

# #097 WHAT ARE THE FIRST LESSONS YOU ARE LEARNING FROM THIS HEALTH CRISIS?



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This health crisis resulting from a global pandemic was not part of the usual crisis management scenarios. The COVID 19 crisis was unexpected because it created a supply shock (reduction in the production of active ingredients in China and India) associated with a demand shock (high inflation in the consumption of certain molecules and precautionary stockpiling by many players in the sector) simultaneously in a large number of countries. The impact has been brutal for all supply chains, but it has taken on an even greater significance for pharmaceutical companies, which must guarantee the continuity of treatment for their patients.

The first lesson of this unprecedented crisis is that upstream integrated supply chains (with internal production capacities for active ingredients in Europe) have withstood the crisis better than others. They have shown how important it is for Europe to regain greater self-sufficiency in terms of production of active pharmaceutical ingredients and how important it is for global pharmaceutical companies to become less dependent on China and India for their supplies.

The second lesson is related to digitalization. The recent implementation of global control towers at Sanofi has made it possible to test a large number of scenarios from the start of the crisis (Risk Scanning) and to quickly identify areas of fragility to be placed

under hyper-care (Risk Monitoring). Without instant global visibility of demand plans, inventories and production plans, the crisis would have become impossible to manage.

On a personal note, I would like to point out that the exceptional commitment of all our employees ensured that the distribution of our products was not interrupted or even slowed down throughout this period. ”

## | About ASLOG

**ASLOG brings together more than 400 companies from all sectors**, with 2,000 professionals working together to promote and build tomorrow's Supply Chain. ASLOG is a neutral and independent association that addresses Supply Chain issues.

**As early as 1972, visionary men sensed that this function would be decisive for all companies.** For almost fifty years, professionals in the sector have made ASLOG the reference partner.

ASLOG is the privileged interlocutor of institutions and public authorities on all questions relating to the sector.

## | #supplychain4good

The **#SupplyChain4Good** community was created at the initiative of Michelin and ASLOG, as part of the Movin'On ecosystem, in favor of a more sustainable mobility of goods.

**#SupplyChain4Good's** ambition is to federate the actors who work for Supply Chains that are simultaneously good for the planet, the people and the business performance. The members of this community are «shippers» (industrial and commercial companies), «operators» (transporters, logisticians, shipping companies, ports...), «support functions» (academics, consultants, information systems, regulators, NGOs...).

They cover all economic sectors and all regions of the world. Their work takes place throughout the year and culminates in the annual Movin'On Summit, the world summit on sustainable mobility.