses are concerned with the impact that events may have on the relationship with their customers. Topics covered in this POV include: (1) Be true to your brand and purpose; (2) Be innovative; and (3) Review and assess.

Based on the authors’ ongoing analysis and support for clients around the world, 12 lessons for responding to unfolding events, communicating, and extracting and applying learnings are discussed.