



Program: Bachelor of International Management  
Specialization: International Management

## Case Study

As a part of your Geneva Business School application, we require you to submit a case study response of approximately 500 words. You will be provided with one video and one article as source material. Once you have watched the video and read the article, you will be required to answer a few questions to show your understanding on the topic. Please know that you will be asked to discuss your responses during the interview session.

Please read this article to get an idea of the subject:

[https://www.ey.com/en\\_es/supply-chain/how-covid-19-impacted-supply-chains-and-what-comes-next](https://www.ey.com/en_es/supply-chain/how-covid-19-impacted-supply-chains-and-what-comes-next)

Once you have read the article, please watch this short video:

<https://www.youtube.com/watch?v=PMzTJASdKFE>

### Impact of COVID-19 on Supply Chains and Post-Pandemic Strategies

The COVID-19 pandemic exerted unprecedented pressures on global supply chains, revealing vulnerabilities and exacerbating existing challenges across diverse industries. In response, EY US conducted a survey in late 2020, gathering insights from 200 senior-level supply chain executives in the United States with revenues over US\$1 billion. The survey aimed to understand the pandemic's effects and how organizations intend to restructure their supply chain strategies for enhanced resilience and efficiency in the aftermath.

The survey revealed that the pandemic's impact varied across sectors. While some life sciences companies reported minimal effects due to their essential products, others faced significant disruptions. Sectors like automotive and industrial products encountered substantial negative effects, with 97% of industrial products and all automotive companies reporting a negative impact. Employee shortages, operational disruptions, and increased demands for essential goods were notable challenges for many companies.



In response to the disruptions, enterprises are planning significant adjustments in their supply chain strategies. They intend to prioritize efficiency and reskilling workers over the next three years. This prioritization aligns with a continued focus on cost optimization while simultaneously building resilience within supply chains. Additionally, the survey highlighted the growing emphasis on supply chain visibility as the top priority in future strategies. This focus on visibility is an evolution from the pre-pandemic period, aligning with the significance identified in earlier EY surveys.

Surprisingly, the pandemic did not deter technology investments in supply chains. While uncertain economic conditions often stall technological advancements, 92% of companies continued their technology investments during the pandemic. This resolute investment underscores the value of a digital supply chain in navigating disruptions, enabling quicker responses to volatile supply and demand dynamics.

The survey identified several sectors that experienced positive effects during the pandemic. Approximately 11% of respondents reported positive outcomes, attributing increased customer demand and the introduction of new products as key factors. Notably, life sciences companies stood out due to the essential nature of their products, including COVID-19 tests and vaccines.

Contrarily, sectors like consumer products faced challenges in meeting high demands for essential goods like toilet paper and canned products in the initial phase of the pandemic. The pandemic accelerated the digital transformation journey for supply chains, prompting 64% of surveyed executives to predict an expedited pace for digital transformation in response to the crisis. Emphasis on autonomous supply chains, involving technologies like AI and IoT devices for enhanced visibility and automation, became a focal point. These transformations aim to foster predictive decision-making, responding swiftly to changes in demand, and ensuring end-to-end efficiency.

In anticipation of continued disruptions and to build resilient supply chains, EY's research recommends several key strategies for organizations. These strategies include reimagining the strategic architecture of supply chains, improving visibility, extracting cost efficiencies, focusing on sustainability, and driving agility and growth through a digital supply chain approach.

## QUESTIONS:

After reading the material and watching the video, please answer the following questions:

1. How did different sectors experience the impact of the pandemic on their supply chains, and what were the specific challenges they faced?
2. What are the key changes in supply chain strategies post-pandemic, and how do these adjustments aim to enhance resilience and efficiency?
3. How did technology investments in supply chains remain resilient during the pandemic, and which sectors experienced positive effects despite disruptions?
4. How did the pandemic accelerate the shift towards digital and autonomous supply chains, and what technologies played a key role in this transition?
5. Based on the survey insights, what are the recommendations for building resilient supply chains post-pandemic, and how can organizations adapt to future disruptions?
6. What strategies should companies prioritize to improve their supply chain visibility and resilience in the face of continued uncertainties and potential disruptions?