



## Kuehne Logistics University Q&A session on the impacts of COVID 19 on logistics (2 April 2020)

with Professor Alan McKinnon

Issues arising during the session and list of relevant information sources<sup>1</sup>.

### ***How seriously has coronavirus and related regulations been affecting supply chains and logistics services around the world?***

*Prof Lauri Ojala: The impact of COVID 19 on global supply chains and the transport sector*

[https://blogit.utu.fi/utu/wp-content/uploads/sites/73/2020/04/COVID-19\\_Supply\\_Chain\\_Impacts\\_Ojala.pdf](https://blogit.utu.fi/utu/wp-content/uploads/sites/73/2020/04/COVID-19_Supply_Chain_Impacts_Ojala.pdf)

*Prof Jean-Paul Rodrigue: Coronavirus impacts on trade and supply chains.*

[https://sites.hofstra.edu/jean-paul-rodrigue/wp-content/uploads/sites/11/2020/04/Metrans\\_Covid\\_Trade\\_JPR.pdf](https://sites.hofstra.edu/jean-paul-rodrigue/wp-content/uploads/sites/11/2020/04/Metrans_Covid_Trade_JPR.pdf)

Journal of Commerce: compendium of articles on 'Coronavirus effect on supply chains'

<https://www.joc.com/special-topics/coronavirus-effect-supply-chains>

Jan Fransoo (KLU): Coronavirus affects global supply chains in multiple dimensions

<https://www.linkedin.com/pulse/coronacrisis-affects-global-supply-chains-multiple-jan-fransoo/>

UNCTAD: *Coronavirus outbreak has cost global value chains \$50 billion in exports*

<https://unctad.org/en/pages/newsdetails.aspx?OriginalVersionID=2297>

*European Shippers Council (April 2020): Overview of measures per country in response to COVID-19*

<https://europeanshippers.eu/download/overview-of-measures-per-country-in-response-to-covid-19/>

*Finbarr Bermingham (South China Morning Post 3-4-2020) : Coronavirus: global trade braces for 'tidal wave' ahead, as shutdown batters supply chains*

<https://www.scmp.com/economy/china-economy/article/3078233/coronavirus-global-trade-braces-tidal-wave-ahead-shutdown>

UK Freight Transport Association: FTA coronavirus impact survey

<https://fta.co.uk/coronavirus/fta-coronavirus-logistics-impact-survey>

---

<sup>1</sup> The inclusion of articles in this list does not necessarily mean that I agree with or endorse their content.

Sam Whelan (The Loadstar 17-3-2020) More passenger aircraft become freighters as borders stay open for cargo

<https://theloadstar.com/more-passenger-aircraft-become-freighters-as-borders-stay-open-for-cargo/>

Brian Pearce (IATA): Updated impact assessment of the novel coronavirus (on aviation)

<https://www.iata.org/en/iata-repository/publications/economic-reports/coronavirus-updated-impact-assessment/>

***Will the coronavirus pandemic cause a reversal of globalization and a return to shorter and simpler supply chains?***

*Martin Sandbu (Financial Times 1-4-2020): Globalisation and national resilience can coexist despite Covid 19*

<https://www.ft.com/content/49a7c20a-72a2-11ea-95fe-fcd274e920ca>

*Jonty Bloom (BBC Business News 2-4-2020): Will coronavirus reverse globalisation*

<https://www.bbc.co.uk/news/business-52104978>

*Zachary Karrabel (Wall Street Journal 20-3-2020): Will the coronavirus bring the end of globalization? don't count on it*

<https://www.wsj.com/articles/will-the-coronavirus-bring-the-end-of-globalization-dont-count-on-it-11584716305>

Lizzie O'Leary (The Atlantic 19-3-2020) The Modern Supply Chain Is Snapping

<https://www.theatlantic.com/ideas/archive/2020/03/supply-chains-and-coronavirus/608329/>

***How will the management of global supply chains be likely to change in response to the Covid19 experience?***

Rebecca Liao and Ziyang Fan (World Economic Forum 6-4-2020): Supply chains have been upended. Here's how to make them more resilient

<https://www.weforum.org/agenda/2020/04/supply-chains-resilient-covid-19/>

*Knut Aliche et al (McKinsey March 2020): Supply-chain recovery in coronavirus times – plan for now and the future*

<https://www.mckinsey.com/business-functions/operations/our-insights/supply-chain-recovery-in-coronavirus-times-plan-for-now-and-the-future>

Francisco Betti and Jun Ni (World Economic Forum): How China can rebuild global supply chain resilience after COVID-19

<https://www.weforum.org/agenda/2020/03/coronavirus-and-global-supply-chains/>

Alan McKinnon.: *Balancing resilience and efficiency in multi-modal supply chains (OECD-ITF 2019)*

[https://www.itf-oecd.org/sites/default/files/docs/efficiency-resilience-multimodal-supply-chains\\_0.pdf](https://www.itf-oecd.org/sites/default/files/docs/efficiency-resilience-multimodal-supply-chains_0.pdf)

***As supply chains and the economic system as a whole recover how can we ‘build back better’ in an environmental sense, improving the prospects of us achieving carbon reduction targets?***

Sophie Punte (Smart Freight Centre): Supply chains in the time of Corona

<https://www.smartfreightcentre.org/en/news/supply-chains-in-the-time-of-corona/13050/>

McKinsey: *Addressing climate change in a post-pandemic world*

<https://www.mckinsey.com/business-functions/sustainability/our-insights/addressing-climate-change-in-a-post-pandemic-world?cid=other-eml-alt-mip-mck&hikid=73962be94ab24b699b099f4a2af9e9e3&hctky=10211373&hdpid=50056e1f-1960-4ae3-b9a3-ff33b5ea692e>

Stéphane Hallegatte and Stephen Hammer (World Bank blog March 2020) : Thinking ahead: For a sustainable recovery from COVID-19 (Coronavirus)

<https://blogs.worldbank.org/climatechange/thinking-ahead-sustainable-recovery-covid-19-coronavirus>

***What longer term lessons may be learned from the ‘emergency reorientation’ of supply chains to meet the immediate logistical demands of the medical and food sectors?***

Alan McKinnon (KLU): *The emergency re-orientation of supply chains*

<https://www.the-klu.org/article/the-emergency-reorientation-of-supply-chains/>

Jonathan Eley and Alice Hancock (Financial Times 31-3-2020) *UK food industry fears waste explosion as coronavirus strains supply chain*

<https://www.ft.com/content/7b6bb903-7688-4520-84f5-9845b0f6bd50>

Jakob Heinen and Kai Hoberg (KLU): How 3D printing is supporting the fight against Covid19

[https://www.the-klu.org/fileadmin/the-klu.org/media/klu\\_experience/article/2020/20200330\\_corona-3D-print-Hoberg-Heinen.pdf](https://www.the-klu.org/fileadmin/the-klu.org/media/klu_experience/article/2020/20200330_corona-3D-print-Hoberg-Heinen.pdf)

***How difficult will it be for supply chains to recover from the current level of disruption?***

Sam Whelan (The Loadstar 25-3-2020): New supply chain risks emerge as production lines restart in Chinese factories.

<https://theloadstar.com/new-supply-chain-risks-emerge-as-production-lines-restart-in-chinas-factories/>

Yossi Sheffi (MIT 16-3-2020): A Coronavirus Briefing with MIT.

<https://www.youtube.com/watch?v=BrOfqLuWAHA&feature=youtu.be>

**How vulnerable has the road freight sector been to the coronavirus crisis and what measures have governments been taking to ensure the continuing flow of freight by road?**

*Autotrader: Coronavirus advice for truck owners*

<https://www.autotrader.co.uk/trucks/content/coronavirus-advice-for-truck-owners>

Rachel Premack (Business Insider 11 March 2020): America's 1.8 million truck drivers can't work from home and often lack health insurance — and that may stymie the fight against coronavirus

<https://www.businessinsider.com/coronavirus-america-most-common-job-title-work-from-home-2020-3?r=US&IR=T>

*American Transportation Research Institute: GPS Data Shows Critical Truck Deliveries Continue Despite COVID-19*

<https://truckingresearch.org/2020/03/24/gps-data-shows-critical-truck-deliveries-continue-despite-covid-19-analysis-of-data-finds-unprecedented-performance-year-over-year/>

James Shotter et al (Financial Times 17-3-2020) Flow of goods slows as Poland tightens its borders.

<https://www.ft.com/content/0f6ee5e4-6854-11ea-a3c9-1fe6fedcca75>

*W.K.Sieber et al: Obesity and Other Risk Factors: The National Survey of U.S. Long-Haul Truck Driver Health and Injury (American Journal of Industrial Medicine 2014)*

<https://www.ncbi.nlm.nih.gov/pubmed/24390804>

Alan McKinnon (KLU): *Life without trucks: the impact of a temporary disruption of road freight transport on a national economy (Journal of Business Logistics, 2005)*

<https://www.alanmckinnon.co.uk/find.html?SearchField=life+without+trucks>

**To what extent is the Covid 19 pandemic likely to reinforce established logistics trends such as digitalization and the growth of home delivery?**

UNCTAD: The Covid 19 Crisis: accentuating the need to bridge digital divides

[https://unctad.org/en/PublicationsLibrary/dtlinf2020d1\\_en.pdf](https://unctad.org/en/PublicationsLibrary/dtlinf2020d1_en.pdf)

James Taylor and Langton McCombe (Smart Company 2-4-2020): This crisis is different: E-commerce, coronavirus and the looming recession

<https://www.smartcompany.com.au/coronavirus/e-commerce-coronavirus-recession/>

**How do we reduce the exposure of the logistics workforce to the risk of Covid 19 infection?**

*Dan McCrum et al (Financial Times 4-4-2020): The workers with no choice but to keep on with the job*

<https://www.ft.com/content/48e4a311-6a7c-4f80-b541-7893a5f97ea4?desktop=true&segmentId=d8d3e364-5197-20eb-17cf-2437841d178a>

Jan Fransoo (KLU): Making your (retail) distribution center Corona-resilient

<https://www.linkedin.com/pulse/making-your-retail-distribution-center-jan-fransoo/>

***How prevalent has panic buying become during the crisis and how serious has been its supply chain impact?***

*Kantar (24 March 2020): Accidental stockpilers driving shelf shortages in the UK*

<https://www.kantar.com/Inspiration/FMCG/Accidental-stockpilers-driving-shelf-shortages-in-the-UK>

Alex Lee (Wired 30-3-2020): How the UK's just-in-time delivery model crumbled under coronavirus

<https://www.wired.co.uk/article/stockpiling-supermarkets-coronavirus>

*Bee Wilson (Guardian 3-4-2020): Off our trolleys : what stockpiling in the coronavirus crisis reveals about us.*

<https://www.theguardian.com/news/2020/apr/03/off-our-trolleys-what-stockpiling-in-the-coronavirus-crisis-reveals-about-us>

Professor Alan McKinnon  
Kühne Logistics University,  
Hamburg,  
Germany

Email: [alan.mckinnon@the-klu.org](mailto:alan.mckinnon@the-klu.org)

Websites: <https://www.the-klu.org/faculty-research/resident-faculty/alan-c-mckinnon/>  
<https://www.alanmckinnon.co.uk>

[Alan McKinnon \(@alanmckinnon\) | Twitter](#)