

Global Interviews

taken during COVID-19 Pandemic

APRIL 2020



**PROJECT
CARGO
NETWORK**

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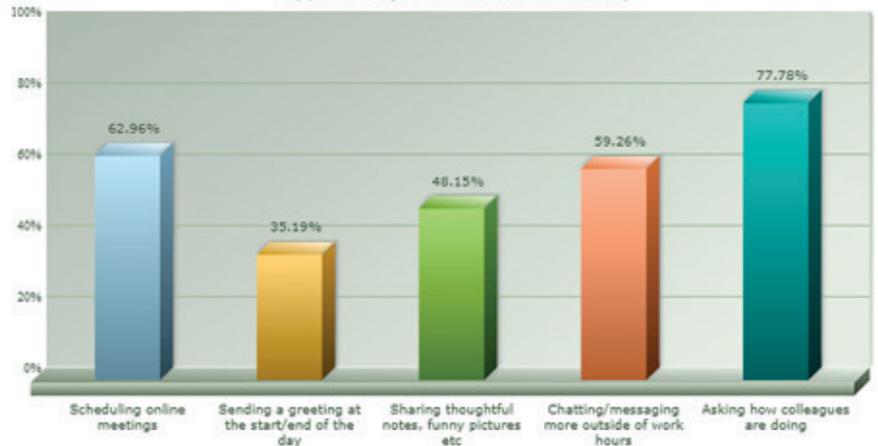
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On 11 March 2020, the World Health Organisation declared the new coronavirus outbreak as a pandemic. Since then, the virus officially named COVID-19 has spread rapidly around the world reaching more than 180 countries. The pandemic has sent billions of people into lockdown and is affecting everyone both professionally and personally. As a global family, we wanted to obtain some feedback from our Members. The results are now collated in this document so that we have a permanent record to reflect upon of this historical event.



Rachel Crawford FCILT
PCN President/C.E.O.

What are you finding **most challenging** at the moment business wise? How are you finding your cargo **has changed**?

VIETNAM: The most challenging piece outside the slowing down of business is the travel bans and not being able to meet with clients in person and complete site visits or proper route surveys. Cargo wise it hasn't changed much but we are quoting on items to be moved within Vietnam without proper route information.



TAIWAN: The most challenging is the changing of supply chain no more globalization in the future and it will become more focus on regional economic! This is a huge impact for our industry while no trade will be no demand on transportation.



ECUADOR: Great challenge is to preserve operational and financial capacity to run through COVID 19 rampage in Ecuador, keep our labour force tight and protected and ready to resume work at full capacity; anticipating client's strategy and competitors behave. Cargo in the O&G Industry has collapse, last month operate at 50% capacity. Today we are stop due to specifics situations with oil ducts.



CHILE: We understand, the most challenging matter was to keep operating from home office without making troubles and maintaining our capabilities intact. There are many changes in the logistic markets, less aircrafts, vessels, trucks, ports without operations or with many restrictions. In front of these circumstances, the information is the best tool to be able to manage these situations and find new and or different solutions.



AUSTRALIA: Most challenging would be keeping all our team gainfully employed and safe at this time. Cargo levels have decreased but not to a point where there is nothing to do - it's just less. So, our focus is on making sure everyone is kept productive and feeling like they have a purpose when they log on. Sales has also been particularly hard at the moment as a number of customers and targeted potential customers are having a hard time staying operational so the focus for the sales team has been to continue to or to develop relationships more than to book cargo.



PORTUGAL: To provide same quality of services to the costumers, while the quantity of services providers has decreased. Due to the total lockdown in Portugal the break of cargo was tremendously high, and this will be reflected on the coming months and most certainly on the next couple of years.



ALBANIA: There has been no significant changes in our business in terms of number and quality of requests and shipments. Only some temporary migration to the air freight for some urgent cargo.



ARGENTINA: In Argentina we are used to face crisis, but this is the first time that we find it worldwide speaking. We find difficult to go ahead with new business; many companies have left their projects on stand by.



SOUTH AFRICA: When the lockdown was first announced it was very difficult to get the correct information from the necessary authorities on what the correct regulations were. It took a few days to obtain this information and even then, there was still alot of confusion. Once the correct regulations were clear our clients were able to make decisions on how to proceed with their order arriving during the lockdown period and upcoming orders. Working from home also has its challenges when it comes to the everyday operational side of the work. The situation is changing constantly all over the world so one of the challenges is trying to stay on top of the regulations in all of the countries you are working with.



BRAZIL: Talking about projects, still moving. We have less inquiries, which means less potential business for near future. This is bad for the plans. Generally speaking, DC has more imports to Brazil than exports, at this moment opportunities are lower but DC keeps the team prospecting new business. Market still needs to export/import, but now we need to be more aggressive sometimes, but most important, we have the chance to sell our knowledge and help customers to find logistics solutions at this challenging time. Also, due lack of space in the market, we are providing charter flights from China to Brazil. A lot of cargo needs to be shipped urgently, however as passenger flights are very rare, space and high cost are the challenge now.



USA: Making sure clients are open for deliveries or pick-ups. Payments from some clients as they are not able to process them. Cargo hasn't changed much at all though volume is down. Inquiries from clients has been reduced as some have lost business.



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What are you finding most challenging at the moment business wise? How are you finding your cargo has changed?

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CHINA: The COVID-19 is the worldwide enemy and is the threat to human beings. The full control of this virus is dependent on the unanimous action of every country and every person without delay. But unfortunately, the reality is not like this. The soonest action to take means the easiest way and shortest time to control the virus and people return to normal. As long as the virus is spreading without control, all the businesses will be affected and the demand for traffic is getting less. Therefore, we are going through a very difficult period with less movement of shipments but with high fixed costs for running the business.



BELGIUM: Communication both internally (inside our organisation) as externally becomes more difficult & time consuming. Existing clients remain loyal & active. Prospection for new clients is somewhat more difficult nowadays due to above.



PANAMA: The most challenging at this moment in our business wise are the day by day with our clients, administrative tasks to perform our activities, because we are at home-office. Even, the constantly changes on the logistics activities our country, with the authorities. We have to be updated each day in order to advice correctly our clients.



SWEDEN: Everything is more complicated and takes more time when it comes to finding space, making bookings etc.



UAE: Challenging moment - Completing Customs formalities / Customs inspection on time - since most of this process is completed online and specially having customs inspectors on time is challenging with Customers ending up paying additional storage/ detentions. With a one to one meeting personal interactions not possible as done earlier, we had to develop new sales initiative including talking to Customers more frequently to ensure that we do not lose our share of business.



PAKISTAN: The biggest problems in the logistics industry come from its inconsistency and fragmentation. Since there are many parties involved (manufacturers, managers, and end users) it's impossible to have centralized control over every step of the way. A management mobile application should use relevant technologies for data collection. The majority of companies still rely and our we can give any device from remote. Stay home, stay safe; stay healthy!



BELGIUM: Due to worldwide Corona, a lot of companies have to close so less cargo to be shipped.



FRANCE: The most challenging is to keep on business either from office or from home to satisfy the few remaining customers still at work ... Nothing has changed really on the way to handle business, what has changed is the way to grab business in this period of time of a "sleepy society".



MALAYSIA: There are many challenges presently. Due to lock down on non-essential business, there are no movements and the suppliers from the various countries are under lock down too Cash flow is becoming tight as we are expected to continue sustaining the staffs as per the government ruling. The government has promised to assist in this area but so far there is no evident of any monetary support so far. Payments from customers are being prolonged due to the lock down, the customers too are not able to commute. Fixed expenses remain the same, but the revenue has dropped by at least 80%.



MEXICO: Most challenging situation is to maintain same quantity of inquiries. As some factories have closed, some EPC postponed projects or some borders been restricted, regular work rhythm has decreased. But that is not something bad as other cargoes/projects has been accelerated to be finished as fast as possible due to possible future restrictions, so we see possibilities with new clients, new cargoes... and finally that would mean keep working!



ITALY: Surely the volume has decreased. But as one of our customers was a regular importer of surgical masks, we have seen an increase of this specific traffic. So that at the end of the story we have been able to balance the less volume on the standard traffic with the more volume on this specific item.



NORWAY: Delay of projects. Lack of predictability on when project will start. No change of cargo yet, same projects planned by our customers as before - so far. But delay in engineering and construction.



UAE: Less freight movements and subsequently less business to companies like us. A considerable drop in cargo movements in and out from our area other than few ongoing project related movements.



Have you moved any cargo that has **directly resulted** from the COVID-19 outbreak?



PAKISTAN: Really, there do not seem to be any segments of the shipping industry that so far have been immune to COVID-19. There have been headlines about cruise ships not allowed to port and placed under quarantine for weeks. Commodity vessels, such as dry bulk and tanker vessels, have seen lower demand and lower freight rates. The shipping legal profession has been pouring over charter parties and exploring the possibility of whether COVID-19 can constitute force majeure, a variable with numerous implication to the charter market.

CHINA: After Hubei Province, China re-opened, we have already start cargo transport to / from Hubei.

SOUTH AFRICA: Yes, we have moved some cleaning chemicals.

ARGENTINA: Only some small medical air shipments.

ALBANIA: Sure, we have moved close to 1 million masks from China to Europe.

MEXICO: Correct. We are moving some masks and also helping a customer of us to bring some machines to manufacture COVID protection equipment.

ITALY: Yes, up to now almost 2,000,000 masks coming from China. As we are now "expert" on the handling of this cargo, we are expecting an increase of the volumes too ... soon!

BELGIUM: Yes! Due to the incapacity / unavailability of a colleague forwarder, a shipper shifted a part of his business to us. The actual situation also nevertheless presents opportunities which one should be reactive enough to take up.

AUSTRALIA: We have seen a number of enquiries for surgical masks out of China but that coincided with the Australian government establishing new, more stringent requirements for importation of these goods, so those enquiries dropped off.

USA: Yes, we are handling some masks from China to a local company. We have a potential new account that will import masks and PPE. Many companies are trying to cash in on this new demand. China seems to be the only place with a large supply of masks and other PPE.

BRAZIL: yes

PORTUGAL: Yes, we did. Masks.

UAE: We had moved a Rotor ex Abu Dhabi to Baku (currently en-route) which was initially held due to the COVID 19 outbreak. Next shipment a return load of Saudi Metro project back ex Saudi Arabia to Italy.

BELGIUM: Yes, for one of our clients we received at Liege airport mouth masks which arrived from China. We had to arrange the customs clearance and delivery to the divide centre.

MALAYSIA: We are mostly in machineries and automotive and the essential services which covers food and medical already have preassigned freight forwarders. Again due to the flight restrictions, some urgent shipments were cancelled due to non-availability of space.

CHILE: Yes, we are moving mask and medical supplies from Germany and China to Chile and Bolivia.

PANAMA: Yes, we do. We participated on a quick coordination for the one-day reception and dispatch of a Legacy 600 aircraft from the Honduran Air Force, which came to Panama to look for 182,000 COVID-19 testing kits. Also, we receive and delivery in Panama for one of our clients, 24,500 units of face masks.

TAIWAN: We start to charter flight and using the truck service and rail service ex Asia to Europe. But for America area, we can rely on air charter only, and the rate is about 50% more expensive than Europe trade it is meaning less charter service than Europe.

EGYPT: Yes, as the routes between European countries has been blocked for a while, we have moved some perishables, usually not exported during same period of the year.

Do you think your authorities are handling the crisis? Are they giving regular advice and updates?

AUSTRALIA: Yes our government and our front-line workers cannot be commended enough for all of their hard work and sacrifice. Very proud to be Australian.



SWEDEN: They are doing a good job! Official daily updates!



NORWAY: Norwegian authorities are handling the crisis well and provide very clear and good information - as far as this is possible since nobody can predict exact time and outcome of the virus. But they provide clear guidance to what we can do and not do and support most industries well with actions that a tailored to each industry.



VIETNAM: Yes the Vietnamese government has done a very good job. They understand after the SARS and H1N1 scares that as soon as this even looked like the others they locked out any flights to/from China, closed schools and began the process of closing the borders over the first few weeks. They imposed local restrictions on domestic movement. Every time you make a call there is a recorded message with a fast update and reminder to be safe.



UAE: Yes, authorities are handling the crisis in their best possible capacity. Regular updates are being provided.



ECUADOR: Crisis shows in general low risk perception in population, poor anticipation capacity by government, wealth system challenged while the information is moderate in the WW manner always suspects on real figures and capacity to test are low so there is not scape forward policy design. In general country poor vision and political inner interest deflect gov capacity to move ahead.



PAKISTAN: While the provincial governments have relaxed certain restrictions to ensure smooth supply of essential items in the country, truckers, however, are facing problems on the highways. Pakistan has decided to waive port charges to clear the containers piling up at Karachi seaports after the country entered strict lockdown amid rising coronavirus cases, maritime ministry. Pakistan expects the global economic meltdown and trade tensions to further impact the country's economy which is now projected to grow at 2.6 percent during the current fiscal year, according to ministry of planning.



ITALY: As you might know, Italy has been one of the first in Europe to suffer from the virus. So that we might have responded not properly and quickly at the beginning, but surely other Countries can benefit from our experience. Now we see a decrease on the daily death ratio so that we expect to be out of the trouble in about one month.



FRANCE: They say that they are handling the situation but as you know through Media, they say what THEY want to say so no much personal thinking on this matter... When politics are over the Doctors, politics always win. Lack of masks of France for instance, how come? French logistics companies are still on the move



BELGIUM: Authorities are handling the crisis and give updates every 14 days. They put our country in a lockdown already for 6 weeks and now we have to go open again on a slow basis. Lockdown the country was easier than getting back running the country. They have a lot of problems and communication is also not fantastic.



EGYPT: Yes indeed, they announce on daily basis the real situation (according to their records). Highways were closed during Easter festivities, to refrain population from moving between cities for celebrations. Churches and mosques are closed for practice, even during the feast, which I believe is a fair regulation, otherwise they could have failed controlling the situation.



CHILE: In Chile the authorities are giving good and enough information. They are working before the circumstances. I believe they are managing well the crisis.



BELGIUM: Difficult Question! We'll see afterwards of course but i believe that our Belgian authorities have acted as much as possible as a good family man. We get permanent updates, even too many updates.



PORTUGAL: Yes, they have been a model, as far as prevention concerns, and surely that's why it was also reflected on the low number of dead people in Portugal. Authorities provide regular reports 3 times per day. So yes, they are.



CHINA: Yes, our authorities are handling the crisis very well and life returns to normal very soon. We are following the authorities' advice.



USA: There is a lot of information, but it is not consistent. Our state authorities are doing a good job. We have 50 states and each one is different in interpreting what they want people and businesses to do. Updates are regular. Our national association NCBFAA (National Customs Brokers & Forwarders Association) are doing a great job with outreach to our industry.



CHINA: Yes, China government are strongly handling the crisis, so far in generally result is positive, although at beginning there are info / news delay.



BRAZIL: Brazil is huge, like a continent. Covid-19 spreads in a different way in all the areas. Sometimes, unfortunately we see some conflicts between mayors, governors and president. Our Ministry of Healthy was fired for political reasons and the second one just left today after 27 days in this position. He didn't agree with some points of the president. Talking about my area, I feel that authorities are handling in a good way, but very hard to make everyone happy as they need to think about our lives in 2 different ways, health and economic.



MEXICO: In Mexico recently PASE 3 has been activated and would be the moment to check where the numbers are correct or not. Bit uncertain situation as the huge population we have in Mexico.



PANAMA: Yes, they do. Every day, the authorities present the updates on TV. Also, on social networks and others comm medias.



ARGENTINA: We are very far away, and this opportunity it was good for us, because we could learn about the other country experiences and our government is trying to go ahead with preventive measures.



SOUTH AFRICA: Yes, at the moment they seem to be giving you the necessary information and notifying us of any changes.



MALAYSIA: They are managing the health wise pretty well. However, their support system for the business owners are limited with too many regulations, making it impossible for some business owners. for instance, to qualify for wage subsidy, the company need to prove 50% drop in sales. off course, we are re approaching the government to relook into their criteria. Updates and advices are regular. Again, we do anticipate some hiccups which are manageable and applaudable.



TAIWAN: Yes, Taiwan has been controlled very well daily report on TV program.



ALBANIA: Indication and confused and changing every few days, but the situation is new to everyone.



Within your local community, have you been impressed/unimpressed by anything in particular i.e. organisation in shops, community spirit, abundance of restrictions, etc?

BRAZIL: Yes. At this moment authorities are very emphatic: "Please stay at home!" Anyway, we still see people promoting some private party or going to the beach (I leach in the beach). But most of the people understands the situation.



USA: In my area people are staying home and adhering to social distancing. A lot of shops have closed, and they are suffering. The situation at the grocery stores is difficult as the workers there are exposed. Now anyone going to a supermarket must wear a mask.



MALAYSIA: Of course, the daily wages community is badly effected due to no income and single mothers. There are the foreign labour community who do not come under the citizens category and do not receive any authorities support. Personally, I had been involved in food distribution to single mums. I quickly initiated some fund raising among friends and families, which we managed to cover about 60+ families in the first couple of weeks. Now the government and their welfare department has well strategized their distribution system. we are still reaching out to elders who stay alone in our community to attend to their needs.



FRANCE: Life is cool, I am lucky to leave only 2 miles away from my office. People feel more relax and say hello ... can you imagine this before?



PAKISTAN: If you are self-isolating and need groceries, medication, fuel etc. or anything else brought to your house you can contact the WhatsApp group for support and help. ALONE, the charity that supports elderly people in Pakistan, has opened a phone line for older people who have concerns or are facing difficulties relating to COVID-19 (Coronavirus).



NORWAY: We have seen many examples of increased solidarity among people in neighbourhoods, in our country in general. Most people become extra helpful and sympathetic towards others. There are of course some examples of the opposite, with people who do not care to follow the rules. Most people remain quite optimistic and believe this will pass if we follow the guidelines. There is very high trust towards the authorities in Norway, which is very important in terms of implementing the actions and regulations. And there is very high level of transparency.



CHILE: The country continues operating with some restrictions. Authorities are requesting people to stay at home, and to go out only for food and or medicines. They have closed shops in some areas where the cases were rising - when the cases decreased, they open them again. Ports and Airports are open and working of course with less quantity of airplanes and vessels. Road are open, and trucks are moving cargoes. Police is not providing escorts for cargoes which could need it, so this is an important restriction for moving OOG cargoes.



BELGIUM: I had forgotten that Belgian could be disciplined after all! In general, the people adhere well to the lockdown light measures imposed by the authorities.



AUSTRALIA: Here in QLD we have managed to flatten the curve very quickly and that is all due to not only our government and frontline workers but also due to the community respecting and abiding by the restrictions put in place. I believe we all know they are in place with purpose and for the benefit of all.



PORTUGAL: I live in Porto and what most impressed me was the fact that with immediate effect, once the lockdown was directed by our President, everyone stay at home without any discussion whatsoever. See the images of Porto town completely empty of people and cars was impressive.



CHINA: Yes, we are very impressed and very satisfied with the actions that have been taken so far by the authorities.



MEXICO: Both, impressed as when situation in Mexico was about 10/20 infections and non-death people most of companies decided to arrange work home basis. Unimpressed with something that is obvious, a lot of people work on the streets and keep working there as is their way to have a salary. So, will be complicated to keep people staying at home.



ECUADOR: In general communities are on different stage of lock down policies, with local authorities taking measures more aggressively. While people @ Ecuador Amazonia are more reasonable and risk informed behave and, economy decline some social ethnics and origins motivated disputes takes place. At the same time we have expand our company capacities (equipment and trained personnel on security procedures) to assist local government mitigation efforts, looking for most vulnerable members of the community under present circumstances and launched a program for collecting funds (workers, companies providers and other) so we can finance those program in which we are actively participating in coordination with local authorities.



PANAMA: I am impressed, as this situation has put us to take more action in our personal hygiene and cleanliness and around. Now, we worry about cleaning the groceries, wash our hands frequently and keep an eye on our health. It is something we know, but did not apply constantly, which shows us that we were in a comfort zone, and now we are in a forced learning zone. Additionally, it also impresses me, as we have so much time to do so many things, but we don't, for wasting time on social networks, television. It is time to prioritize our time.



VIETNAM: Nothing exceptional the Vietnamese have essentially followed the rules and got on with things as they can.



SOUTH AFRICA: Yes, most of the shops have done their best to provide their staff with the protective equipment as well as make it safer for the customers. They provide the necessary sanitation when entering/exiting they limit the amount of people into the shops at one time. There are however unfortunately still some people that do not take this virus serious and seem to carry on with their daily business as usual.



EGYPT: Supermarkets fixed two hours daily, early in the morning, for ancient people (over 60), giving them the best service, they could offer. I find it very decent and human.



ARGENTINA: We have been impressed that people is taking seriously this matter and although it is being very difficult economically speaking, people is trying to respect the indications.



ITALY: We have been well organized. Queueing at the supermarket to keep the distance. Wearing masks. Staying at home.



TAIWAN: Not at all, still keep the same as normal daily life.



COSTA RICA: Yes, a lot of companies following the restrictions.



UAE: UAE has expected vital industries (including freight & logistics industry) to work with 30% staff - decision, which has impressed. With a full lock down an import market like UAE would be on a standstill.



What are you finding is **helping you** on a personal basis during this time? Have you started a new hobby, exercise, anything which you have been meaning to do and now have found the time to do it?



VIETNAM: We have been able to continue to work from the office so it has had less an impact on our daily routine than many. The hardest part is that schools are still locked down and amusing the children is challenging.



CHINA: I have improved a lot on the cooking skill a lot; baking is another new skill, home-make bread is even better tasting than bakery :-) plus get used of regular physical exercise.



SOUTH AFRICA: I personally make sure I continue to exercise each day, it's the only thing that keeps my head clear. I am also baking and cooking a lot more which is not necessary a good thing :)



BELGIUM: By closing the schools we have to teach our kids also. Totally not easy with our full-time jobs. Now we are teacher and forwarder..... so not so much free time to do something else these days.



PORTUGAL: Being more patient, to enjoy the family, to eat better (which made me lose a lot of kilos :) and above all to be with myself. Amazing.



PANAMA: It has helped me a lot, to do daily exercises, even if they are 30 min, after the working day, to activate the body, after 8 hrs of seated work.



BRAZIL: Well, I'm still very busy. My wife is going to work and takes our 3 year old soon with her, so I can keep my focus in my job. She also owns an e-commerce which sells baby clothes and due this new situation, this is just boomed. So my hobby now is help her with this new family business. I used to go to gym and I miss it, but I do some activities at home at least 3 times a week. I also love sports, but nothing is happening in the world, so now the good point is that I have more time to watch Netflix.



SWEDEN: Working from home I believe it's more important than ever to try and exercise on regular basis and try to keep the work routines as much as possible. Staying in contact with colleagues.



USA: Doing a lot of bike riding and sports with my kids. We aren't running around to sporting events, so we have more time at home. We are watching shows together at night before bed. It is hard working from home with kids sharing the space.



NORWAY: More flexibility than ever, combining home office and normal office. Work hours floating. Exercising more, and more time with family.



CHINA: Safety and health is always a first priority to a person. So, doing physical exercise regularly and keeping a cheerful mood is necessary during this special period.



UAE: Yes, exercise and keeping my body fit.



COSTA RICA: We have given vacations to some colleagues so the remaining ones in the office have more work, less time.



ARGENTINA: I have already gotten used of the situation and adapted my routine. It is not being a problem for me to be at home, perhaps the weather helps, sunny days at home are OK. I'm not having much time for hobbies, I work all day and then i start to help my children with their homework, and take care of domestic issues, and cook for my family. I love cooking, so this is the part that i enjoy a lot.



AUSTRALIA: Seeing as outdoor activities have been limited to exercise this has been the pastime which most of our team have been focusing on outside of work hours. The benefits of which is then carrying over to our workdays - keeping positive and healthy means a motivated and happy team.



ITALY: We work from home. Surely with more free time. I have been having more time for my hobby; playing guitar and singing!



UAE: More time to exercise and with family at home.



MALAYSIA: Thinking about others and reaching out to help keeps me going and mentally stimulated. I have more time to reflect on my life and my inner self. However, still missing meeting people and my nature trips.



FRANCE: Working is helping me to accept the lock down ...



PAKISTAN: What we do outside of work can often attribute to our success at work. Being in public service is extremely rewarding in many ways but I do not have to tell you that it comes with its stresses too. Maintaining a healthy level of stress has many positive benefits but there is a thin line between healthy and negative stress which we all cross from time to time.



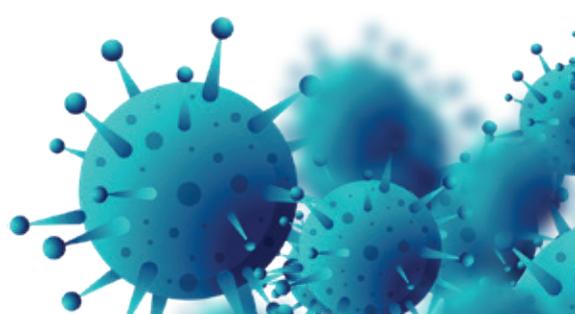
EGYPT: I am enjoying the evenings with my kids (son of 32 and daughter of 28), playing games I learnt for the first time. My kids are living in our house, but in normal times I can see them once or twice a week, for a dinner. Now I see them every day during the curfew. I have plenty of time to read, and even discussing the major topics with my friends through zoom.



MEXICO: Like most of the people practising some exercise, clean and cook!



CHILE: Personally, it is being a good experience. I leave in a house with nice garden but out of downtown, so I have more time since I am saving at least 1 + 1 hs on the car, which I use for sleeping and or doing new things. I can do exercises on regular basis everyday (more than before C-19), I completely connected and can work as if I would be at the office, I have more time for planning and supporting. our teams. In the after-office, now I have time for reading books (I was waiting for it since a long time), to see some movies or series. On the other hand, as Latin origins people, we are very much accustomed to spending time with friends and family with nice barbecues and good conversations, this is what we are losing now and of course we miss a lot.



How are you preparing for the post-pandemic future?

USA: A lot will depend on a vaccine for the virus. If it's determined that there is a way to ward off the virus and we don't need to keep the 6 feet of separation that will be fantastic. If not, life will be different at home and at work. It remains to be seen how industry functions/ events will be handled. Offices may need to be reconfigured. There will be a huge emphasis on keeping your work and home space sanitary and germ free. Germs are the enemy. We are going to determine if we are going to allow people to work remotely on a more regular basis. That could be a really big change for us.



BRAZIL: I think world will never be the same anymore. Hopefully people relationship will be better and business will be more "human". To be honest, as we are very busy, I'm not thinking too much about post-pandemic.



ECUADOR: Updating our economic strategy, monitoring politics movement and economics trends, and investing in updating our own ERP systems migrating to telework effectiveness and interfaces, including new modules and customers interface.



UAE: We are in constant touch with our Customers on a personal level to ensure that they stay with us expecting a heavy competition post-pandemic due to possible shortage of biz. Also, we are closely evaluating the financial situation of each of our Clients considering the current market situation - which is also important to ensure that we do not extend credit to wrong Customers.



CHINA: I suppose we may face deep economic depression from now on till 2021, so we are preparing for winter diet: we have to store cash to maintain and support our staffs. After the most difficult time past, then we may look for spring coming.



PANAMA: We are going to work in a strong marketing of our services and support, because right now is the moment to keep informing our clients that we will back to normal and we will make the effort with their cargos. Also, we are working on established some new quality control and management, because once we are at office, we will perform immediately in the organization.



MALAYSIA: Cost control is our major concern for sustainability. Keeping the team active with some assignments and encouraging them to be part of.



UAE: Engaging team and infrastructure to handle the future demands. preparing ourselves and team. Not worrying too much on existing threats and being positive on opportunities and realities.



MEXICO: As explained trying to maintain work rhythm so been optimistic and trying not to suffer radical changes during/post COVID.



ALBANIA: We are monitoring the development and new services. We are trying to understand which changes will apply to our industry.



FRANCE: We are fully operational now so we will be ready whenever it restarts ... wait and see ... there might be some bankruptcies of companies in between that may affect our current / post pandemic business.



ITALY: I am positively expecting that we will be able to return to the old times. Maybe keeping the distance, avoiding shaking hands, not attending events in crowded areas. And, I definitely will no more move to the office by car, but only by public transfer!



TAIWAN: No plan yet, as it is difficult to predict.



SWEDEN: Business is still quite good, but we try to keep in close contact with our clients and suppliers in order to be prepared once the situation is back to normal again.



NORWAY: Not much, just expecting things to normalize very gradually.



PAKISTAN: Enough is Enough, Praying to God to safe all of us from this.



CHINA: The recession will last for a long time. We must be prepared to overcome many challenges. So, cutting costs and avoid unnecessary spending will be necessary.



ARGENTINA: We still do not know, although we are since a month isolated, we are still starting, it seems that worst scenario hasn't arrived yet to Argentina, so it seems that we will still have two month stand by. We are a strong company, and we have already passed through several crisis in Argentina, we trust we will be able to pass this one and have big opportunities in the near future. We are taking this time to adapt our IT system, etc, etc, so to be ready when the world opens again!



AUSTRALIA: Along with the sales team building on those invaluable relationships we are also taking the time to take a close look into diversification of the business (looking into industries other than mining). Speaking with our valued partner agents within the PCN to strengthen those bonds, keeping a positive and optimistic mindset within the office and within the whole business to make sure that when we do enter the post pandemic stage we are stronger than ever.



VIETNAM: We know that once things open up we have a number of shipments that we will need to get moving (mostly general freight) and domestic travel to lock in project operational plans that will need to be done. We have having staff meetings allocating people to prepare for the immediate spike in workload.



EGYPT: I am 61 years old, hope not to live another pandemic. If ever it happens, I should have established a strong relationship with cargo charter companies, air and sea, to secure a constant space for our clients. We already have a data base showing the frequented destinations and the quantities moved weekly.



PORTUGAL: Improving even more the services, to make our sales dept even more strong and aggressive, to provide solutions to our customers, even when the market will not show them. The power of not lowering your arms is the greatest tool we can have in our hands. This is the best preparation of our Team.



CHILE: Most probably, this is one or the most important crisis we will experience in our life, with terrible costs in human life and it will change the life of many people and families forever. I would like to think we can learn from it. So, I can say that we have some HOPES and some LESSONS learned from where we will try to find out some new opportunities. HOPES. I wish to think in the song of our Italian friend, IMAGINE. I would like to find a world more similar to that world and not the one we are doing now. LESSONS. Well no doubt that the home office works, the online market places works, e-documents and e-payments work, etc. There are new tools that have been implemented by force and now we realize that they could be part of our post-pandemic life. Thank you for keeping us connected!



What future problems do you anticipate for our industry/and or the world?

AUSTRALIA: For us here in Australia the weakened AUD\$ does warrant some consideration. If our dollar remains weak it means less imports. We also are going to be left with a rather substantial deficit, which our nation will be paying off for the next couple of generations. Within the industry there may be substantially less players in the game, depending on how long this pandemic continues on for. This will mean market monopolisation. The world- I think that this situation may produce a movement in the worlds 'superpowers'- countries that we have seen dominate global trade in the past may not be the same ones we see moving forward into the future.



UAE: Drop in economic growth globally resulting in tough financial situations and cash flow crisis. Drop in business and freight movements. With low oil prices, investments in oil and gas will be postponed. Competition shall increase but survival will be for the fittest.



MEXICO: Fuel rates are on record low levels. That means global economy is affected, then projects, companies, sellers/buyers... etc. In the end will suffer a global economic crisis. This means most of players on the project logistics sector indirectly will take part on this crisis.



MALAYSIA: We cannot deny that we are approaching global recession which we understand will take at least another 2 years minimum to recover or return to surplus. While I am typing this, just got a circular on the various airlines laying off staffs and grounding their fleet.



ITALY: Cash flow problems mainly ... we are already suffering this situation with some agents, arguing that due the COVID-19, their customers are not paying them ... knowing at the end of the day that the pending invoices are dated last December or last January bad excuse!



PANAMA: Everything is going to be different, from how we handle ourselves in the industry and the processes we do, but perhaps what we previously thought was normal was not so good, and after coming out of this pandemic, we will force ourselves to work more optimally, to prioritize more, to use more appropriate technology and processes. We trust that this change will be beneficial for companies that know how to take advantage of the situation.



CHINA: There will be more merging and liquidation cases during the crisis. So, risk control is vital to every business.



BELGIUM: Several major capital investments are being delayed. If these delays lead eventually to cancellation of contracts, I believe that "our" BB/ Special Cargo Market might shrink. Meaning less work, that will lead to even more bankruptcies ...



BELGIUM: There will be a big economic problem. A lot of companies in financial problems and a lot which will not survive. It was already difficult to catch always your money after a shipment, it will be even more difficult now.



EGYPT: The worse is to find the leagues broken, such as European countries not united.



PORTUGAL: It will be another battle be conquered all over the world. Specifically, in Portugal, many companies went bankrupt and consequently threw many people into unemployment. These companies, despite being small, were the support of some exporters who now have a problem at hand, which is the lack of production. Two years of much restraint, sacrifice and restructuring are to be expected at all levels, whether corporate or private. It won't be easy, but as we say in Portugal "everything will be fine"



USA: Holding large scale conferences meetings will be difficult. Some ocean and air carriers may not survive this pandemic and that will make it more difficult to transport cargo worldwide. For the world I think tourism will suffer short term but hopefully not long term. So many countries depend on tourism and it would be catastrophic if it doesn't come back in some areas.



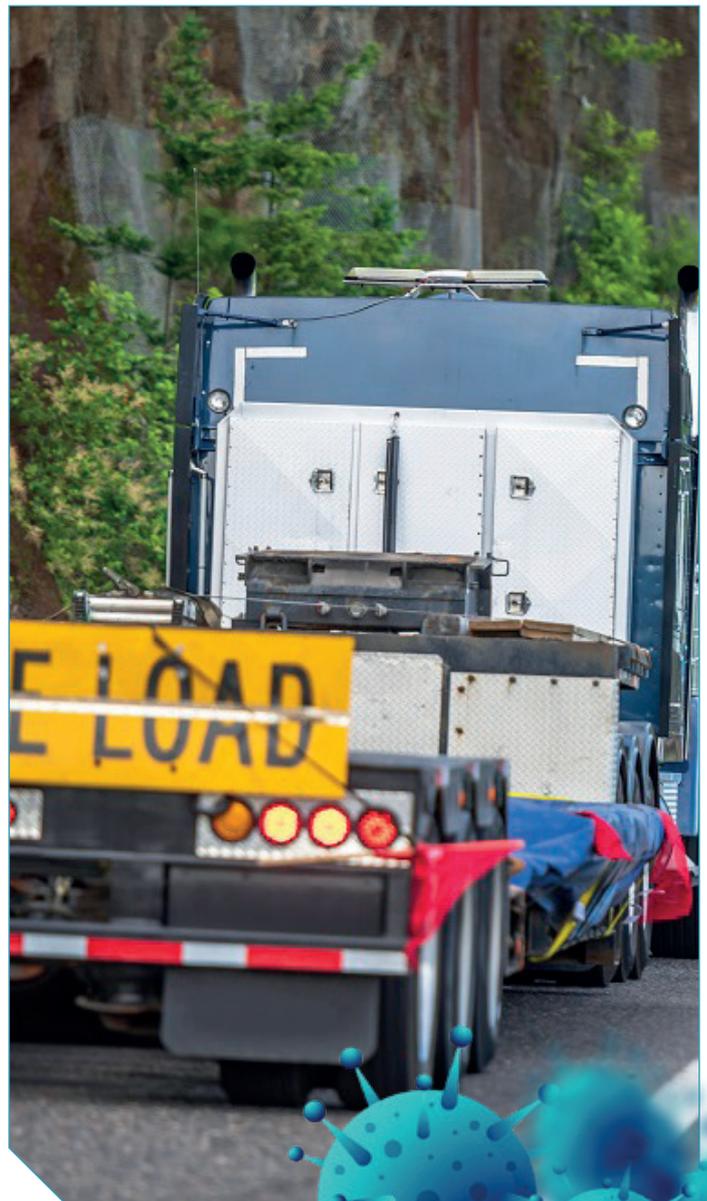
VIETNAM: Oil prices seem to be an issue as well as the fact that many airlines will not recover from this.



CHINA: Very deep depression, and shortage of demand due to isolation / quarantine of people not going out for shopping / tourism / eating at restaurant / entertainment; unless, government pouring external or future demands to present, on consuming / investment / infrastructure / environments CO2 and greenhouse gas programs / water conservancy projects / clean energy projects etc.



COSTA RICA: More unemployment.





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