

Thesaurus

COVID-19 & COMMERCE INTERNATIONAL

**Base de connaissance sur l'évolution du commerce international
et l'activité des entreprises pendant et post COVID-19**

Ce Thesaurus est une ressource collective à disposition de tous et toutes pour alimenter la réflexion sur la manière dont le commerce international et l'activité des entreprises peut et doit s'adapter à la crise en cours. Il a été lancé le 6 avril 2020 dans le cadre des travaux du groupe de travail SOLUTIONS EXPORT regroupant les principaux acteurs de l'écosystème exportateur français.

Il est géré par La Fabrique de l'Exportation.

Mais il peut être amélioré et enrichi par chacun(e) :

=> en écrivant à delegue-general@fabrique-exportation.fr pour **suggérer des contenus intéressant**, produits par vous-même, votre organisation ou d'autres organisations.

=> en écrivant à boulet_stephane@yahoo.com pour **suggérer des évolutions de son arborescence ou des problème de qualité dans le classement**

Structuration

1 - PLANS DE LUTTE CONTRE LA PANDEMIE / DE SORTIE DE CRISE (multilatéraux, nationaux)	4
1.1 Les initiatives globales et multilatérales	4
1.2 Les mesures par grands pays	4
1.3 Les plans de dé-confinement par grands pays	4
2 - MESURES DE SOUTIEN ET DE RELANCE AUX ECONOMIES ET AUX ENTREPRISES DANS LES GRANDS PAYS	6
2.1 Initiatives multilatérales	6
2.2 Au niveau des pays	6
3 - RELANCE DU DÉVELOPPEMENT INTERNATIONAL DES ENTREPRISES : mesures gouvernementales, initiatives privées, etc.	7
3.1 Au niveau mondial et de nos concurrents	7
3.2 En France	8
3.4 Branding Pays	8
3.5 Narratif et Pionniers	8
4 - ECONOMIE : situation, évolution, prospective	8
4.1 Au niveau mondial et de nos concurrents	8
4.2 En France	9
5 - MARCHES, DEMANDE ET CONSOMMATEURS : situation, évolution, opportunités et risques	10
5.1 Situation et évolutions des différents marchés	10
5.2 Situation et évolution des différents secteurs	13
5.3 Evolutions observées de la consommation et des consommateurs	19
6 - COMMERCE INTERNATIONAL, INVESTISSEMENTS DIRECTS ETRANGERS, CHAINES DE VALEUR MONDIALES : situation, évolution, prospective, opportunités et risques	21
6.1 Commerce international	21
6.2 Marchés financiers	22
6.3 Investissements directs étrangers	22
6.4 Chaînes de valeur mondiales	22
6.5 Restriction aux échanges de biens	24
6.6 Evolution de la compliance	24
7 - STRATEGIE ET MANAGEMENT DES ENTREPRISES A L'INTERNATIONAL : en temps de crise, en sortie de crise et après la crise	24
7.1 Impacts et opportunités pour les entreprises françaises VS leurs concurrentes	24
7.2 Préparer l'après pendant la crise : approche globale	25

7.3 Vers quels modèles d'expansion international ?	26
7.4 Coopération inter-entreprises dans l'approche de l'international	26
7.5 Gestion des équipes, problématiques RH et sanitaires	26
7.6 Relations avec l'environnement commercial : clients, agents, distributeurs, fournisseurs (relations existantes + prospection)	27
7.7 Financements de la prospection, de l'expansion internationale, des ventes/des clients (outils publics, privés)	27
7.8 Défis logistiques	28
7.9 Contrats, assurances	28
7.10 Propriété intellectuelle	28
7.11 Fiscalité	29
8 - TEMOIGNAGES D'ENTREPRISES INTERNATIONALISEES RESILIENTES	29
9 - IMAGE DE LA FRANCE : de son économie, de ses filières, de ses entreprises	29

1 - PLANS DE LUTTE CONTRE LA PANDEMIE / DE SORTIE DE CRISE (multilatéraux, nationaux)

1.1 Les initiatives globales et multilatérales

“*Strategic Intelligence*” about Covid-19, plateforme d’informations et de partage de connaissances sur les impacts du Covid-19, World Economic Forum.04/2020.

<https://intelligence.weforum.org/topics/a1G0X000006O6EHUA0?tab=publications>

<https://fr.weforum.org/reports/outbreak-readiness-and-business-impact> (World Economic Forum in collaboration with the Harvard Global Health Institute) offers insights on handling coronavirus by businesses and strategies for effective response and resilience.11/03/2020.

“*There’s only one option for a global coronavirus exit strategy*”, article, Ngaire Woods & Rajaie Batniji /world economic forum, 11/04/2020.

<https://www.weforum.org/agenda/2020/04/there-s-only-one-option-for-a-global-coronavirus-exit-strategy>

1.2 Les mesures par grands pays

“*Tableau de suivi des mesures prises contre le Covid-19 Bénin / Cameroun / Ghana / Nigeria / Togo*”, rapport, 23/04/2020.

<https://www.franceagrimer.fr/content/download/64069/document/ZONE%20NIGERIA%20Tableau%20suivi%20mesures%20contre%20Covid19%2020230420.pdf>

“*Point de situation Monde Covid-19*”, rapport, Risk & co Group, 01/04/2020.

[Covid Monde01042020.pdf.pdf](https://www.risk-and-co.com/wp-content/uploads/2020/04/Covid-Monde01042020.pdf.pdf)

“*Covid 19 : l’Asie orientale face à la pandémie*”, note, Institut Montaigne, 04/2020.

[covid-19-lasie-orientale-face-la-pandemie-note1.pdf](https://www.institut-montaigne.fr/sites/default/files/2020-04/covid-19-lasie-orientale-face-la-pandemie-note1.pdf)

“*Covid-19: l’innovation africaine pour contrer le virus*”, article, Ciomag, 04/2020.

https://cio-mag.com/covid19/?utm_source=sendinblue&utm_campaign=Newsletter_Hebdomadaire&utm_medium=email

“*Some are winning- some are not, which Countries do best in beating Covid-19 ?*”, étude, End Coronavirus, 04/05/2020.

<https://www.endcoronavirus.org/countries>

1.3 Les plans de dé-confinement par grands pays

“*COVID-19 pandemic expected evolution and impact on your business. Expected lockdown measures duration*”, discussion document, Kearney, 04/2020

[0420 Covid-19 Retail_expected_evolution_challenges_and_opportunities](https://www.kearney.com/-/media/assets/2020/04/0420_covid-19_retail_expected_evolution_challenges_and_opportunities.pdf)

“Epidemic Projections”, étude, Boston consulting group, 26/03/2020.

https://lasillarotarm.blob.core.windows.net/docs/2020/04/04/bostonconsultinggroup_1.pdf

“La sortie du confinement à Shanghai racontée par Patrice Nordey, de Fabernovel”, article, Christophe Bys / l'Usine Digital, 03/04/2020.

<https://www.usine-digitale.fr/article/entretien-la-sortie-du-confinement-a-shanghai-racontee-par-patrice-nordey-fabernovel.N949956>

“Europe's coronavirus lockdown exit strategies compared”, article, Cornelius Hirsch/Politico, 15/04/2020.

<https://www.politico-eu.cdn.ampproject.org/c/s/www.politico.eu/article/europe-coronavirus-lockdown-exit-strategies-compared/amp/>

“When will Covid-19 end”, étude, SUTD Data-Driven Innovation Lab, 25/04/2020.

<https://ddi.sutd.edu.sg/>

“Covid-19 : Suspension of flights stay; only special, cargo services from next week: UAE aviation authority”, article, Ashwani Kumar, 03/04/2020.

<https://www.khaleejtimes.com/coronavirus-pandemic/covid-19-suspension-of-passenger-flights-continues-uae-aviation-authority>

2 - MESURES DE SOUTIEN ET DE RELANCE AUX ECONOMIES ET AUX ENTREPRISES DANS LES GRANDS PAYS

2.1 Initiatives multilatérales

“*Covid-19: Plans d'aide des bailleurs de fonds*”, Medef international.04/2020.
<https://www.medefinternational.fr/covid19plansaideifis/>

2.2 Au niveau des pays

“*Business including MSMEs*”, rapport, government of India, 13/05/2020.
[Atmanirbhar Presentation Part-1 Business including MSMEs 13-5-2020.pdf](#)

“*Enterprise Singapore : Business support packages offered by Governments in overseas markets*”, Enterprise Singapore, 25/04/2020
<https://www.fccsingapore.com/news/n/news/enterprise-singapore-business-support-packages-offered-by-governments-in-overseas-markets.html>

“*Covid-19: Plans d'aide économique étrangers*”, Medef international.12/04/2020.
<https://www.medefinternational.fr/covid19plansaide/>

“*Covid-19 - Inventaire des principales mesures économiques par pays*”, FMI.17/04/2020.
<https://www.imf.org/en/Topics/imf-and-covid19/Policy-Responses-to-COVID-19#B>

“*Coronavirus bailouts: Which country has the most generous deal?*”, article, BBC, 08/04/2020.
<https://www.bbc.com/news/business-52450958>

“*COVID-19: Key measures taken by governments and central banks*”, BNP, 03/04/2020
<https://economic-research.bnpparibas.com/Views/DisplayPublication.aspx?type=document&ldPdf=38851>

“*U.S. airlines cheer government relief but warn it is no 'cure' for deep industry crisis*”, article, Tracy Rucinski/ Reuters, 27/03/2020.
<https://www.reuters.com/article/us-health-coronavirus-airlines-usa/u-s-airlines-cheer-government-relief-but-warn-it-is-no-cure-for-deep-industry-crisis-idUSKBN21E3AA>

“*No solar-specific relief in stimulus package, but economy-wide measures will help industry*”, article, Kelsey Misbrener / Solar Power World, 25/03/2020.
<https://www.solarpowerworldonline.com/2020/03/covid-stimulus-package-solar-relief/>

“*Allemagne :comment faire fonctionner votre filiale pendant la crise du covid-19 ?*”, Webinar, Guillaume Page / Pramex International,18/03/2020.
<https://www.pramex.com/blog/allemagne-comment-faire-fonctionner-votre-filiale-pendant-la-crise-du-covid-19/>

“Espagne : comment faire fonctionner votre filiale pendant la crise du covid-19 ?”, Webinar, Guillaume Page / Pramex International, 18/03/2020.

<https://www.pramex.com/blog/espagne-comment-faire-fonctionner-votre-filiale-pendant-la-crise-du-covid-19/>

“Italie : comment faire fonctionner votre filiale pendant la crise du covid-19 ?”, Webinar, Guillaume Page / Pramex International, 18/03/2020.

<https://www.pramex.com/blog/italie-comment-faire-fonctionner-votre-filiale-pendant-la-crise-du-covid-19/>

“Update on covid-19 for international companies in Catalonia”, Government of catalonia, 04/2020.

<http://catalonia.com/update-covid19-international-companies-in-catalonia.jsp>

“France : les mesures de soutien aux entreprises face à l’épidémie du Covid-19”, 06/04/2020.

<https://www.economie.gouv.fr/coronavirus-soutien-entreprises#>

“Denmark extends business aid to increase spending by 15 billion”, article, Morten Buttler/Bloomberg, 18/04/2020.

<https://www.bloomberg.com/news/articles/2020-04-18/denmark-extends-business-aid-to-increase-spending-by-15-billion>

“Poland launches 22 billion support package for firms in effort to save up to 5 million jobs”, article, Agnieszka Wadolowska/Notes from Poland. 08/04/2020.

<https://notesfrompoland.com/2020/04/08/poland-launches-e22-billion-support-package-for-firms-in-effort-to-save-up-to-5-million-jobs/>

“COVID-19 - Flash Europe et international”, MEDEF, 21/04/2020.

https://medefnational-my.sharepoint.com/:b/g/personal/aamar_medef_fr/EVUvpYLIbPZFpeD3NfDyAzUB8yXFxAQbQ_vsvpJhbJJt8Q?e=S5TDmB

“Covid-19 temporary trade measures”, ITC, 21/04/2020.

<https://www.macmap.org/covid19>

“Covid-19 : mesures de soutien à l’économie et aspects particulier pour les entreprises françaises actives en Allemagne”, CCI France Allemagne.

<https://www.ccfa.de/publications/covid-19/>

3 - RELANCE DU DÉVELOPPEMENT INTERNATIONAL DES ENTREPRISES : mesures gouvernementales, initiatives privées, etc.

3.1 Au niveau mondial et de nos concurrents

“Export insurance policy”, UK Government. 31/03/2020.

<https://www.gov.uk/guidance/export-insurance-policy?utm-source=twitter&utm-medium=organicsocial&utm-content=3a9c9f72-261d-4f66-b2dd-5ba9898bcb69>

“Freight association welcomes government support for exporters”, article, James Graham/Air cargo week, 07/04/2020.

<https://www-aircargoweek-com.cdn.ampproject.org/c/s/www.aircargoweek.com/freight-association-welcomes-government-support-for-exporters/amp/>

“International Freight Assistance Mechanism”, Australian Government, 05/2020.

https://www.austrade.gov.au/News/News/international-freight-assistance-mechanism?utm_campaign=IFAM+Weekly+Update+-+060520&utm_medium=email&utm_source=IFAM+%E2%80%93+Weekly+Update

3.2 En France

“Covid-19 : les mesures de soutiens aux entreprises exportatrices françaises”, ministère de l'Economie et des Finances, 31/03/2020

<https://www.economie.gouv.fr/plan-soutien-entreprises-francaises-exportatrices>

“Projet Phénix, des consultants et entrepreneurs expérimentés aident, bénévolement, les entreprises à redémarrer et se réinventer après le Covid-19”, post Linkedin, Jean-Paul Tréguer, 12/04/2020.

https://www.linkedin.com/posts/treguer_projet-ph%C3%A9nix-activity-6655058806537506817-kXf7/

3.4 Branding Pays

3.5 Narratif et Pionniers

4 - ECONOMIE : situation, évolution, prospective

4.1 Au niveau mondial et de nos concurrents

“After the disease, the debt”, article, The Economist, 23/04/2020

<https://www.economist.com/leaders/2020/04/23/after-the-disease-the-debt?fsrc=scn/li/te/bl/ed/governmentfinancesafterthediseasethedebtleaders>

“After the storm : envisionning the post-virus global economy. Four futures for the global economy 2020-2022”, Global economic outlook, Kearney, 09/04/2020

<https://www.kearney.com/web/global-business-policy-council/article/?/a/after-the-storm>

[20200409 Global Economic Outlook 2020-2022_April 9th \(002\).pdf](#)

“Evaluating the initial impact of COVID-19 containment measures on economic activity”, OCDE, 27/03/2020.

https://read.oecd-ilibrary.org/view/?ref=126_126496-evgsi2gmqj&title=Evaluating_the_initial_impact_of_COVID-19Containment_measures_on_economic_activity

“Evaluation de l’impact économique du covid-19 et des réponses politiques en Afrique subsaharienne”, rapport, Africa Pulse, 08/04/2020.

<https://openknowledge.worldbank.org/handle/10986/33541>

“The Economics of a pandemic : the case of Covid-19”, étude, Paolo Surico & Andrea Galeotti, London Business school.03/04/2020.

https://icsb.org/wp-content/uploads/2020/03/LBS_Covid19_final.pdf.pdf.pdf-1.pdf.pdf

“The economic impact of covid-19 and the way forward”, étude, Lagos Business school.04/2020.

file:///C:/Users/User/Downloads/LBSAA_Covid_19_Economic_Impact_Presentation.pdf.html

“The normal Economy is never coming back”, article, Adam Tooze/Foreign Policy, 09/04/2020.

<https://foreignpolicy.com/2020/04/09/unemployment-coronavirus-pandemic-normal-economy-is-never-coming-back/>

“ Understanding the economic shock of coronavirus”, Harvard business school/Philipp carlsoon-Szlezak, Martin Reeves and Paul Swartz, 27/03/2020.

<https://hbr.org/2020/03/understanding-the-economic-shock-of-coronavirus>

“ Covid-19 : quatre signaux faibles à questionner pour le monde d’après”, article, Ivan Capecchi/La Tribune, 25/04/2020.

https://www.latribune.fr/economie/international/covid-19-quatre-signaux-faibles-a-questionner-pour-le-monde-d-apres-845853.html?xtor=EPR-2-%5bl-actu-du-jour%5d-20200427&_ope=eyJndWlkjoiNTg2M2MyOTc3ZWRkMTgxOGYzNzVINGM2YmJjYmU3YjQifQ%3D%3D

“ Economie : le pire est-il vraiment sûr”, article, Mathieu Castagnet et Alain Guillemoles/ La Croix, 29/04/2020.

<https://www.la-croix.com/Debats/Forum-et-debats/Economie-pire-est-vraiment-sur-2020-04-29-1201091717>

“De plus en plus demandée, une relance “verte” serait aussi plus efficace”, article, Giulietta Gamberini/ La Tribune, 07/05/2020.

[https://www.latribune.fr/entreprises-finance/transitions-ecologiques/de-plus-en-plus-demandee-une-relance-verte-serait-aussi-plus-efficace-847070.html?xtor=EPR-2-\[l-actu-du-jour\]-20200507&_ope=eyJndWlkjoiM2E0MzZmOTUyYmY3YjRjYzFhZjAxMDFiMDhiNzhmNWlifQ%3D%3D](https://www.latribune.fr/entreprises-finance/transitions-ecologiques/de-plus-en-plus-demandee-une-relance-verte-serait-aussi-plus-efficace-847070.html?xtor=EPR-2-[l-actu-du-jour]-20200507&_ope=eyJndWlkjoiM2E0MzZmOTUyYmY3YjRjYzFhZjAxMDFiMDhiNzhmNWlifQ%3D%3D)

4.2 En France

“Synthèse des nouvelles conjoncturelles (au 10 avril 2020)”

<https://www.ue35.fr/wp-content/uploads/2020/04/200410-Synth%C3%A8se-conjoncture.pdf>

“Notre priorité est d’encourager l’essor des sociétés à mission en France et en Europe”, article, Juliette Raynal/La Tribune, 13/04/2020.

<https://www.latribune.fr/economie/france/notre-priorite-est-d-encourager-l-essor-des-societes-a-mission-en-france-et-en-europe-845008.html>

5 - MARCHES, DEMANDE ET CONSOMMATEURS : situation, évolution, opportunités et risques

5.1 Situation et évolutions des différents marchés

“China issues Consumption Coupons to boost retail recovery after Coronavirus shutdown ends”, Dorcas Wong, China Briefing, 24/04/2020

<https://siecledigital.fr/2020/03/29/covid-19-quel-impact-sur-le-comportement-des-consommateurs/>

“Coronavirus en Chine, à quoi ressemblera la reprise économique”, Jean-Raphaël Chaponnière, Asialyst, 30/04/2020

<https://asialyst.com/fr/2020/04/29/coronavirus-immediate-differee-hacheequelle-reprise-chine-apres-crise-sanitaire/>

“Baromètre Risque Pays et secteur T1-2020” publication économique publié par la coface, 06/04/2020.

<https://www.coface.fr/Actualites-Publications/Publications/Barometre-Risque-Pays-et-Secteurs-T1-2020>

“Covid-19: Vos marchés export face à la crise : nos réponses en live”, Team France Export.

<https://www.teamfrance-export.fr/iledefrance/infos-pays-covid-19>

“Les Echos du Réseau - Covid 19 – Inde” Interview de Matthieu JOUVE-VILLARD, président de Wedge Consulting, correspondant de MEDEF International en Inde, vidéo publiée par le Medef International, 08/04/2020.

<https://www.youtube.com/watch?v=fvWeJ4QEKe4&feature=youtu.be>

“India-Europe : the opportunity in international business in uncertain Times” webinar, ead-ieseg, 31/03/2020.

<https://ead-ieseg.zoom.us/meeting/register/tJEuc-GqqjohAOWy5MxnekiRzqEm0bgiw>

“Covid 19: veille technologique sur les innovations en Chine”, rapport, Les conseillers du commerce extérieur de la France, 07/04/2020.

<https://www.cnccef.org/publication/covid-19-accelerateur-de-linnovation/>

“Combattre le Covid-19 préserver ses entreprises : la stratégie coréenne”, Webinar, Chambre de commerce et d’industrie franco-coréenne, 09/04/2020.

<https://www.youtube.com/watch?v=3gYvjrnkM1M&feature=youtu.be>

“Moscou-Paris : gestion de la crise. l’Économie à l’arrêt pour les milieux franco-russes.”, webinar, Association dialogue Franco- Russe, 17/04/2020.

https://www.facebook.com/dialoguefrancorusse/videos/256477622415633/?_tn_=%2Cd%2CP-R&eid=ARB4Tk0K73uAM57Wgvrzp-cKhl-5TuY5XeHFw8uB0dvWASBuDEcfh0xGNoyOsWVpWxdd5SCzQxRqWcpu

“[COVID-19] Webinaires marchés et solution face à la crise”, Webinar, Team France Export, 15/04/2020.

<https://www.teamfrance-export.fr/actualites/vos-marches-face-a-la-crise--nos-reponses-en-direct>

“Vous informer sur les marchés étrangers, Webinars géographiques 2020”, catalogue, Team France Export, 15/04/2020.

[TFE_catalogue_webinars_2020_Vgeographique_15042020-2.pdf](#)

“Vous informer sur les marchés étrangers, Webinars Thématisques 2020”, catalogue, Team France Export, 15/04/2020.

[TFE_catalogue_webinars_2020_Vthematique_15042020-2.pdf](#)

“la pandémie vue d’Inde”, rapport, Raghuram Rajan, 21/04/2020.

[La pandémie vue d’Inde.pdf](#)

“Coronavirus”, rubrique, France agrimer, 22/04/2020.

<https://www.franceagrimer.fr/Accompagner/International/Exporter-vers/Coronavirus>

“Sebastien Badault : La France sera l’un des marchés où il y aura le plus d’investissements en 2020.”, article, Mickael Deneux/ LSA, 23/04/2020.

<https://www.lsa-conso.fr/sebastien-badault-dg-alibaba-france-la-france-sera-l-un-des-marches-ou-il-yaura-le-plus-d-investissements-en-2020,347899>

“In-depth look at Egypt’s economic sectors amid COVID-19 outbreak”, article, Egypt Today/Hanan Mohamed, 04/04/2020.

<https://www.egypttoday.com/Article/3/83316/In-depth-look-at-Egypt%20%99s-economic-sectors-amid-COVID-19>

“How Covid-19 impacts personal care and beauty in China”, article, Kantar/ Jason Yu, 03/04/2020.

<https://www.kantarworldpanel.com/global/News/Beauty-categories-during-the-epidemic-outbreak>

“Impact on Saudi Arabia the UAE’S Real Estate markets from Covid-19 Policy responses”, rapport, Knight Frank, 22/03/2020.

<https://content.knightfrank.com/research/1944/documents/en/impact-of-covid-19-on-ksa-and-uae-real-estate-market-2020-7062.pdf>

“Turkish retailers, shopping malls to shut doors amid coronavirus outbreak”, article, Daily Sabah, 19/03/2020.

<https://www.dailysabah.com/business/economy/turkish-retailers-shopping-malls-to-shut-doors-amid-coronavirus-outbreak>

“Consumer goods fly off the shelves as coronavirus spreads in India”, article, Writankar Mukhrejee/ The Economic Times, 16/03/2020.

<https://economictimes.indiatimes.com/industry/cons-products/fmcg/consumer-goods-fly-off-the-shelves-as-coronavirus-spreads-in-india/articleshow/74644159.cms>

“Oil slumps below \$30 a barrel as coronavirus spreads, OPEC rancor remains elevated”, article, Stephanie Kelly/ Reuters, 16/03/2020.

<https://www.reuters.com/article/us-global-oil/oil-slumps-again-as-coronavirus-hits-demand-and-price-war-bites-idUSKBN2121FT?feedType=RSS&feedName=businessNews>

“How chinese companies have responded to coronavirus”, article, Martin Reeves, Lars Faeste, Cinthia Chen, Philipp Carlsson-Szlezak, Kevin Whitaker/Harvard Business Review, 10/03/2020.

<https://hbr.org/amp/2020/03/how-chinese-companies-have-responded-to-coronavirus>

“China automakers seek government relief after sales dive 79% from coronavirus”, article, Daily Sabah, 12/03/2020.

<https://www.dailysabah.com/business/automotive/china-automakers-seek-government-relief-after-sales-dive-79-from-coronavirus>

“IKEA reopens nine more stores in China”, article, Anna Ringstrom/ Reuters, 08/03/2020.

<https://www.reuters.com/article/us-healthcare-coronavirus-ikea/ikea-reopens-nine-more-stores-in-china-idUSKBN20V0GC>

“Impact on the global property markets”, rapport, Cushman & Wakefield, 03/2020.

https://storage.pardot.com/263412/142056/03.2020_Coronavirus_Impact_on_the_Global_Property_Markets_Part_1_FINAL.pdf

“Coronavirus to wipe US\$8.3bn off Asia-Pacific duty-free sales”, article, Michael Arnold/ Inside Retail, 06/03/2020.

<https://insideretail.asia/2020/03/06/coronavirus-to-wipe-us8-3bn-off-asia-pacific-duty-free-sales/>

“Malaysia expects automotive exports to still grow despite covid-19 dampener”, article, Muhammad Ahmad Hamdan, The Edge Markets, 04/03/2020.

<https://www.theedgemarkets.com/article/malaysia-expects-automotive-exports-still-grow-despite-covid19-dampener>

“Covid 19 cuts demand and revenues”, article, Theodore Koumelis / Travel Daily News, 02/03/2020.

<https://www.traveldailynews.asia/covid-19-cuts-demand-and-revenues>

“Coronavirus rumours hit sales of egg, chicken”, article, PK Krishnakumar et Madhvi Sally/ The Economic Times, 28/02/2020.

<https://economictimes.indiatimes.com/industry/cons-products/food/coronavirus-rumour-hits-sales-of-egg-chicken/articleshow/74362789.cms>

“China’s oil product exports likely flat in Feb, to jump in Mar as coronavirus dampens domestic demand”, article, Helling Shipping News, 24/02/2020.

<https://www.hellenicshippingnews.com/chinas-oil-product-exports-likely-flat-in-feb-to-jump-in-mar-as-coronavirus-dampens-domestic-demand-12/>

“Coronavirus to hit chinese wind rush”, article, Renews.biz ,17/02/2020.

<https://renews.biz/58660/coronavirus-could-halve-china-turbine-installation-rate/>

“China’s oil product exports likely flat in Feb, to jump in Mar as coronavirus dampens domestic demand”, article, Helling Shipping News, 24/02/2020.

<https://www.hellenicshippingnews.com/chinas-oil-product-exports-likely-flat-in-feb-to-jump-in-mar-as-coronavirus-dampens-domestic-demand-12/>

“Impact of coronavirus on global markets”, article, Chris Gooderham/ AHDB, 14/02/2020.

<https://ahdb.org.uk/news/impact-of-coronavirus-on-global-markets>

“Taiwan Impacted as Agricultural Trade Disrupted by Coronavirus”, rapport, Lucas Blaustein et Troy Lai/ USDA, 10/02/2020.

https://apps.fas.usda.gov/newgainapi/api/Report/DownloadReportByFileName?fileName=Taiwan%20Impacted%20as%20Agricultural%20Trade%20Disrupted%20by%20Coronavirus%20_Taipei_Taiwan_02-07-2020

“Taiwan Impacted as Agricultural Trade Disrupted by Coronavirus”, rapport, Lucas Blaustein et Troy Lai/ USDA, 10/02/2020.

https://apps.fas.usda.gov/newgainapi/api/Report/DownloadReportByFileName?fileName=Taiwan%20Impacted%20as%20Agricultural%20Trade%20Disrupted%20by%20Coronavirus%20_Taipei_Taiwan_02-07-2020

5.2 Situation et évolution des différents secteurs

“Baromètre B2B (Back to business)”, étude, Get Quanty, 05/2020.

<https://www.getquanty.com/ressources/analyse-marche-covid19-b2b-trafic/>

“Les acteurs de la tech peuvent soutenir les commerçants, voici comment !”, article, Collectif d’acteurs de la tech française/ La Tribune, 07/05/2020.

[https://www.latribune.fr/opinions/tribunes/les-acteurs-de-la-tech-peuvent-soutenir-les-commerçants-voici-comment-847131.html?xtor=EPR-2-\[l-actu-du-jour\]-20200507&_ope=eyJndWlkIjoiM2E0MzZmOTUyYmY3YjRjYzFhZjAxMDFiMDhiNzhmNWlifQ%3D%3D](https://www.latribune.fr/opinions/tribunes/les-acteurs-de-la-tech-peuvent-soutenir-les-commerçants-voici-comment-847131.html?xtor=EPR-2-[l-actu-du-jour]-20200507&_ope=eyJndWlkIjoiM2E0MzZmOTUyYmY3YjRjYzFhZjAxMDFiMDhiNzhmNWlifQ%3D%3D)

“Retailers : comment actionner l’après Covid ?”, Comarch, 05/2020.

<https://www.comarch.fr/livres-blancs/lb-icc-comarch-apres-covid/lb-icc-comarch-le-retail-apres-covid/>

“Virtual Business dans le secteur du Luxe et de la fashion : une tendance ancrée sur la durée ?”, article, Amélie Landmann/ Mon ami français, 05/2020.

<https://www.monamifrancais.fr/actualites/virtual-business-retail-luxe/>

“Chine : un Français relance ses visites touristiques”, article, Emmanuel Langlois, Français à l’étranger.fr, 04/05/2020

https://www.francaiseletranger.fr/2020/05/04/chine-un-francais-relance-ses-visites-touristiques/?utm_source=mailpoet&utm_medium=email&utm_campaign=Newsletter+Quotidienne

“Comment Q-Park France redémarre ses premiers chantiers de constructions”, article, Gabrielle Serraz/ Les Echos, 04/05/2020.

<https://www.lesechos.fr/pme-regions/auvergne-rhone-alpes/comment-q-park-france-redemarre-ses-premiers-chantiers-de-construction-1200232>

“Are anti-virus cars in China just a gimmick”, article, Justin Harper/ BBC News, 01/05/2020.

<https://www.bbc.com/news/amp/business-52470592>

“Enquête sur l’impact du Covid-19 sur le e-commerce français”, communiqué de presse, Fevad, 30/04/2020

<https://www.fevad.com/enquete-sur-limpact-du-covid-19-sur-le-e-commerce-francais/>

“Conjoncture grandes cultures”, FranceAgrimer, 30/04/2020

<https://www.franceagrimer.fr/content/download/64267/document/NCO-NOT-GC-Covid-2020-S17.pdf>

“L’opinion de 14 experts sur l’expérience client post-covid”, un article, Defimode, 29/04/2020.

<https://www.defimode.org/2020/04/29/experience-client-post-covid/>

“Economic watch : China’s agriculture sector remains robust Covid-19 headwinds”, article, Xinhua, China.org.cn, 29/04/2020,

http://www.china.org.cn/china/Off_the_Wire/2020-04/29/content_75991553.htm

“Avignon : Delta labo essaie de maintenir un haut niveau d’activité”, article, Julien Pompey/ La Provence. 27/04/2020.

<https://www.laprovidence.com/article/economie/5973059/avignon-delta-labo-essaie-de-maintenir-un-haut-niveau-dactivite.html>

“luxury post-Covid-19 : Will China keeps its promises ?”, article, Dominique Muret, Fashion Network, 27/04/2020

https://www.fashionnetwork.com/news/Luxury-post-covid-19-will-china-keep-its-promises_.1210520.html

“Les ventes de produits frais chinois dopés par le coronavirus”, AgroMedia.fr, 23/04/2020

<https://www.agro-media.fr/dossier/41535-41535.html>

“How COVID-19 Consumer Spending is Impacting Industries”, article, visual capitalist, Katie Jones, 22/04/2020.

<https://www.visualcapitalist.com/consumer-spending-impacting-industries/>

“Online shopping continues to grow”, Eurostat, 20/04/2020

<https://ec.europa.eu/eurostat/fr/web/products-eurostat-news/-/DDN-20200420-2?inheritRedirect=true&redirect=%2Feurostat%2Ffr%2Fnews%2Fwhats-new>

“Accor et bureau Veritas créent un label pour rassurer sur l’hygiène à l’hôtel”, article, Mathilde Visseyrias/Le Figaro, 17/04/2020.

<https://www.lefigaro.fr/societes/accor-et-bureau-veritas-creent-un-label-pour-rassurer-sur-l-hygiene-a-l-hotel-20200417>

“Durant la crise, l’industrie du diamant ne brille pas”, article, Franck Stassi/ L’Usine Nouvelle, 16/04/2020.

<https://www.usinenouvelle.com/article/durant-la-crise-l-industrie-du-diamant-ne-brille-pas.N953931>

“Dans l’aéro, équipementiers et sous-traitants jouent leur survie”, article, Olivier James/ L’Usine Nouvelle, 15/04/2020.

<https://www.usinenouvelle.com/article/dans-l-aero-equipementiers-et-sous-traitants-jouent-leur-survie.N953581>

“En dépit du Covid-19, la filière française céréalière résiste”, article, Franck Stassi/ L’usine Agro, 15/04/2020.

<https://www.usinenouvelle.com/article/en-depit-du-covid-19-la-filiere-francaise-cerealiere-resiste.N953716>

“Transport aérien: dix ans au mieux pour rattrapper la courbe de croissance d’avant crise”, article, Fabrice Gliszczynski/La Tribune, 10/04/2020.

[https://www.latribune.fr/entreprises-finance/services/transport-logistique/transport-aerien-dix-ans-au-mieux-pour-rattraper-la-courbe-de-croissance-d-avant-crise-844872.html?xtor=EPR-2-\[l-actu-du-jour\]-20200410&_ope=eyJndWIkIjoiM2E0MzZmOTUyYmY3YjRjYzFhZjAxMDFiMDhiNzhmNWlifQ%3D%3D](https://www.latribune.fr/entreprises-finance/services/transport-logistique/transport-aerien-dix-ans-au-mieux-pour-rattraper-la-courbe-de-croissance-d-avant-crise-844872.html?xtor=EPR-2-[l-actu-du-jour]-20200410&_ope=eyJndWIkIjoiM2E0MzZmOTUyYmY3YjRjYzFhZjAxMDFiMDhiNzhmNWlifQ%3D%3D)

“La Roumanie suspend ses exportations de céréales”, article, Euractiv, 10/04/2020.

<https://www.euractiv.fr/section/lactu-en-capitales/news/romania-bans-exports-of-cereals-energy-fi>

“Quelle tendances digitales après le Covid-19”, article, Natalia Schmid /Mbamci, 09/04/2020.
<https://mbamci.com/tendances-digitales-apres-covid-19/>

“How Covid-19 could change fashion and retail, according to experts”, article, Quartz, 07/04/2020.

<https://qz.com/1831203/how-covid-19-could-change-fashion-and-retail/amp/>

“Le coronavirus : big bang de l'accélération numérique ?”, article, Angélique Mhiri/ Mbamci, 06/04/2020.

<https://mbamci.com/coronavirus-big-bang-acceleration-numerique/>

“Baromètre Risque Pays et secteur T1-2020”, publication économique publiée par la coface le 06/04/2020

<https://www.coface.fr/Actualites-Publications/Publications/Barometre-Risque-Pays-et-Secteurs-T1-2020>

“Les secteurs économiques qui résistent et ceux qui trinquent”, article, Bruna Basini/JDD, 05/04/2020.

[Les secteurs économiques qui résistent et ceux qui trinquent](#)

“How Covid-19 impacts personal care and beauty in China”, article, Kantar/ Jason Yu, 03/04/2020.

<https://www.kantarworldpanel.com/global/News/Beauty-categories-during-the-epidemic-outbreak>

“Covid-19 break messes up automakers BS6 pricing strategy”, article, Lijee Philip/ The Economic Times, 03/04/2020.

<https://economictimes.indiatimes.com/industry/auto/auto-news/covid-19-break-messes-up-automakers-bs6-pricing-strategy/articleshow/74961210.cms>

“Digital leaders see doors to transformation opening the COVID-19 crisis”, article, Kearney, 04/2020

<https://www.kearney.com/covid-19/article/?a/digital-leaders-see-doors-to-transformation-opening-with-the-covid-19-crisis>

“Covid-19 impact on travel”, plateforme d'informations et de partage de connaissances sur les impacts du Covid-19, World Economic Forum, 04/2020.

<https://intelligence.weforum.org/topics/a1G0X000006O6EHUA0?tab=publications>

“Covid-19 : impacts et rebond, transformation sectorielles et implications macroéconomiques en France ”, rapport, Roland Berger, 04/2020.

[RB REP 20_002_Covid-19_Impacts-et-rebond-1.pdf](#)

“Les entreprises les plus intéressantes ont été créées en période de crise ” interview en podcast de Fabrice Grinda (investisseur), Frenchweb.fr, 31/03/2020.

<https://www.frenchweb.fr/les-entreprises-les-plus-interessantes-ont-ete-creees-en-periode-de-crise/397231>

“U.S. airlines cheer government relief but warn it is no ‘cure’ for deep industry crisis”, article, Tracy Rucinski/ Reuters, 27/03/2020.

<https://www.reuters.com/article/us-health-coronavirus-airlines-usa/u-s-airlines-cheer-government-relief-but-warn-it-is-no-cure-for-deep-industry-crisis-idUSKBN21E3AA>

“Covid-19 may destroy China’s Dairy industry”, article, Audrey Enjoli, Live kindly, 26/03/2020
<https://www.livekindly.co/covid-19-may-destroy-chinas-dairy-industry/>

“Impact on Saudi Arabia the UAE’S Real Estate markets from Covid-19 Policy responses”, rapport, Knight Frank, 22/03/2020.

<https://content.knightfrank.com/research/1944/documents/en/impact-of-covid-19-on-ksa-and-uae-real-estate-market-2020-7062.pdf>

“Chile lithium miners take coronavirus precautions, say impact on output minimal so far”, article, Dave Sherwood/ ET auto, 17/03/2020.

<https://auto.economictimes.indiatimes.com/news/auto-components/chile-lithium-miners-take-coronavirus-precautions-say-impact-on-output-minimal-so-far/74677608>

“Four Commodities Crushed By Coronavirus”, article, Julianne Geiger/ Oilprice, 15/03/2020.
<https://oilprice.com/Energy/Energy-General/Four-Commodities-Crushed-By-Coronavirus.htm!>

“Business Standard: Uncertainty around Coronavirus could impact on cement prices”, article, Emily Thomas/ world cement, 13/03/2020.

<https://www.worldcement.com/special-reports/13032020/business-standard-uncertainty-around-coronavirus-could-impact-on-cement-prices/>

“China automakers seek government relief after sales dive 79% from coronavirus”, article, Daily Sabah, 12/03/2020.

<https://www.dailysabah.com/business/automotive/china-automakers-seek-government-relief-after-sales-dive-79-from-coronavirus>

“European steel buyers start to stockpile as coronavirus causes logistics issues”, article, Laura Varriale et Annalisa Villa/ S&P Global, 12/03/2020.

<https://www.spglobal.com/platts/en/market-insights/latest-news/metals/031220-european-steel-buyers-start-to-stockpile-as-coronavirus-causes-logistics-issues>

“Le coronavirus va-t-il booster le digital”, ratecard, 11/03/2020.

<http://www.ratecard.fr/le-coronavirus-covid-19-va-t-il-booster-le-digital/>

“Coronavirus to wipe US\$8.3bn off Asia-Pacific duty-free sales”, article, Michael Arnold/ Inside Retail, 06/03/2020.

<https://insideretail.asia/2020/03/06/coronavirus-to-wipe-us8-3bn-off-asia-pacific-duty-free-sales/>

“Coronavirus Splinters : Swiss watch fairs”, article, Robin Swithinbank/ The New York Times, 04/03/2020.

<https://www.nytimes.com/2020/03/03/fashion/watches-swiss-fair-cancellations-coronavirus.html>

“Malaysia expects automotive exports to still grow despite covid-19 dampener”, article, Muhammad Ahmad Hamdan, The Edge Markets, 04/03/2020.

<https://www.theedgemarkets.com/article/malaysia-expects-automotive-exports-still-grow-despite-covid19-dampener>

“Should SYP lumber prices brace for coronavirus impacts”, article, John Green / Forest2market, 27/02/2020.

<https://www.forest2market.com/blog/should-syp-lumber-prices-brace-for-coronavirus-impacts>

“Coronavirus rumours hit sales of egg, chicken”, article, PK Krishnakumar et Madhvi Sally/ The Economic Times, 28/02/2020.

<https://economictimes.indiatimes.com/industry/cons-products/food/coronavirus-rumour-hits-sales-of-egg-chicken/articleshow/74362789.cms>

“Coronavirus pushes global textile brands to ward Turkey, fueling orders”, article, Daily sabah/ Pinar Celik, 27/02/2020.

<https://www.dailysabah.com/business/economy/coronavirus-pushes-global-textile-brands-to-ward-turkey-fueling-orders>

“Coronavirus to hit chinese wind rush”, article, Renews.biz ,17/02/2020.

<https://renews.biz/58660/coronavirus-could-halve-china-turbine-installation-rate/>

“China’s oil product exports likely flat in Feb, to jump in Mar as coronavirus dampens domestic demand”, article, Helling Shipping News, 24/02/2020.

<https://www.hellenicshippingnews.com/chinas-oil-product-exports-likely-flat-in-feb-to-jump-in-mar-as-coronavirus-dampens-domestic-demand-12/>

5.3 Evolutions observées de la consommation et des consommateurs

“Why, after coronavirus, I am never eating at a hotel buffet again or taking a cruise, even if both survive the months of bad headlines”, article, Susan Jung/ The Coronavirus Pandemic, 22/05/2020.

<https://www.scmp.com/lifestyle/food-drink/article/3085456/why-after-coronavirus-i-am-never-eating-hotel-buffet-again-or>

"Relocalisation et Made in France : utopie ou réalité économique ?", article, Anne Taffin/Maddyness, 09/05/2020.

<https://www-maddyness-com.cdn.ampproject.org/c/s/www.maddyness.com/2020/05/09/relocalisation-made-in-france-utopie-realite/?amp=true>

"Virtual Business dans le secteur du Luxe et de la fashion : une tendance ancrée sur la durée ?", article, Amélie Landmann/ Mon ami français, 05/2020.

<https://www.monamifrancais.fr/actualites/virtual-business-retail-luxe/>

"Les ventes de produits frais chinois dopés par le coronavirus", AgroMedia.fr, 23/04/2020

<https://www.agro-media.fr/dossier/41535-41535.html>

"Covid-19 has changed consumer behavior. What does it mean for the future", Alexis Blue, UA News, 23/04/2020

<https://uanews.arizona.edu/story/covid19-has-changed-consumer-behavior-what-does-it-mean-future>

"Covid-19 has changed consumer behavior what does it mean for the futur ?", article, Alexie Blue/UA News, 23/04/2020.

<https://uanews.arizona.edu/story/covid19-has-changed-consumer-behavior-what-does-it-mean-future>

"How COVID-19 Consumer Spending is Impacting Industries", article, visual capitalist, Katie Jones, 22/04/2020.

<https://www.visualcapitalist.com/consumer-spending-impacting-industries/>

"Online shopping continues to grow", Eurostat, 20/04/2020

<https://ec.europa.eu/eurostat/fr/web/products-eurostat-news/-/DDN-20200420-2?inheritRedirect=true&redirect=%2Feurostat%2Ffr%2Fnews%2Fwhats-new>

"How brands can adapt to changing consumer behavior amid covid-19", article, Dave Knox/Forbes, 17/04/2020.

<https://www.forbes.com/sites/daveknox/2020/04/17/how-brands-can-adapt-to-changing-consumer-behavior-amid-covid-19/#5aa1c78c5947>

"Lafayette Plug and Play : un appel à candidatures pour imaginer le retail post-covid 19", article, Journal du Luxe, 10/04/2020.

<https://journalduluxe.fr/lafayette-plug-and-play-candidature-retail-2020/>

"Crisis management and the coronavirus changes in shopping behavior", article, Alexandra Pastore/ WWD, 09/04/2020.

<https://wwd.com/business-news/business-features/klarna-webinar-crisis-management-and-the-coronavirus-changes-in-shopping-behavior-1203555744/>

"Ample data often free can predict consumer behavior through the covid 19 crisis", article, John Grudnowski, Blake Cuthbert, Justin Halim/Bain & Company, 09/04/2020.

<https://www.bain.com/insights/ample-data-often-free-can-predict-consumer-behavior-through-the-covid-19-crisis/>

“Sensing and shaping the post covid era”, article, Martin Reeves, Philipp Carlsson- Szlezak, Kevin whitaker/ BCG, Mark Abraham, 03/04/2020.

<https://www.bcg.com/en-us/publications/2020/8-ways-companies-can-shape-reality-post-covid-19.aspx>

“How Covid-19 impacts personal care and beauty in China”, article, Kantar/ Jason Yu, 03/04/2020.

<https://www.kantarworldpanel.com/global/News/Beauty-categories-during-the-epidemic-outbreak>

“A global view of how consumer behavior is changing amid Covid-19”, article, McKinsey, 04/2020

<https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/a-global-view-of-how-consumer-behavior-is-changing-amid-covid-19>

“A global view of how consumer behavior is changing amid Covid-19”, article, Mckinsey & company, 04/2020.

<https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/a-global-view-of-how-consumer-behavior-is-changing-amid-covid-19>

“COVID-19 pandemic expected evolution and impact on your business. Business recovery and transformation”, discussion document, Kearney, 04/2020

[0420 Covid-19 Retail_expected evolution_challenges and opportunities](#)

“Global surveys of consumer sentiment during the coronavirus crisis”, McKinsey & Company, 04/2020.

<https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/global-surveys-of-consumer-sentiment-during-the-coronavirus-crisis>

“Cutting off trivial things : chinese consumers are thinking twice about their post-coronavirus spending”, article, Jane Li, Fevad30/03/2020

<https://www.fevad.com/enquete-sur-limpact-du-covid-19-sur-le-e-commerce-francais/>

“Covid-19 : quel impact sur le comportement des consommateurs”, article, Valentin Cimino, SiecleDigital, 29/03/2020

<https://siealedigital.fr/2020/03/29/covid-19-quels-impacts-sur-le-comportement-des-consommateurs>

“Coronavirus : les consommateurs attendent des pubs engagées”, article, Stratégies, 27/03/2020

<https://www.strategies.fr/actualites/marques/4042749W/coronavirus-les-consommateurs-attendent-des-pubs-engagees.html>

“Les consommateurs veulent des marques responsables dans la crise”, article, Clotilde Briard, Les Echos, 26/03/2020
<https://www.lesechos.fr/industrie-services/conso-distribution/coronavirus-les-consommateurs-veulent-des-marques-responsables-dans-la-crise-1189115>

“How Covid-19 pandemic is influencing consumer behavior”, article, Daniel Murillo-Vargas/Contentserv, 26/03/2020.
<https://www.contentserv.com/en/blog/how-covid-19-pandemic-is-influencing-consumer-behavior/>

“Covid-19 : quelle stratégie Retail pour l’après ?”, Hub Institute digital think tank, Maxime Tricoire, 25/03/2020
<https://hubinstitute.com/2020/DigitalBusiness/retail/replay-HUBInstitute-VincentDucrey-ELerc-MaudFunaro-COVID19-strategie-omnicanalite>

“Key consumer behavior thresholds identified as the coronavirus outbreak evolves”, article, Nielsen, 10/03/2020.
<https://www.nielsen.com/us/en/insights/article/2020/key-consumer-behavior-thresholds-identified-as-the-coronavirus-outbreak-evolves/cq.com/en-us/publications/2020/8-ways-companies-can-shape-reality-post-covid-19.aspx>

6 - COMMERCE INTERNATIONAL, INVESTISSEMENTS DIRECTS ETRANGERS, CHAINES DE VALEUR MONDIALES : situation, évolution, prospective, opportunités et risques

6.1 Commerce international

“Turkey limits export of respiratory support gear as coronavirus cases climb”, un article, Daily Sabah, 26/03/2020.
<https://www.dailysabah.com/business/economy/turkey-limits-export-of-respiratory-support-gear-as-coronavirus-cases-climb>

“Covid-19 impact on trade”, plateforme d’informations et de partage de connaissances sur les impacts du Covid-19, World Economic Forum, 04/2020.
<https://intelligence.weforum.org/topics/a1G0X000006O6EHUA0?tab=publications>

“Le coronavirus ne doit pas détruire une économie mondiale de libre-échange”, article, Le nouvel économiste, 31/03/2020.
https://www.lenouveleconomiste.fr/financial-times/le-coronavirus-ne-doit-pas-detruire-une-economie-mondiale-de-libre-echange-76854/?utm_source=Sarbacane&utm_medium=email&utm_campaign=Covid%2019%20-%20Mardi%201er%20avril%2020

“Coronavirus : Drop in global trade to be worse than 2008 crisis”, article, Andrew Walker/BBC, 08/04/2020.
<https://www.bbc.com/news/business-52211919>

“WTO trade barometers”, World Trade Organization, 11/03/2020.
https://www.wto.org/english/res_e/statis_e/wtoi_e.htm

“Services trade growth weakens as Covid-19 crisis hits global economy”, article, World Trade Organization, 11/03/2020.
https://www.wto.org/english/news_e/news20_e/wtoi_11mar20_e.htm

“Impact of COVID-19 on exports will be worse than the financial crisis of 2008”, article, Pushkar Mukewar/economictimes, 05/04/2020.
<https://economictimes.indiatimes.com/small-biz/trade/exports/insights/impact-of-covid-19-on-exports-will-be-worse-than-the-financial-crisis-of-2008/articleshow/74978268.cms>

6.2 Marchés financiers

“Covid-19 impact on financial markets”, plateforme d’informations et de partage de connaissances sur les impacts du Covid-19, World Economic Forum, 04/2020.
<https://intelligence.weforum.org/topics/a1G0X000006O6EHUA0?tab=publications>

6.3 Investissements directs étrangers

“Coronavirus has shredded the global trade playbook”, article, Gareth Hagan/The Telegraph, 03/04/2020.
<https://www-telegraph-co-uk.cdn.ampproject.org/c/s/www.telegraph.co.uk/politics/2020/04/03/coronavirus-has-shredded-global-trade-playbook/amp/>

6.4 Chaînes de valeur mondiales

“Relocalisation et Made in France : utopie ou réalité économique ?”, article, Anne Taffin/Maddyness, 09/05/2020.
<https://www-maddyness-com.cdn.ampproject.org/c/s/www.maddyness.com/2020/05/09/relocalisation-made-in-france-utopie-realite/?amp=true>

“Rebooting value chains in the wake of an international crisis”, article, Kearney, 04/2020
<https://www.kearney.com/covid-19/article/?/a/rebooting-value-chains-in-the-wake-of-an-international-crisis>

“Covid-19: vers la fin du tout “made in china” pour les fabricants d’électronique ?”, article, Adrien Simorre/ L’usine digitale, 03/04/2020.
<https://www.usine-digitale.fr/article/covid-19-vers-la-fin-du-tout-made-in-china-pour-les-fabricants-d-electronique.N950286>

“New data shows us companies are definitely leaving China”, article, Kenneth Rapoza/Forbes, 07/04/2020.
<https://www.forbes.com/sites/kenrapoza/2020/04/07/new-data-shows-us-companies-are-definitely-leaving-china/amp/>

“ Gaël Giraud : il est temps de relocaliser et de lancer une réindustrialisation verte de l’économie française”, entretien, Eugénie Bastié/ Le Figaro, 10/04/2020.

<https://amp-lefigaro-fr.cdn.ampproject.org/c/s/amp.lefigaro.fr/vox/economie/gael-giraud-il-est-temps-de-relocaliser-et-de-lancer-une-reindustrialisation-verte-de-l-economie-francaise-2020-0410>

“ Le mauvais procès fait à la mondialisation” , article, Jean Tirole/Les Echos, 15/04/2020.

<https://www.lesechos.fr/idees-debats/editos-analyses/le-mauvais-proces-fait-a-la-mondialisation-1195010>

“The islandization of business - and the consumer - in a post-Covid-19 world”, Eric K. Peterson, Terence Toland, Gabriella Huddart, Kearney, 04/2020

<https://www.kearney.com/web/global-business-policy-council/article/?/a/the-islandization-of-business-and-the-consumer-in-a-post-covid-19-world>

“Le patron de Danone s’exprime”, vidéo, C à vous, 01/04/2020.

https://www.youtube.com/watch?v=_MV7TUQrmH0

“ How the coronavirus is impacting clothing supply chains”, article, Robert Stockdill/ Inside Retail, 27/03/2020.

<https://insideretail.asia/2020/03/27/how-the-coronavirus-is-impacting-clothing-supply-chains/>

“Coronavirus : face à cette crise, la notion de relocalisation ne suffira pas”, Giulietta Gamberini, La Tribune, 26/03/2020

<https://www.latribune.fr/entreprises-finance/transitions-ecologiques/covid-19-l-urgence-remet-en-meme-temps-en-cause-la-notion-de-relocalisation-843299.html>

“Coronavirus May Disrupt Car Production in Brazil, Says ANFAVEA”, article, Richard Mann/ The Rio Times, 07/03/2020.

<https://riotimesonline.com/brazil-news/brazil/business-brazil/coronavirus-may-disrupt-car-production-in-brazil-says-anfavea/>

“Coronavirus impact: Indian auto makers may start getting Chinese supplies soon”, article, Lijee Philip/ The economic times, 05/03/2020.

<https://economictimes.indiatimes.com/industry/auto/auto-news/coronavirus-impact-indian-auto-makers-may-start-getting-chinese-supplies-soon/articleshow/74485022.cms>

“Tata Motors, M&M, MG Motor say coronavirus outbreak in China impacting parts supply”, article, The economic times 01/03/2020.

<https://economictimes.indiatimes.com/industry/auto/auto-news/indian-automakers-say-china-coronavirus-outbreak-hitting-parts-supply/articleshow/74427157.cms>

“Indian textile and apparel industry to be affected due to coronavirus attack in China: CMAI”, article, Sutanuka Ghosal/ The economic times, 20/02/2020.

<https://economictimes.indiatimes.com/industry/cons-products/garments-/textiles/indian-textile-and-apparel-industry-to-be-affected-due-to-coronavirus-attack-in-china-cmai/articleshow/74223014.cms>

“Indian auto industry to be negatively impacted, supply chain disrupted if Coronavirus persists: ICRA”, article, The economic times, 19/02/2020.

<https://economictimes.indiatimes.com/industry/auto/auto-news/indian-auto-industry-to-be-negatively-impacted-supply-chain-disrupted-if-coronavirus-persists-icra/articleshow/74210052.cms>

6.5 Restriction aux échanges de biens

“Turkey limits lemon exports as demand soars in fight against COVID-19”, article, Daily Sabah, 07/04/2020.

<https://www.dailysabah.com/business/economy/turkey-limits-lemon-exports-as-demand-soars-in-fight-against-covid-19>

6.6 Evolution de la compliance

7 - STRATEGIE ET MANAGEMENT DES ENTREPRISES A L'INTERNATIONAL : en temps de crise, en sortie de crise et après la crise

7.1 Impacts et opportunités pour les entreprises françaises VS leurs concurrentes

“Coronavirus à Lyon : leur distributeur de gel hydroalcoolique, créé et testé dans la métropole séduit partout en France”, article, Elisa Frisullo, 20 minutes, 19/05/2020

<https://www.20minutes.fr/societe/2782159-20200519-coronavirus-lyon-distributeur-gel-hydroalcoolique-cree-teste-metropole-seduit-partout-france?xtor=RSS-176>

“Digital leaders see doors to transformation opening the COVID-19 crisis”, article, Kearney, 04/2020

<https://www.kearney.com/covid-19/article/?a/digital-leaders-see-doors-to-transformation-opening-with-the-covid-19-crisis>

“Five ways your business can respond to the coronavirus”, article, site web Expandys, 26/03/2020.

<http://www.expandys.com/news-insights/five-ways-your-business-can-respond-to-the-coronavirus/>

“Les entreprises les plus intéressantes ont été créées en période de crise ”, interview en podcast de Fabrice Grinda (investisseur), Frenchweb.fr, 31/03/2020.

<https://www.frenchweb.fr/les-entreprises-les-plus-interessantes-ont-ete-creees-en-période-de-crise/397231>

“*Surviving and thriving in quarantine : 3 ways businesses can turn time into opportunity*”, article, Eric Nalbone/Global Trade, 25/03/2020.

<https://www.globaltrademag.com/surviving-and-thriving-in-quarantine-3-ways-businesses-can-turn-time-into-opportunity/>

7.2 Préparer l’après pendant la crise : approche globale

“*Le Rebond : trucs et astuces des CCE*”, rapport, CCE, 15/05/2020.

[LE REBOND - TRUCS & ASTUCES DES CCE.pdf](#)

“*What business professors are saying about Covid-19*”, article, Tima Bansal/ NBS, 11/05/2020.

<https://www-nbs-net.cdn.ampproject.org/c/s/www.nbs.net/articles/what-business-professors-are-saying-about-covid-19?rq=tima&format=amp>

“*Retailers : comment actionner l’après Covid ?*”, Comarch, 05/2020.

<https://www.comarch.fr/livres-blancs/lb-icc-comarch-apres-covid/lb-icc-comarch-le-retail-apres-covid/>

“*La grande disparité des réponses des multinationales du CAC 40 à la crise*”, article, Ulrike Mayrhofer et Sabine Urban, The Conversation, 04/05/2020

<https://theconversation.com/la-grande-disparite-des-reponses-des-multinationales-du-cac-40-a-la-crise-137503>

“*Responding to COVID-19 What Manufacturers Need to Know*”, article, Melvin Bosso/ Industry Today, 17/04/2020.

<https://industrytoday.com/responding-to-covid-19-what-manufacturers-need-to-know/>

“*Plan de reprise*”, article, Administrateurs professionnels indépendants associés, 17/04/2020.
[Plan Reprise Activité.pdf.pdf](#)

“*Face à la crise du COVID-19 quel plan d'action allez-vous déployer ?*”, étude, Grant Thornton, 23/03/2020.

[Grant-thornton_Stratégie crise-covid-19_2.pdf](#)

“*Préparer sa stratégie de rebond pendant la crise*”, ppt, Gaël Sabbagh (Altios strategy) et Julien Warlouzé (JWA Strategy). 14/04/2020.

[JWA et ALTIOS _Preparer sa strategie de Rebond en Crise.pdf](#)

“*Comment redémarrer en intégrant pleinement les apprentissages de la crise ?*”, article, Michel Maestrali/Casa Victoria, 06/04/2020.06/04/2020.

<https://www.casavictoria.fr/2020/04/06/comment-redemarrer-en-integrant-pleinement-les-apprentissages-de-la-crise/>

“Le Coronavirus, brèves leçon pour l’avenir”, webinar, Jacques Attali/CCI France Italie, 20/04/2020.

<https://www.chambre.it/attualita/n/news/linvite-de-la-chambre-le-coronavirus-breves-lecons-pour-lavenir.html>

“Reaction, rebound, recession and reimagination”, Martin Reeves, Lars Faeste, Kevin whitaker and Mark Abraham/BCG, 23/03/2020.

<https://www.bcg.com/fr-fr/publications/2020/covid-19-reaction-rebound-recession-reimagination.aspx>

“Stratégie de rebond & veille concurrentielle”, webinar, Salveo, Tristan Cotte et Arnaud Laurent, 23/04/2020.

<https://salveo.international/web-conference-strategie-de-rebond-veille-concurrentielle/>

7.3 Vers quels modèles d’expansion internationale ?

“The islandization of business - and the consumer - in a post-Covid-19 world”, Eric K. Peterson, Terence Toland, Gabriella Huddart, Kearney, 04/2020

<https://www.kearney.com/web/global-business-policy-council/article/?/a/the-islandization-of-business-and-the-consumer-in-a-post-covid-19-world>

“Silver linings on the coronavirus cloud : four business models implications”, Reuben Chaudhury, Kearney, 04/2020

<https://www.kearney.com/covid-19/article/?/a/silver-linings-on-the-covid-19-cloud-four-business-model-implications>

7.4 Coopération inter-entreprises dans l’approche de l’international

7.5 Gestion des équipes, problématiques RH et sanitaires

“Le management international à l’épreuve du confinement mondial”, article, Anne Bartel-Radic, La Conversation, 12/05/2020.

<https://theconversation-com.cdn.ampproject.org/c/s/theconversation.com/amp/le-management-international-a-lepreuve-du-confinement-mondial-138306>

“Comment bien présenter sur Zoom”, article, Hélène Guillaume, Matthieu Morge Zucconi, Emilie Faure, Elodie Baerd, Judikael Hirel, Pauline Castellani et Marie- Gabrielle Graffin/ Le Figaro, 11/05/2020.

<https://www.lefigaro.fr/medias/comment-bien-presenter-sur-zoom-20200508>

“Coronavirus : will Covid-19 speed up the use of robots to replace human workers”, article, Zoe Thomas/BBC News, 19/04/2020.

<https://www.bbc.com/news/technology-52340651>

“How to restart the economy with post-pandemic workforce”, MIT sloan/Sara Brown, 14/04/2020.

<https://mitsloan.mit.edu/ideas-made-to-matter/how-to-restart-economy-a-post-pandemic-workforce>

“Le patron de Danone s’exprime”, vidéo, C à vous, 01/04/2020.

<https://www.youtube.com/watch?v= MV7TUQrmH0>

“Des stratégies concrètes de gestion de la main d’œuvre axées sur vos gens”, Deloitte Canada, 03/2020

https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/finance/Work-Force_POV_FR_FINAL-v2_AODA.pdf

“Confinement et télétravail : comment maintenir la cohésion de vos équipes ?”, article, Courrier Cadres, 18/03/2020.

http://couriercadres.com/management/coronavirus-et-confinement-comment-maintenir-la-cohesion-de-vos-equipes-18032020?utm_source=cdi&utm_medium=newsletter&utm_campaign=070420cc

“The five levels of remote work and why you’re probably at level 2”, article, Steve Glaveski/Medium, 29/03/2020.

<https://medium.com/swlh/the-five-levels-of-remote-work-and-why-youre-probably-at-level-2-caf05a25b9c>

“Coronavirus disrupts export promotion activities”, article, Jay Sjerven/ world Grain, 27/02/2020.

<https://www.world-grain.com/articles/13333-coronavirus-disrupts-export-promotion-activities>

7.6 Relations avec l’environnement commercial : clients, agents, distributeurs, fournisseurs (relations existantes + prospection)

“Virtual Business dans le secteur du Luxe et de la fashion : une tendance ancrée sur la durée ?”, article, Amélie Landmann/ Mon ami français, 05/2020.

<https://www.monamifrancais.fr/actualites/virtual-business-retail-luxe/>

“Coronavirus disrupts export promotion activities”, article, Jay Sjerven/ world Grain, 27/02/2020.

<https://www.world-grain.com/articles/13333-coronavirus-disrupts-export-promotion-activities>

7.7 Financements de la prospection, de l’expansion internationale, des ventes/des clients (outils publics, privés)

3 schemes to help UK exporters deal with COVID, UK Government

Export working capital scheme :

<https://www.gov.uk/guidance/export-working-capital-scheme-overview-and-how-to-apply?utm>

[m-source=twitter&utm-medium=organicsocial&utm-content=3a9c9f72-261d-4f66-b2dd-5ba9898bcb69](https://www.gov.uk/guidance/export-insurance-policy?utm-source=twitter&utm-medium=organicsocial&utm-content=3a9c9f72-261d-4f66-b2dd-5ba9898bcb69)

Export insurance policy :

<https://www.gov.uk/guidance/direct-lending-scheme?utm-source=twitter&utm-medium=organicsocial&utm-content=3a9c9f72-261d-4f66-b2dd-5ba9898bcb69>

Direct lending facility :

<https://www.gov.uk/guidance/direct-lending-scheme?utm-source=twitter&utm-medium=organicsocial&utm-content=3a9c9f72-261d-4f66-b2dd-5ba9898bcb69>

7.8 Défis logistiques

“Covid-19: managing supply chain risk and disruption” rapport publié par Deloitte.

<https://www2.deloitte.com/global/en/pages/risk/articles/covid-19-managing-supply-chain-risk-and-disruption.html>

“ Covid-19 : how to fortify your supply chain” article publié par Kearney.

<https://www.kearney.com/covid-19/how-to-fortify-your-supply-chain>

“ Supply chain lessons from covid-19 : time to refocus on resilience”, Article, Olaf Schatteman, Drew Woodhouse et Joe Terino/ Bain & Company, 27/04/2020.

<https://www.bain.com/insights/supply-chain-lessons-from-covid-19/>

“‘Unlike anything we’ve seen before’: Coronavirus lockdowns strain critical supply-chains in Canada”, article, Naomi Powell/ Financial Post, 28/03/2020.

https://business.financialpost.com/transportation/unlike-anything-weve-seen-before-coronavirus-lockdowns-strain-critical-supply-chains-in-canada?video_autoplay=true

7.9 Contrats, assurances

“Un cas de force majeur dans la chaîne des contrats internationaux”, Flash #6 spécial Covid-19, ICC France

<UN CAS DE FORCE MAJEUREv2.pdf>

“ Quid des délais et de leur expiration pendant l’état d’urgence sanitaire ?” Note d’actualité,Grall & associés avocats, 31/03/2020.

http://www.mdworks.fr/hebergement_messages/655087/NotexactualitexxxOrdonnancex25xmarsxEtatxurgenceortexsortxdesxdelais.pdf

“The effects of Covid-19 on international contracts” rapport publié par Legalmondo, 28/03/2020.

<https://www.legalmondo.com/coronavirus-international-contract-help-desk/>

7.10 Propriété intellectuelle

7.11 Fiscalité

“Les prix de transfert à l'épreuve de la crise Covid-19” article, Grant Thornton Société d'Avocats, 10/04/2020.

<https://www.avocats-gt.com/fr/insights/alerte-fiscale/les-prix-de-transfert-a-lepreuve-de-la-crise-covid19/?hubId=1773923>

8 - TEMOIGNAGES D'ENTREPRISES INTERNATIONALISEES RESILIENTES

en France:

“Laurence Paganini, directrice générale de Kaporal : “ Nous étions prêts quand la crise est arrivée ””, article, DEFI, 19/05/2020.

<https://www.defimode.org/2020/05/19/laurence-paganini-kaporal/>

“Comment GYS a affronté la crise”, interview Bruno Bouygues, BFM Business, 07/05/2020

<https://bfmbusiness.bfmtv.com/mediaplayer/video/edition-speciale-comment-gys-a-affronte-la-crise-0705-1245633.html>

“Eclairé par la crise de 2008 et son expérience chinoise, GYS relance la machine”, interview de Bruno Bouygues, Pdg GYS, La Tribune, 16/03/2020

<https://www.latribune.fr/regions/pays-de-la-loire/eclaire-par-la-crise-de-2008-et-son-experience-chinoise-gys-relance-la-machine-845345.html>

“Covid-19 - témoignage de Bruno Bouygues”, France China Foundation, 20/04/2020

<https://www.linkedin.com/pulse/covid-19-t%25C3%25A9moignage-de-bruno-bouygues-hugues-de-revel/?trackingId=IEBBGNJ7Q9COnvthvZRe%2BQ%3D%3D>

en Chine:

“How chinese companies have responded to Coronavirus”, Harvard Business Review, 10/03/2020

<https://hbr.org/amp/2020/03/how-chinese-companies-have-responded-to-coronavirus>

“Activités de services aux entreprises : ceux qui plongent, ceux qui résistent”, vidéo, Alexandre Mirlicourtois/Xerficanal, 20/04/2020.

https://www.xerficanal.com/economie/emission/Alexandre-Mirlicourtois-Activites-de-services-aux-entreprises-ceux-qui-plongent-ceux-qui-resistent_3748531.html

9 - IMAGE DE LA FRANCE : de son économie, de ses filières, de ses entreprises

“France's COVID-19 failures are the result of decades of austerity”, article, Rokhaya Diallo/Al Jazeera. 20/04/2020.

<https://www.aljazeera.com/indepth/opinion/france-covid-19-failures-result-decades-austerity-200420120705765.html>