



Business at OECD

Covid-19 Supply Chain Case Studies

A Compilation of Business Perspectives
on the Pandemic's Disruptive Effects

June 2020

Established in 1962, *Business at OECD* (BIAC) stands for policies that enable businesses of all sizes to contribute to growth, economic development and societal prosperity. Through *Business at OECD*, national businesses and employers' federations representing over 7 million companies provide and receive expertise via our participation with the OECD and governments promoting competitive economies and better business

Contents

INTRODUCTORY NOTE	2
COMPILATION OF CASE STUDIES	3
<i>Medical Supplies And Pharmaceuticals</i>	3
<i>ICT Goods and Services</i>	13
<i>Transport and Logistics</i>	25
Current Challenges	25
<i>Food and Agriculture</i>	36
<i>Others</i>	50
ANNEX 1: ADDITIONAL INFORMATION RECEIVED	63
<i>Medical Supplies And Pharmaceuticals</i>	63
<i>Transport and logistics</i>	63
<i>Food and agriculture</i>	63
<i>Others</i>	64
ANNEX 2: OVERVIEW OF BIAC ASSOCIATE EXPERT GROUPS PUBLIC RESSOURCES	65
ATTACHMENTS	68

Introductory Note

Business at OECD (BIAC) and its members appreciate the OECD's efforts to highlight disruptive supply chain effects caused by the first Covid-19 wave in early 2020. While the Covid-19 pandemic is currently receding in some OECD countries, containment measures are being lifted and economic activity is re-starting, other regions continue to apply lockdown measures. At the same time, businesses in OECD countries remain alarmed about the risks that a second wave of infections might have, if not managed more smoothly than the first wave of shut-down orders.

In this context, we asked our membership in early June 2020 to share with the OECD perspectives and granular information about their on-the-ground experiences during the first wave of the pandemic. To further enable cutting-edge and evidence-based work, this document provides a compilation of 34 case studies received from business federations and individual companies in the sectors

- medical goods and pharmaceuticals,
- ICT goods and services,
- transport and logistics,
- and food and agriculture, amongst others.

Our business membership has been encouraged to submit input in a structured format to facilitate OECD analysis, and this document reflects their answers in an unfiltered manner. To ensure the integrity of all answers, case studies have been anonymized. Additional information provided in various forms is included in the Annex.

We hope this compilation of case studies can be instrumental for the OECD and help substantiate its recommendations to member governments, as well as its work with the WTO, the G20 and other international organizations, and help ensure better pandemic preparedness.

We emphasize that these individual examples are well framed by the consensus conclusions of *Business at OECD*, and its Trade and Investment Committees in particular, including our [Statement on the Trade Policy Response to Covid-19: A Call for Urgent OECD Action](#) and our [Policy Paper on Investment, the Key to Covid-19 Recovery](#), which encourage OECD to:

- demonstrate the essential role of GVCs and help make supply chains more resilient;
- analyze trade policy measures that are introduced by governments in response to the Covid-19 pandemic;
- highlight the risks of global supply chain disruptions to the global Covid-19 response and economic recovery;
- caution about efforts to disentangle global value chains into essential and non-essential goods and services;
- foster coordination, coherence and cooperation by working towards a joint trade policy approach.

Compilation of Case Studies

The compilation of case studies is not publicly disclosed and Pages 3 to 84 have been deleted from this version.

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