**Pandemic in USA**

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**Lockdown Situation in the United States**

**Introduction**

Coronavirus continues to spread globally, with more than 18 million confirmed cases in 188 countries. This was announced by Johns Hopkins University, updating the number of cases globally to 18,019,472. As for the victims, 688,369 are those who lost their lives from complications related to Covid-19. About the number of people recovered from the infection, the American university speaks of 10,649,111 people. The most affected country continues to be the United States with 4.667 million cases and 154,860 deaths; followed by Brazil (2,733 million of infections and 94,104 deaths) and India (1,803 million of infections and 38,135 deaths). The pace of the pandemic, storefront, continues to accelerate worldwide, with a million more cases detected in less than 4 days.

Cases of the disease are continuing to surge in many countries, while others which had apparent success in suppressing initial outbreaks are now seeing infections rise again.

The latest data available on the WHO (World Health Organization) website speak of a number of cases of contagion from coronavirus now very close to 100 thousand people and, for the moment, there are no certain data that could suggest a slowdown in the worldwide epidemic. The level of the guard is therefore high and WHO leaders are concerned about how some states are dealing with this emergency. In recent weeks the US has seen record numbers of new cases, but the numbers now seem to drop again.

The renewed surge was prompted by fresh outbreaks in the country's south and west, which have seen infection rates increase since states began lockdown restrictions at the end of May.

President Donald Trump has warned that the US pandemic may "get worse before it gets better".

The University of Washington predicts the death toll could hit more than 230,000 by the beginning of November - though it says this could be reduced to about 200,000 if 95% of Americans wore masks in public. The outbreak has had a devastating impact on the US economy, with GDP falling by a record annualized rate of 32.9% in the three months from April to June.

More than a quarter of all COVID-19 fatalities have been reported by the U.S., more than any other region, while Americans constitute just over 4 percent of the world's population-a fairly remarkable state of affairs for the world's most influential and wealthiest nation. So it creates concern about American exceptionalizm and America's ability to lead through and beyond today's epidemic. In January 2020, the first positive case of local transmission was recognized, while the death was reported for the first time in February. Cases kept 50-50 American areas, in the district of Columbia and after all, the US was captured by all the states except for American Samoa. The United States has the highest number of cases and deaths worldwide as of June 2020. As of July 29, 2020, his death rate in the world was over 453 per cent.

Governments across the world have been forced to limit public movement and close businesses and venues in a bid to slow the spread of the virus. This has had a devastating impact on the global economy.

The International Monetary Fund has said the world is in the midst of the worst recession since the Great Depression and warned that it could take two years for economic output to return to pre-pandemic levels. The United Nations has said that up to 265 million people could face starvation by the end of the year because of the impact of Covid-19.

**Current State of Life in the USA**

In Covid-19 deaths, the United States leads the world, nearly 150,000 lost lives. The unemployment figures the pandemic has brought are mind-boggling. Slow and haphazard response from the Trump administration has been widely criticized. On the first sign of an outbreak, other nations with fewer resources began mass testing. Most nations required mandatory lockdowns, however, flattened the curve effectively. You may be prosecuted in certain areas of Europe for straying too far away from your house. Yet Vietnam, a country of 95 million citizens, has not witnessed the demise of a single Covid-19.

Once the virus arrived here it encountered a world with extreme structural problems and ruthlessly abused them. For years, Social ills, a bloated political elite, a sclerotic state, a heartless government, a fragmented and depressed population have been left untreated. We had learnt to live with the symptoms uncomfortably. It took a scale and familiarity of a pandemic to reveal its seriousness and shake Americans with the awareness that we belong to the high-risk group. The crisis called for a rapid, rational, and collective response. Instead, the United States acted like Pakistan or Belarus, as a country with shoddy infrastructure, and like a poor government whose leaders were either too corrupt or inept to fend off mass misery. The government lost two irretrievable months of planning. Blindness, scapegoating, bragging, and deception came freely from the President. The conspiracy theories and miracle cures come from his mouthpieces. A few lawmakers and company executives were working swiftly not to avert but to benefit from the coming catastrophe. The White House took the mic and politicized the message when a government doctor tried to warn the public about the danger.

In the relentless month of March, Americans wake up each morning to find themselves frustrated state citizens. Without a national plan, there was no clear advice available to all families, schools, and workplaces to determine for themselves whether to close down and take shelter. When supplies of test kits, masks, gowns, and ventilators were found to be lacking, the governors sought help from the White House for its supplies, which was opposed and asked for private business, which did not produce. States and cities were pushed into bidding for battles that made them unsafe for rate and profiteering firms. Citizens tried to keep their sewing machines stable and sick medical staff and their patients alive. Russian, Taiwan and the U.N Sent humanitarian aid to the world's wealthiest country.

It is not true that at this stage the cases increase, but proportionately the deaths less. This applies to countries that have passed the peak, probably because they have the most controlled epidemic situation. If we take daily new confirmed combined-19 deaths, the most affected countries and the curve of the new daily deaths, we find numbers that rise together with the contagions: we see it for Brazil, India, Mexico, Peru, Russia and Pakistan. The US is downhill because it has still peaked in some states. In comparison, the UK, Italy and Germany are on downward curves.

It is sort of the 21st century's third big crisis. The first came as Americans were still living psychologically in the prior century, on September 11, 2001, and memory of poverty, world war, and cold war remained high. During that day, people in the rural heartland did not see New York as an exotic mix of refugees and leftists who deserved their fate but as a great American city that had reached the country as a whole. Indiana firefighters travelled 800 miles to support ground zero relief operations. Our civic reflex was about mourning and mobilizing together.

**The condition of different states and how the states are responding to it?**

There are more than 3 million confirmed cases within America so far. Which is twice that of Brazil, five times more than India. It is the third country in the epidemic rankings.

In the US, the new cases of Covid-19 increased by 50% compared to the April highs: the weekly average of the new daily cases found reached the record for the 27th consecutive day, according to the New York Times count. Infections have stabilized or decreased in the east coast states: New York, New Jersey and Connecticut, where the first pandemic epicentre occurred. While in the last 14 days the cases of Covid-19 have increased in 39 American states out of 50, to a percentage of + 88%. The most worrying peaks are in the southern and western states: Florida, Alabama, Arizona, Texas, Mississippi, Louisiana, Tennessee, South Carolina, small Idaho and the rich and sunny California. Republican and Democratic-led states.

But how did the most powerful and richest nation in the world end up in such a serious health situation? The answer is in the series of errors made by President Donald Trump and his government, federal agencies, governors and mayors of the two parties and, of course, by the Americans themselves who with their behaviour have pushed the spread of the virus in the country.

The US is a different case; they have states that have passed the peak, such as New York, and others that do not seem to have reached it. Overall, we cannot speak of a second wave, but of different departures of the first wave. The general US curve is linear and represents a plateau that shows no sign of falling. Cases are on the rise in almost half of the states.

**How is Trump facing the coronavirus crisis?**

Despite the seriousness and unpredictability of the coronavirus crisis, it cannot be said that Donald Trump does not have a strategy. Despite the minimizations in the period between February and March, the American president has chosen a line of marked Keynesianism to try to stem the recessive effects of the disease.

First, we recall that the White House tenant has signed his signature on legislative measures that allocate a large amount of public money to deal with the pandemic: a first 8.3 billion dollar package, followed by one from over 100 billion. A package, the latter, in which free swabs, unemployment benefits and a strengthening of the Medicaid health program were introduced. Finally, of course, the mega allocation of over 2,000 billion dollars (with checks to individual citizens, subsidies to families with children and funds to protect hospitals, businesses and state governments) should not be overlooked: one of the most powerful disbursements of public money that the American history remembers. In fact, we recall that in 2008, George W. Bush resorted to 700 billion for the rescue of banks, while in 2009 Barack Obama used just over 800 billion to counter the socio-economic consequences of the Great Recession. In all this, it should also be noted that these substantial measures have obtained basically bipartisan consent in Congress. Although tensions between Republicans and Democrats never subsided, the political climate became (relatively) less tense than at the end of February. And the White House itself has, at this juncture, placed itself as a point of synthesis in the various instances that have been put forward by the sides during the parliamentary debate. Trump has in fact accepted several requests from the Democratic Party, accepting, in fact, to bring to the figure of over 2,000 billion a measure that originally his administration had conceived of about 1,000 billion.

By the way, it is not at all said that the injections of public money will stop here. Negotiations for a new round of economic aid continue in the Senate and it is no mystery that the American president would now like to take the path of infrastructure reform: an old workhorse of his which, however, has so far been forced to leave because of the more republican circles public finances. In all this, it must not be forgotten that Trump is resorting to the Defense Production Act to increase the production of sanitary material (from respirators to tampons, passing through masks): a move that has also received the approval of the left-wing of the Democratic Party. It is a law, approved at the time of the Korean War, which authorizes the president to ask companies to give priority to the production of those goods considered necessary for national defence. It is in this context that Trump has recently put pressure on large car manufacturers (starting with General Motors). Finally, in early April, the US administration announced plans to cover costs incurred by hospitals for the treatment of uninsured patients who contracted coronavirus.

For the moment, on the economic response front to the disease, there is, therefore, a greater harmony than is often thought. And Trump himself, to the test of the facts, has shown himself less divisive than how often (even these days) he is painted. The most difficult point currently concerns, if anything, the question of the reopening of economic and commercial activities: a subject on which tensions are taking place between the White House and some governors belonging to the Democratic Party.

In light of this, it will be interesting to understand what the political consequences of Trump's Keynesianism will be. This line has allowed the president to dismiss the usual accusations, which tend to present him as an enemy of the welfare state and - in particular - of public health. Net of the objective difficulties that the White House is experiencing in the management of the crisis, there is no denying the huge amount of public investments aimed at protecting the weaker segments. From an eminently electoral point of view, this move has weakened Asinello's critical line and, in particular, the one who should theoretically be his representative for the November presidential elections: Joe Biden. The former vice president, in the last month, has, in fact, ended up in a cone of shadow, as he does not seem to be able to carve out a space that allows him to emerge as a political reference point in the fight against the crisis. Not only because it has made a series of incisive proposals but also because it does not currently hold institutional positions. It is for this reason that, in addition to Trump, Biden found himself obscured above all by the governor of New York State, the Democrat Andrew Cuomo, who - managing the American area most affected by the coronavirus - has gradually emerged as a reference for many democratic voters across the nation.

November is still far away. And it is obviously not clear what the political consequences of coronavirus will be in the coming months. But those who already give Trump as an electorally passed off should perhaps go a little further with lead feet.

Governor of New York Andrew Cuomo blasted the coronavirus response of President Donald Trump, describing the U.S. pandemic as a "virus of an American divide and federal incapacity."

For his claim on getting absolute control over governments, Andrew Cuomo hit back at US President Donald Trump, claiming America doesn't have a king.

Cuomo replied to Trump 's remarks during Monday's White House briefing when he said the President had absolute control over when the restrictions imposed by coronavirus can be removed across the country.

Relationship between the federal states is fundamental to our democracy. Today we need to note that the harmony embodied in the Constitution between the state and the federal is the foundation of our democracy.

We don't have a king in this country and we have a constitution and elect the president, Cuomo said in his regular coronavirus briefing. Trump had said that the power is absolute when somebody is the president of the United States and that's how it has to be.

**How has Donald Trump responded to Covid-19?**

This coronavirus pandemic will be remembered for many reasons, and one of them will be the controversial and extravagant way in which President Donald Trump handled the crisis in the United States.

The slow response of political leaders, which has accelerated its spread, has transformed the United States into the world epicentre of the coronavirus. In particular, explains a detailed analysis of the New York Times, President Trump was very slow in understanding the extent of the risk and acting, preferring - for six weeks - to control the message, protect the economy and reject the warnings of his officials most important. In late January 2020, economic adviser Peter Navarro had warned Trump of the impending risk of the Covid-19 pandemic, but for two months the president continued to argue that the virus would have dodged the country, and when he was cornered he got into the hands of experts such as the immunologist Anthony Fauci, since 1984 director of the National Institute of Allergy and Infectious Diseases, forced to deny the falsehoods of the president while they were handling the most serious health crisis of this millennium.

Experts say that instead of protecting the country from pandemics, the president is busy in other operations such as the Chinese app Tik Tok ban, and Black Lives Matters. The American president suspects the video-sharing application of being used as a means of espionage. For several weeks now, Donald Trump and top US officials have openly suspected China of using TikTok for espionage.

The application, owned by Chinese group ByteDance, has around one billion users worldwide. The Chinese do not have access to TikTok but to the equivalent, Douyin application, developed by the same group. The latter, whose data is stored on different servers, does not offer the same sharing possibilities, due to the censorship that applies on the Chinese Internet.

The US agency responsible for ensuring that foreign investments do not pose a risk to national security, CFIUS, is currently investigating TikTok.

On July 6, US Secretary of State Mike Pompeo previously said he was "considering" banning Chinese social media applications. People should only download TikTok "if you want your private information to be in the hands of the Chinese Communist Party," he hammered on Fox News, in a martial tone. Accusations of espionage which the application has always defended.

On another hand, America is on fire and we know where it all started. On May 25, 46-year-old black George Floyd died while he was in police custody in Minneapolis, sparking a series of political protests that spread to at least 140 cities in the United States and around the world and after more than four weeks they are still in progress.

Trump signed a prison order for anyone vandalizing federal and historical assets and four people were arrested for attempting to bring down the statue of former President Andrew Jackson in Lafayette Square in front of the White House. Jackson had been accused of racism against Native Americans.

Meanwhile, the House of Representatives has approved a large police overhaul project a month after Floyd's death. This reform should be adopted by the Senate to limit police violence and avoid other tragedies in the future. "Today with the George Floyd Justice in Policing Act, the Chamber is honouring its life and the lives of all those who have been killed by police brutality," said Speaker of the Chamber Nancy Pelosi.

In America, there is a long tradition of protests against racial injustice and repression. Analyzing the response of the government and the state during the racial unrest of the past, especially during the "long hot summers" from 1963 to 1968, can help us predict what will happen in the future, and guide us towards the conclusion of this tragic cycle once and for all.

To date, just under 3 million tampons have been made on a population of about 330 million. Experts say it is up to the federal government to reduce logistical barriers in taking tests, but the president is too busy thinking about his reelection. The devastating consequences of the lack of coordination between the federal government and the states have been particularly evident in New York, the state hit hardest by the pandemic. The areas with the most contagious and victims are those of Queens and Brooklyn, where the poorest classes live in confined spaces and overcrowded, forced to work for lack of money, while doctors have had no directive on how to deal with the epidemic: It took time to find tampons, masks and respirators because they are produced in Asian countries. On the one hand, the president praised the commitment of the medical staff, on the other, he covertly accused them of reselling the masks. "There is something strange if you go from a request for 10 thousand masks to 300 thousand," said Trump, suggesting that an unspecified New York hospital "let them out the back door".

One good thing, however, Trump did: to endorse the use of a treatment protocol based on hydroxychloroquine and azithromycin, a therapeutic regimen that some Italian regions are also adopting and which seems to have some success. An initiative of hospital doctors, who activated themselves in a few days bypassing and almost forcing the Food and Drug Administration. The fact is that even today there are no precise provisions on the level of lockdown, on which masks to put and in what circumstances. It is true that no country was ready to face this planetary emergency, but the level of unpreparedness by the first economic and scientific power in the world is the fact that surprises the most.

Trump's unusual suggestion last week that injecting disinfectant could serve as a treatment for COVID-19 sufferers has become an example of his overall response to the health challenge.

That was not the first time that Trump has been accused of acting dangerously in the midst of a pandemic: something similar happened when he announced this month that he would suspend US funding to the World Health Organization (WHO) for its management of the global crisis.

And at the end of February, the president raised concern when he tried to relativize the threat of the new virus, arguing that it was "like the flu" and that it was going to disappear like a "miracle", although later he said that he knew of its seriousness but sought "to give hope to the people".

It is one thing to talk about presidents struggling to respond appropriately to a pandemic or other crisis, and that has obviously happened: not all presidents do things right; they make mistakes along the way.

Initially, the Trump administration responded by announcing on January 31 a public health emergency. It started on February 2, banning the entry of any foreign nationals who had recently travelled to China; it did not prohibit the entry of U.S. citizens who had been there, and no virus testing was done to check anyone requesting entrance into the region. Otherwise, the United States reaction to the pandemic was sluggish in planning the healthcare system, preventing other travel, or checking for the virus. The U.S. tested less than 10,000 individuals by March 10, partially because production flaws made certain government-developed research kits unusable and laws disallowed commercial testing. In the meanwhile, President Donald Trump downplayed the virus danger and stated that the epidemic is under control.

At the beginning of February, the presidential staff convinced him to issue the executive order prohibiting travel from China.

On February 14, Trump claims that the virus would have left the United States in late April, with the onset of the heat. "There is a theory that in April when it's hotter, all viruses historically die," says Trump.

On February 26, there are only sixty confirmed cases in the United States. With an increasing trend. "We are going down, not up," says Trump, contradicting the statistics of his government's public health officials.

At that time, Trump repeated a message of optimism, taken up by many, and compared the COVID virus to seasonal flu. He claims that the flu kills thousands of people every year without the need for an economic stop. The risk of spreading the virus in the US is minimized again by the volcanic president who denies an ongoing crisis and speaks of "hysteria" caused by the media, the usual creators of alarmism and "fake news".

The Centers for Disease Control and Prevention ( CDC) on February 25 first alerted the American public to brace for a local epidemic. On March 16 he said for the first time that "this is a real pandemic, as I have always said. I knew we were facing a pandemic long before the WHO decided to call it a pandemic."

More than 1 million individuals (1 in 320 inhabitants) had been evaluated by the end of the month. The Trump administration was essentially waiting until mid-March to begin buying vast volumes of medical supplies. The government started utilizing the Defense Production Act in late March to guide the supply of medical equipment to the factories. Federal health officials who visited hospitals late March reported a lack of medical materials, personal protective equipment ( PPE), and other services leading to prolonged patient stays while awaiting test results. The U.S. had received around 6.5 million samples by early May and performed around 250,000 tests a day, but analysts say this amount of monitoring was also not adequate to control the epidemic.

The CDC cautioned that widespread transmission of disease can cause large numbers of people to pursue healthcare which could overwhelm healthcare systems and contribute to potentially preventable deaths. On March 16, the White House counselled more than ten individuals regarding certain meetings. The Department of State has been urging U.S. people to stop any overseas travel since 19 March 2020. In March, travel restrictions were introduced on most foreign nationals who had recently travelled to Iran or 28 European countries. The federal government approved catastrophe declarations for all states and inhabited territories except American Samoa by April 11. State and municipal reactions to the epidemic involved prohibitions and cancellation of large-scale celebrations (including concerts and sports events), residency restrictions and school closures. There have been significant rates of cases in Black and Latino communities, and reports of xenophobia and bigotry toward Asian Americans have been recorded. Infection and mortality outbreaks also existed in metropolitan settings, retirement homes, long-term care hospitals, mentally impaired community homes, correctional centres (including prisons), beef packing plants, churches and naval ships. Big events that took place before widespread shutdowns and social distancing initiatives, including Mardi Gras in New Orleans, were put in place.

In June 2020, after relaxed restrictions in many nations, the second increase in infections began. Uncontrolled spread of population prompted some medical facilities to reject new patients or to begin moving patients out. This occurred in Detroit, Michigan and New York City in March and April; Yakima, Washington in June; and it occurred in Atlanta, Boise, Idaho City, Lake Charles and Lafayette, Louisiana in July, and in hundreds of hospitals across Florida. In July 2020, Arizona adopted crisis care guidelines, requiring hospitals to legally provide certain patients with services usually deemed to be substandard in order to save others.

Rewinding the tape of the recent history of the coronavirus in the US, already in January, the intelligence agencies had warned Trump several times of the threat to the United States of the virus that, arriving from China, had begun to hit Europe.

Trump deliberately underestimated the importance of those reports: he did not want to give a negative message to the financial markets. Although confirmation of an increasing and significant number of human-to-human transmissions of the virus came from China, the president deliberately minimized the danger.

On 22 January a journalist from the CNBC financial TV asked the president if he was worried about the coronavirus and the fact that it could become a pandemic: "No, not at all," his reply. "We have everything under control. If a person comes from China, he is checked. Everything will be fine".

**Trump's messages**

The president continues to minimize the danger of the virus. Asked by Wallace why the number of infections in the United States was so high compared to other countries, Trump explained that the reason is for the excessive tests that are administered to American citizens. Circumstance denied as the journalist himself pointed out, by the fact that the number of new cases does not correspond to that of the swabs made. Trump specified that the US has the "best lethality rate in the world", although it is not true: compared to other countries it is among the lowest, but it is not the lowest in the world. The president also accused the immunologist Anthony Fauci, head of the White House's infectious disease department, of alarming the population and that soon Covid-19 will disappear on its own, proving that "he will eventually be right."

At that point, anti-lockdown protests began to reopen the economy. The new karma is to restart America at all costs. Trump, who had also signed the restrictive federal rules established by the health authorities, instead of inviting the Americans to respect the distancing and wear the masks, on several occasions expresses his support for the demonstrators, many with weapons in hand in the square in blatant violation of the law, called "good citizens".

**Why is New York the epicentre of the epidemic?**

In the first period, when the virus arrived in the United States, it was impossible to carry out tests for weeks. The result is the growing spread of the infections in cities like New York where the population without information continued to run on the subway or on buses without protection. Police left in the street without masks, even when it was decided by Governor Andrew Cuomo, two weeks late, to close the city.

The United States has not accepted all test kits offered by the World Health Organization. Centres for Disease Control (Cdc), the route with the indications of the international organization, insists on creating its own test. As the weeks go by and the virus progresses inexorably. During the same period, the Food and Drug Administration (FDA) breaks on tests. He asks the laboratories to use only the kits authorized by the CoC and not those of the WHO, and issues guidelines that only impose tests on people who have returned from Wuhan or who have come into contact with already confirmed cases. In New York, the centre of the pandemic, there are not even thermometers in pharmacies, let alone masks.

CoC tests are distributed to state laboratories on February 7. But it turns out that they don't work: the results have failed. Many tests are sent back and attempts are made to fix the problems. At that point, the FDA decides to ease the restrictions imposed on private laboratories, but it takes another two weeks, until the end of February, for the number of tests to begin to rise. At that point, the labs are overwhelmed by the demands. In March, someone waited a week to get the result of a swab. Meanwhile, Trump continues to send his messages of optimism to Americans, unfortunately far from reality: "Anyone who wants to take a test can do it," he says on March 6. It was not true. The confusion is total.

Only a month later, in early April, the American test machine really manages to start. At that point, things have improved significantly and America begins to perform the largest number of tests compared to any other country in the world. But the number of tests per capita compared to the population is still far behind in comparison with other countries.

A Harvard University study says that the United States would have to do five million tests a day to reopen the economy safely until the end of June. The US Department of Health calls this "unreasonable" goal. But Trump contradicts his own health officials by saying that the target is within reach. «We will be there very soon. If you look at the numbers, it could be that we are getting very close »he repeats during a press conference of the task force. Numbers far from reality: the United States recorded an average of 150,000 to 200,000 tests of coronavirus per day, far below what was required.

The confusion of responsibility between the federal government and the states is another element that has aggravated the Covid-19 crisis in the United States. One above all: the government task force that was to coordinate policies to stem the virus in the country, led by Vice President Mike Pence, never met for two months, from late April to late June. The governors were left alone, in the extreme confusion of the presidential messages, before the decision to close and then reopen the country. As also in the search for protective devices and sanitary equipment.

In the first weeks of the pandemic, hospitals in New York and neighbouring states, more affected than others, complained about the shortage of fans, masks, gloves and other forms of personal protective equipment. A large part of these products come from China: after two years of Trump's trade war, these products arrived much less in the US.

The national supply of N95 masks was exhausted by the previous administration, including Obama, and was not restored in the first three years of the Trump administration. In short, at the beginning of the pandemic, health workers had to get by. Many doctors and nurses worked without adequate protection, became infected and in turn infected the sick. The same errors that occurred in the RSA and hospitals in Italy in the first period were repeated. Hospitals were at the limit. Meanwhile, the federal government and states had been arguing for weeks and weeks over who was responsible for procuring health supplies.

Trump decides to entrust his son-in-law Jared Kushner with the task of managing government supplies. A sensational flop. Kushner blames its failure on states. A game of rebound that has lengthened the response times to the emergency and brought the budgets of large cities and American states to red.

**How have the People in the United States responded to the coronavirus pandemic?**

In April, the person responsible for the virus and Trump explains the cause of all diseases in his country to China, a country he praised in February for its transparency, which hid the truth. China is responsible for the coronavirus and Trump claims to have evidence that Covid-19 was artificially manufactured in the laboratory. but it does not show them. He also accuses the WHO that would have covered the seriousness of the Chinese problem at the beginning: This is the thesis of the president who announces his intention to cancel the appropriations to the UN agency, tearing apart 50 years of American multilateralism. The vaccine will be ready within the year and stopping at 100 thousand victims would be a good result for the president (we have risen to 130 thousand in the meantime). Although his close collaborators contradict him by saying that for the vaccine it will take 12 to 18 months and that without lockdown the victims will be many more. The president wants to find a way out or a miracle cure. Like when it invites people to use the hydroxychloroquine antimalarial drug to treat itself at the end of March, and even at the beginning of April it even advises Americans to get injections of disinfectants or to resort to UV rays to cure COVID.

**The Early Reopening**

Driven by the desire to restart the American economy immediately, the early reopening by many governors was the trigger of the latest crisis, which moved away from New York and hit precisely the states that have so far implemented more restrictive measures.

However, it would be unfair to point the finger only to the errors of the authorities. American citizens have not shown the same discipline before the rules of social distancing. In many places, the masks only appeared late. In short, denial is a constant in many states and in many sectors of the population.

Hospitals are overrun in many urban areas, despite the valiant efforts of first responders, and missing in other rural ones. Essential protective equipment is in short supply, test levels are much lower than in most other developed nations, and we are vulnerable to a second spike due to contradictions in federal policy and state policies. Over 20 million unemployment claims were submitted in April alone, and labour market effect figures in the U.S. show the unemployment rate exceeding 20 per cent.

Social and economic burdens are spread unevenly, with low-income employees more vulnerable to lay-off, a job that exposes them to the virus, and less access to affordable services and health insurance. This comes on top of a pre-existing epidemic of tragic deaths (because of alcohol, drugs, or suicide) that have claimed more than one million lives since 1999. Although urban deaths have fallen disproportionately on poor minorities - especially African Americans, in rural areas where the incidence is only beginning to rise, it is likely to affect the low-income white population most vulnerable to deaths of despair.

There are on one side five northeastern states, from New Jersey to Massachusetts with New York in the middle, where half of the American deaths from Covid-19 have been recorded. This region, as large as a European country, has largely started the descent.

These states, marked to live, are also the most cautious in deconfinement. Masks are everywhere. The reopening of New York only started, restaurants remain closed. Conversely, the less urbanized regions, the Midwest, the South and part of the West have not experienced the overcrowding of emergencies and morgues. These states ordered the lockdown later and lifted it earlier. This is where the virus circulates the most today.

The politicization of the pandemic has reinforced the phenomenon: the governors of the "red" states, i.e Republicans, have tended to downplay the risk like President Donald Trump.

"The Blue States are more diligent than the Red States in practicing safe reopening," observes Sten Vermund, dean of the Yale University School of Public Health, who adds that ideologically, "most Americans do not don't like being told what to do ”.

With half a million tests performed per day, the United States has become the world champion in per capita screening. But that is not yet enough to contain the virus, says Jennifer Nuzzo of Johns Hopkins University, because the American epidemic was much larger than elsewhere. The expert insists: “We are not yet detecting all infections."

Only 14% of American tests are positive, against less than 5% in Europe: in other words, the United States still misses many asymptomatic cases, which continue to infect friends and neighbors. Testing is not an end in itself, says Jennifer Nuzzo: testing must be accompanied immediately by isolation and contact tracing. However, deconfinement began before these procedures were ready.

The picture is not entirely grim: in several places, such as Arizona, the greater availability of tests has increased the number of cases detected, but these are apparently mostly mild cases.

**Chapter 2 - Impacts of Coronavirus on business and Economy**

**The Economical Impact of Coronavirus in the U.S.**

The economic situation remains highly fluid globally and for most countries and regions. Uncertainty about the length and depth of the health crisis-related economic effects are fueling perceptions of risk and volatility in financial markets and corporate decision-making. In addition, uncertainties about the effectiveness of global epidemics and public policies are to prevent its spread and the market is too unstable to prevent the second wave of infection. In a growing number of cases, corporations are postponing investment decisions, laying off workers who previously had been furloughed, and in some cases filing for bankruptcy.

Compounding the economic situation has been a historic drop in the price of crude oil. While prices have recovered somewhat from the low of nearly $ 20 per barrel in April, they continue to hover around $ 40 to $ 45 per barrel, reflecting the decline in global economic activity, while also contributing to the decline of the global economy through various channels. On April 29, 2020, Federal Reserve Chairman Jerome Powell stated that the Federal Reserve would use its "full range of tools" to support economic activity as the US economic growth rate dropped by 33.0% at an annual rate in the second quarter of 2020. In assessing the state of the US economy, the Federal Open Market Committee released a statement indicating that "The ongoing public health crisis will weigh heavily on economic activity, employment, and inflation in the near term, and considerable risks to the economic outlook over the medium term."

Before the COVID-19 outbreak, the global economy was struggling to regain a broad-based recovery as a result of the lingering impact of growing trade protectionism, trade disputes among major trading partners, falling commodity and energy prices, and economic uncertainties in Europe over the impact of the UK withdrawal from the European Union. Individually, each of these issues presented a solvable challenge for the global economy. Collectively, however, the issues weakened the global economy and reduced the available policy flexibility of many national leaders, especially among the leading developed economies. In this environment, COVID-19 could have an outsized impact. While the level of economic effects is becoming clearer, the response to the pandemic could have a significant and enduring impact on the way businesses organize their workforces, on global supply chains, and how governments respond to a global health crisis. As a result of the rapidly spreading virus and its compounding effects on global and national rates of economic growth, forecasting the impact of the virus has been especially challenging.

To fight the pandemic, governments had no choice but to restrict the normal functioning of all sectors of activity.

All of these restrictions risk triggering a serious global economic crisis, the duration and magnitude which are difficult to predict. No well-established economic model can accurately predict the economic damage incurred in the short term and even less in the medium and long term.Following the chronology of the presence of a coronavirus pandemic, the extent and duration of the health crisis, the stabilization policies of each state, and the ability of each economy to conduct resilience are the main factors that obstruct recovery.

The existing asymmetry between the countries within the European Union reveals, to varying degrees, a limit in the capacity of each state to conduct stabilization policies and to effectively control the health crisis.

This pandemic took the United States of America by surprise during the longest period of economic expansion in its history. Economic activity contracted sharply in March 2020 leading to a contraction of annualized real GDP of 4.8% (US Bureau of Economic Analysis) in the first quarter of 2020, mainly due to the disruption of Chinese supply chains and the confinement imposed late in March 2020. The unemployment rate then stood at 14.7% (US Bureau of Labor Statistics) in April 2020 compared to an unemployment rate of 3.5% in February 2020.

It is natural to follow the development of economies by first striking the Chinese economy. This performed well and grew strongly on average by 9.4% per year over the period 1978-2019. Partial containment of the country was aggressively imposed as of March 23 from Wuhan and other cities in Hubei province, then gradually to adjacent provinces. China, the world's second-largest economy, for the first time in 40 years, saw its GDP decrease by 6.8% in the first quarter of 2020 compared to the first quarter of the previous year.

Chinese decision-makers are faced with the problem of reviving a 14 trillion dollar economy dependent for 19.51% of GDP on exports, particularly in Europe and the United States. In the current global context, these main trading partners are struggling to revive their economies. The main factors being easily controlled, which will delay the recovery of the Chinese economy to its pre-crisis levels for some time. Europe was not spared by the wave of the spread of the corona virus and had to resolve the confinement of its population with a few exceptions. The European Commission forecasts a contraction of 7.5% of GDP in 2020 leading to a loss of 12 million full-time jobs, according to the International Labor Organization.

The Covid-19 pandemic has put an end to ten years of uninterrupted economic growth in the United States. According to the Commerce Department's first preliminary estimate, released Wednesday, April 29, US GDP fell 4.8% in the first quarter on an annual basis.

This is a historic recession, never seen since 2008, caused by the crisis linked to the new coronavirus, which has already killed more than 58,000 in the country, the toll now exceeding the number of American soldiers killed in two decades during the conflict in Vietnam. The 4.8% drop is a bit larger than expected, with analysts initially expecting a 4.3% decline.

The United States grew by 2.3% in 2019 and President Donald Trump, who had made the health of his economy an argument in the race for re-election, was aiming for 3% per year.

With a very poorly controlled health crisis, the forecasts of the International Monetary Fund (IMF) for the second quarter of 2020 predict a contraction of 40% of the GDP and only allow us to foresee a recovery of the American economy in the medium term despite a good resilience of the economy and adequate stabilization policies.

According to forecasts from the High Commission for Planning (HCP), these emergencies predict a decline of 1.8% of GDP in the second quarter of 2020 after a growth rate of 0.7% for the first quarter of 2020. The IMF predicts that the Annual unemployment rate in Morocco will rise to 12.5% ​​in 2020, more than 3% compared to 2019, before falling to 10.5% in 2021. The second quarter should experience a much steeper fall. It was indeed only at the end of this quarter that the world's largest economy was gradually shut down, in the face of coronavirus spread in the country. This decline "will be the tip of the iceberg," warned Kevin Hassett, Donald Trump's economic adviser, on CNN. The coming months are going to see falls "such that it will not look like anything you've seen before," he added.

“The full economic effects of the Covid-19 pandemic cannot be quantified in the GDP estimate for the first quarter of 2020,” the Commerce Department warned. The extent of the damage caused by the Covid-19 pandemic on the American economy will not be visible until April. A delay which is mainly explained by the fact that the massive containment measures aimed at combating the spread of the virus were taken in the second part of March only.

The lockdown has "led to rapid changes in demand, as businesses and schools have switched to remote work or cancelled activities and consumers have cancelled, restricted or redirected their spending," notes the Commerce Department. Schools, bars, restaurants, shops and establishments deemed not essential have gradually had to put their activity on hold, and in five weeks, more than 26 million people have registered as unemployed. This 4.8% drop is the largest since the 4th quarter of 2008, as the United States sank into the economic crisis. The fall had then been 8.4%. After a year and a half of recession, growth had returned by the end of 2009. Even more worrying is the outlook for the second quarter. GDP could fall 11.8% from the first quarter, which would be a drop of 39.6% from the second quarter of 2019, according to the CBO.

The speed and extent of the recovery in economic activity are still uncertain. To limit the impact of the health crisis, and the economic downturn, some states such as Georgia and Texas have already authorized the reopening of businesses. The easing of containment will thus be done state by state.

Certain sectors are particularly affected by the paralysis of the economy. This is particularly the case for air transport, for which a return to the 2019 level could take several years. To ensure a recovery "as robust as possible" for the economy, the American Central Bank has not skimped for two months. It unsheathed all its classic tools for times of crisis, and created others, in order to reassure the market and to give a breath of air to companies and households.

It will take a lot of public money, according to his boss Jerome Powell. "Now is the time to use the great fiscal power of the United States to support the economy and try to get through (this crisis) with as little damage as possible to the long-term production capacities of the economy", he advanced. No more budgetary orthodoxy, the reflection on the deficit will come later.

The Fed's monetary committee has also kept key rates in a range of 0 to 0.25% and will leave them there until it is convinced that the economy "survived" this crisis.

**Impacts of corona virus on small businesses**

Small businesses including owners and employees have already faced quite difficulty: If they keep their company open, they will have the risk of their health and employees. These organizations already work on a low-profit margin, and most new businesses are still not able to earn more profit.

If this global health crisis has taught the world one thing, it is that public health is only as much as the health of one of the least means. As our population becomes more diverse, finding ways to meet their healthcare needs will become even more important. Although both Asia and Europe will need to deal with the crisis, the United States may be the most difficult, as healthcare is expensive and largely employer-based. Although A large number of people are looking for jobs to compensate for a benefit package.

It is likely that the epidemic even among small businesses will underline the importance of a comprehensive and useful benefit package. Companies like Google are competitive employers not only because of their standing in the global market but also because of the incredible benefits packages they offer, including health insurance, sick leave, paid time off and general health and wellness support. To compete, small or medium businesses, they will need to make similar offerings.

The role of health benefits for workers coming after occupations will be more important than ever. It is not clear whether the responsibility will fall directly into the lap of small businesses or the government. One thing is sure: The American worker will never have the goal of being so weak again. While much is made of the impact on small, local businesses, it is likely that there may be worse with distributed supply chains. If a small trade source takes the product from a large supplier, there is a good chance of supply from China or any other affected area that stops production to stop the spread of the virus. Big retailers say they are expecting a slowdown in products from China, especially when the Chinese market gets back on its feet and production resumes.

At the same time, new disruptions may arise in the supply chain. For example, American transport workers may be severely affected by the virus, as do those who work in customs. There may be a shortage of workers in warehouses and distribution centers, which can slow travel time by days or weeks. A large media focus thus far has been on bars, restaurants, event venues, and businesses that rely on large gatherings of people as the core of their business model. The impact on these businesses is playing out in front of our very eyes, but another industry is likely to be devastated.

The sinking stock market is another issue, as only 55% of Americans have stock reports they know what market issues mean for their company's leadership. People are worried about their future. They are worried about jobs, mortgage payments and the uncertainty of what comes next. Any of the big projects they were actively planning would probably catch on. In other words, everyone in the home improvement industry may need to stand down. It can affect small appliance stores, builders and contractors, and all those whose small businesses or franchises participate in space, from painting, tiling or flooring to plumbing and electrical.

The coronavirus shock has found America's largest government and financial institutions unprepared for the response. With cases rising sharply and containment measures belated, the situation could get even worse before it gets better. The next few weeks will be fundamental to contain the virus and avert the systemic risk of a new global recession, which this time the United States and the rest of the world must necessarily cope with reduced fiscal and monetary intervention capacity.

In America, where there is no redundancy fund, various measures are under consideration to deal with the emergency. The sectors most at risk, in this case, are those linked to tourism (hotels), catering (small family-run restaurants) and leisure in general. Some programs such as the Economic Injury Disaster Loan Program which extends low-interest loans to small businesses are already in place to mitigate the effects of the virus on the real economy. Other microloan programs to support small business exports are currently being upgraded by the US Small Business Administration (SBA). At the moment, the Trump Administration, Congress and the White House are discussing stimulus measures that some sources say could be around the never-before-reached figure of a trillion dollars, or one trillion dollars.

The situation in Washington at the moment appears very fluid, with the Administration seeming to favor direct payment measures for the order of one thousand dollars per person (but the actual amount is not yet known). The White House has also increased the tax payment window by ninety days as an additional supportive measure. If the size of the economic stimulus package were confirmed, it would far exceed the TARP (Troubled Asset Relief Program) used in 2008 i.e. used to save the financial system with seven hundred billion dollars. In fact, according to some data released by the Chinese State Council, it seems that 95% of large companies in Hubei (the epicenter of the epidemic) have already started producing again while only 60% of small businesses have reactivated, citing logistics and financing as the main causes of the delay. Considering that, as previously mentioned, Covid-19 has a greater impact on small businesses, only fiscal or stimulus measures targeted to this range can avoid a further increase in economic inequalities in the United States.

**How is the business being operated in America right now?**

The containment measures imposed by the management of the Covid-19 crisis resulted in the massive use of telework. This way of working has proven to be profitable in many sectors of activity, particularly in the information and communication technologies sector. It has also been recommended in this last sector of activity to resort to teleworking to improve the work-life balance. This renewal of the operational tasks of several companies through remote work, often at home, should not diminish during the period of deconfinement, which will necessarily take place in stages.

Of course, there will be a gradual return of workers to their workstations, but now a certain number of tasks can be done remotely.

The experience acquired during this health crisis will lead to a redefinition of work organization models. Employers will need to consider tasks that can be undertaken remotely more flexibly and assign them a status similar to tasks requiring the employee's presence at the company site.

In a medium and long term perspective, this relocation of work remotely or at home, if it is carried out properly, can improve productivity and provide better satisfaction. It has been reported that employees are ready to reduce their salaries if the employer offers them telecommuting despite the greater risk of discomposure in the workplace & family.

Companies opting for telecommuting will attract the attention of governments facing the problems of congestion in the transport of large cities and sensitive to reducing pollution. A reduction in costs and a relocation of work to very large geographical areas are also possible.

The main conditions for stimulating can be listed as follows:

● An improvement in employers' perception of teleworking is a key factor for its adoption. Employers' fears boil down to a possible loss of control of employees working on their tasks from home. Modern management best practices recommend setting goals and deadlines to successfully monitor and improve employee performance.

● Greater accessibility to information and communication technologies and systems. Cloud Computing, the new form of data storage for the 21st century, is a practical tool available to Moroccan companies to improve the flexibility, security and scalability of the workplace. One in two households in rural areas is still digitally disconnected.

● Preferential tax incentives for businesses based on the number of teleworkers compared to the total number of employees, and extensive geolocation.

● Greater job security with continuing education opportunities and adequate income from teleworking. In addition to flexibility, employees should benefit from greater job security and effective support in finding a new job during periods of transition. Support throughout professional life in the form of multiple training courses would make it possible to adapt to change.

There is great pressure on today's employees and job seekers who must be highly qualified and willing to continually upgrade their skills and be able to acquire new ones. This growing need for education can be met through distance education or online.

We essentially retain three generations in the development of distance or online education:

1. "Correspondence education" which was initiated by the University of London in the middle of the 19th century. Instructors used postal delivery to send educational materials to students in the form of books, textbooks and newspapers, and assessed their learning once before the end of the course.

2. A second form, created in the early 1970s by the British Open University (OU), is characterized by the use of mass communication media such as radio and television to disseminate educational material at low cost and on a massive scale. This type of education is referred to as the "industrial model" of distance education because it reaches a wide range of learners such as professionals, retirees, the military, housewives, and prisoners.

3. "Online education" which emerged following the spectacular development of information and communication technologies (ICT) in the early 1990s. Learning Management System (LMS) has been increasingly used as platforms to create, share and manage educational material posted online using ICT-specific tools.

Distance education has constantly seen the number of registered students increase ("British Open University (OU)" created in 1970, the University of Hagen in Germany created in 1974, the "China Central Radio and TV University" created in 1979, and the Open University of the Netherlands created in 1984 with 170,000, 80,000, 2.7 million and 15,000 students respectively).

Currently, the number of students enrolled in online higher education in the United States exceeds the number of “traditional” higher education enrollments.

Online education includes different learning environments. Two basic types of online education are commonly compared: synchronous and asynchronous online education. Synchronous online learning is the type of learning that takes place in real-time. It uses teleconferencing and instant chats to allow students and instructors to interact instantly. The main benefit of synchronous online teaching is that it allows the student to have access to immediate help and avoid isolation by interacting with the instructor and their peers throughout a session. Its main drawback is the lack of flexibility in schedules.

Asynchronous online learning occurs without real-time interaction with the instructor. The student follows “self-guided” pre-recorded video lessons or webinars sometimes using virtual libraries. Asynchronous online education offers greater flexibility in terms of learning spaces that can be adapted to each student.

The main drawbacks are limited contact with the instructor and a feeling of isolation. However, synchronous or asynchronous online education is still seen as less effective teaching methods against exam cheating. These disadvantages of online education, in general, can be overcome by blended or hybrid e-learning models, which include a mixture of synchronous and asynchronous e-learning.

The challenge for the world of education comes down to building a teaching model that offers a learning experience with a meaningful, effective and collaborative structure. The complexity of such a model comes from the disparity in the type of student and the specificities of the different subjects to be taught.

A first approach would be to build on the available data on practices that make e-learning more effective in different contexts. Institutional and government policies would be based on careful use of e-learning and effective delivery models.

During the Covid-19 sanitary containment, Jenzabar has proven to be a useful platform, which covers the asynchronous part of the e-learning experience at AUI. Students and instructors alike use Microsoft Teams as a unified communication and collaboration platform to deliver the synchronous portion of the online experience. The real-time interaction offered encourages students to participate, ask questions, engage and share their opinions. Services such as tutoring, counseling, technical support and online access to international electronic databases available through the library are also important to enhance the virtual learning experience for students.

The growing interest in digitization coupled with distance or online learning that took place during medical isolation is an opportunity to move to online learning. Higher education institutions should build on this experience and properly plan high-quality, effective and engaging education for individuals, businesses and government. In the traditional learning environment, teachers spend a lot of time introducing a new concept, method or model. Such learning objectives should be pre-recorded in short videos (lasting 8-10 minutes) and viewed by students as preparation work before joining the class. Teachers can use the time saved to deepen knowledge concepts by illustrating them through a series of practical work.

This method known as the “flipped classroom” coupled with online activities forms the basis of a hybrid online education system suitable for new generations whose ultimate goal remains the continuous improvement of learning.

This model can be extended to educational institutions with large student populations by dividing classes into small sections where the teacher can be assisted by a teaching assistant. The constantly evolving demands of the labor market require job seekers to be in symbiosis with the technologies of the 21st century. Students and employees interested in improving their professional status should consider being lifelong learners. Online education has an important role to play in facilitating access to knowledge and skills development.

**Can business be the same as before after the end of CoronaVirus?**

Managers, entrepreneurs and business leaders are called to make important choices. In such a delicate and painful phase, it is necessary to take a rationale, energetic approach, without losing an opportunity to leverage and reduce costs. It is necessary to imagine the business after the Coronavirus knowing that the degree of uncertainty is such that the future cannot be modelled because it depends on a too broad and changing mix of factors.

Rapid and early tests, vaccines, antibodies and serum, antiviral, anti-inflammatory, masks and other protections, apps and tracking systems, territorial medical aids and reorganization of the health system, allocation of places in intensive care and respiratory systems, aids on the territory to verify the application of the rules, agreements with other nations for mutual assistance is in peak phases. Would half of these things do well be enough and we would almost be out of it? Not really: we do not yet know the duration of immunization for the recovered, nor the possibility of mutation of the virus in forms that can bypass immunization and vaccines to recur.

Our scenario is described by the ability of those who govern us to reconcile physical distancing and safety with the opening of work and personal activities: companies, businesses, services, transport, and free time. Another important variable is the speed with which both are handled. Because the range of options available to a company is reduced as time passes. There is a difference between a reopening of work activities today or when the goods are by now deteriorated, the supply contracts have been cancelled with a penalty, the customer has chosen the foreign competitor in our place, the financial management has deteriorated, the jobs were finished, staff were left at home, and so on.

The ability of our government to proceed with clarity and linearity is crucial for the future of every business after the Coronavirus because the certainty of the rules is what allows entrepreneurs and managers to define the framework in which to invest. The country does not have a tradition of excellence in this aspect.

The picture of the stratification of subsidies produced in a few weeks is already paradoxical due to the complexity and costs it generates for its own management. The international economic and financial context sees us as a target country for speculation. Even if we can fight the coronavirus pandemic into submission, its effects are likely to spark nothing short of a rethinking of how the world is doing business.

This outbreak occurred at a time when globalization was still under significant pressure from the US-China trade war and rising doubt about the future of free trade in general. In the past, shocks to global supply chains, such as the Japanese earthquake and tsunami of 2011, have been seen as one-off events. It was not expected that these temporary disturbances would seriously disrupt a successful and stable business model based on the assumption that globalization was here to stay.

This is a different time. The shocks which are experiencing global supply chains are likely to reverberate. The conflict between the United States and China has not been resolved and could reignite at any time. It can no longer be taken for granted by companies that tariff commitments enshrined in the rules of the World Trade Organization will prevent sudden surges in protectionism. The mechanism for dispute within the WTO has stopped working.

Covid-19 has also exposed what many may consider being excessive reliance on suppliers located in China. Hubei Province, where the outbreak started, is a high-tech manufacturing hub, home to highly integrate local and foreign firms in the automotive, electronics, and pharmaceutical industries. The province accounts for 4.5 per cent of Chinese gross domestic product; in Wuhan, the capital of Hubei, 300 of the world's top 500 companies have facilities. Before it became a pandemic, the corona virus outbreak there caused disruptions in supply chains on all continents.

The quest for the most cost-effective suppliers left many businesses without a Plan B. Over half of the firms surveyed by the Shanghai Japanese Commerce and Industry Club reported the outbreak had affected their supply chains. In the event of a prolonged disruption, less than a quarter said they had alternate production or procurement plans. The knock-on effects can be greater because companies often don't know where their suppliers' suppliers are located.

Many countries are now finding out how dependent they are on Chinese supplies. For example, nearly three-quarters of Italy's imported blood thinners come from China. The same applies to 60% of antibiotics imported from Japan and 40% imported from Germany, Italy, and France. As leaders stress where the virus originated, political tensions are increasing, particularly those who have not done enough to prepare their countries for a robust response. This will add another layer of trade-policy uncertainty.

Companies are being forced to rethink their global value chains. These chains were shaped to maximize profit and efficiency. And while just-in-time manufacturing may be the optimal way to produce a highly complex item like a car, the inconvenience of a system that requires all of its elements to work like clockwork has now been exposed. Although the pandemic pushed climate change out of the headlines, the threat to the planet has not disappeared. We can expect more shocks in the form of extreme weather events or further infectious outbreaks, in the absence of a globally coordinated response. Companies failing to act may share the fate of the gradually-boiling frog.

The new buzzword becomes resilience. Companies will think harder to diversify their supplier base to hedge against disruption to a particular producer, geographic region or trade policy changes. That means building up in redundancy and maybe even moving away from holding near-zero inventories. Costs will certainly rise, but worries about supply chain fragility in the post-COVID world will come right after those over costs. Companies will also be expected to assess their second- and third-tier suppliers' resilience. We could see some reshoring as automation lowers labor costs. The new EU Member States and Spain may see an increase in employment in the manufacturing sector. Opportunities can be created for countries that had not previously been top of investor lists. In a post-pandemic world, boardrooms will resonate with references to countries like Belarus, Ukraine or Mongolia, while executives will exchange tips on their favorite haunts in Tirana and Chisinau. In Brussels, the corridors will be buzzing further into the global east and south with the latest discussions about deeper trade integration.

Coronavirus is not going to end globalization but it is going to change it. To succeed, businesses will need to adapt

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