Managing Trade In A Time Of VUCA

WILLSON INTERNATIONAL

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Table of Contents

EXECUTIVE SUMMARY

Global trade is facing unprecedented volatility, uncertainty, complexity and ambiguity, increasing corporate risk.

COVID19 has amplified VUCA, but it has also created what Mark Benioff, CEO of Salesforce, calls the great re-set. Businesses have no choice but to find new solutions, new processes, and new ways of managing. Companies are adjusting to panic buying, lock-downs, layoffs and the need for easy-to-use technology that allows employees to work from home.

Trade agreements (and trade wars) are always complex, but the past 5 years have seen frequent, unexpected regulatory changes and/or imposition of tariffs, including CUSMA, Brexit, TPP, and the U.S. – China trade war. Socio-political risks are causing companies to re-think globalization, while also considering the reduction in trade of goods deemed to pose a risk to national security, including steel, PPE, and rare minerals.

Technology has disrupted many industries, including logistics, with AI, drones, and driverless automobiles. Governments are mandating electronic filing and increasing regulatory requirements. This forces companies to find solutions by increasing investment in technology, and hiring staff who have technological skills, as well as a sense of urgency, and the ability to adapt. In order to focus on core competency, it is vital to partner with service providers who can help increase productivity by bringing knowledge, easy-to-use technological solutions and expert staff.

A new framework is needed to manage this environment. The Stockdale Paradox invites leaders to face harsh reality while remaining confident in success. Research on managing VUCA encourages leaders to (re)clarify corporate vision, ensure a deep understanding of the factors at play, find the courage to unlearn old ways and forge new processes, and ensure that staff, corporate technology and processes are agile, optimizing adaptability.

INTRODUCTION

VUCA is disrupting the trade environment in three important ways: COVID, Trade Agreements (and Trade Wars), and an increase in government agency initiated compliance requirements, that necessitate increased use of technology.

What is VUCA?

VUCA provides a framework and vocabulary for understanding complex issues. First used by the U.S. Army War College in 1987, it was used to describe the uncertainty and turbulence experienced after the collapse of the USSR (and the cold war) in the early 1990s. Today, VUCA is a concept used by leaders who manage complex organizations and complex environments.

VUCA applied.

VUCA problems are complex. Because best practices may no longer apply, companies cannot reliably depend upon the past as a guide for the future.

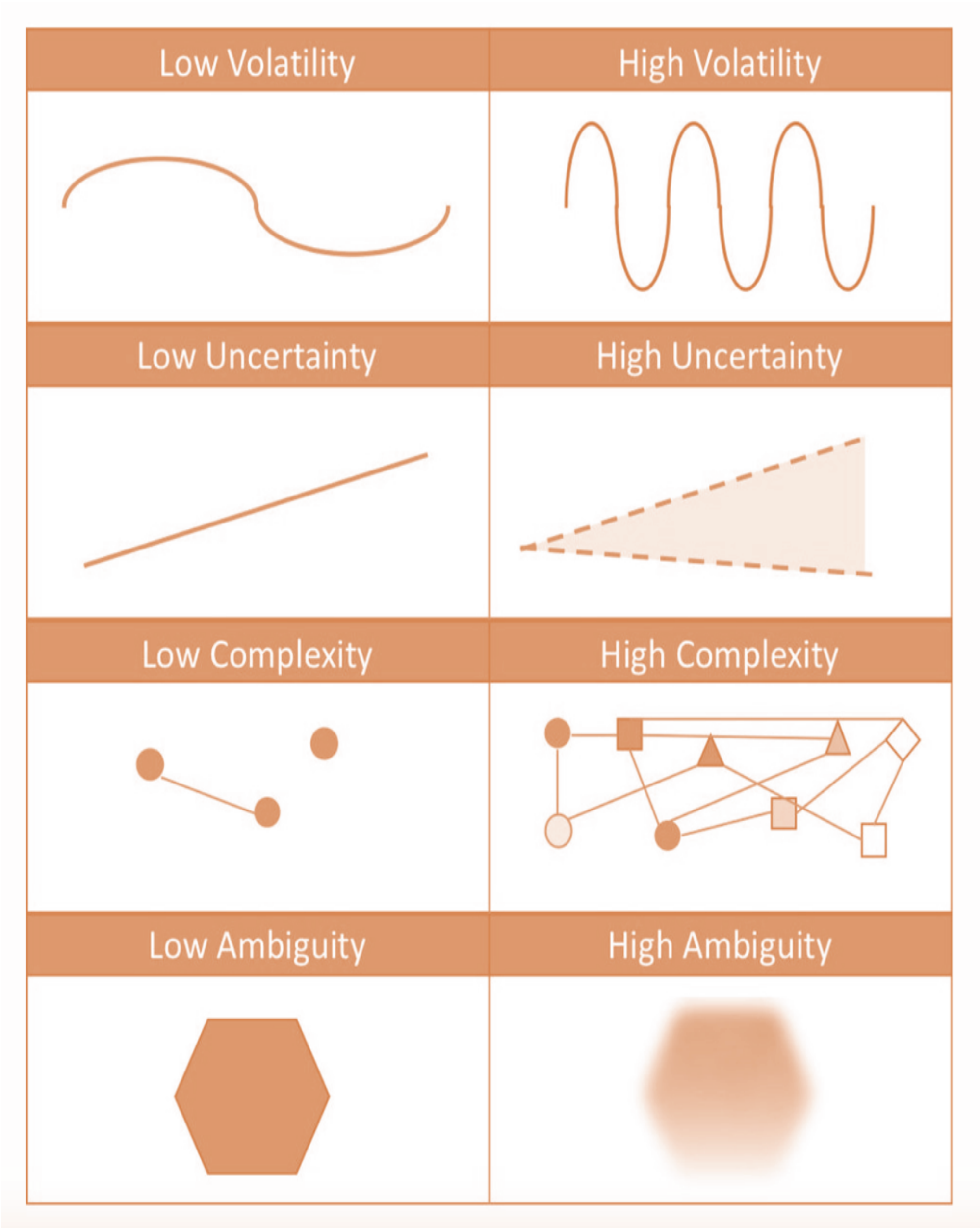
Volatility refers to the speed of change, which is accelerating at a pace that can create exponential, not linear effects. This magnifies fluctuations and instability. COVID lockdowns and panic buying are creating breakdowns in supply chains, while technology, such as drones, AI, and 3D printing continue to disrupt industries. Volatility increases corporate risk because the impact and implications of small and large business decisions are harder to predict.

Uncertainty results from a lack of information, affecting the ability to confidently predict. Predicting the “next big thing” has always been difficult, but it is further complicated by the increasingly fast pace of change. Currently, the uncertainty from COVID, as well as U.S. trade wars with China, Canada and the EU affect investment, and financial planning. Uncertainty ripples throughout supply chains, affecting decisions in manufacturing, transportation planning, and product cost estimating.

Complexity arises from the interconnected nature of organizations, industries, and markets. Today the number of factors involved in business planning, and the information available (data) can be overwhelming and difficult to process. Should one plan to invest in China? The current political instability, trade wars, and Made-in-America sentiments must be balanced with the economics of manufacturing in China. Should one invest in drones, or autonomous driver vehicles given the need for better sustainability planning? When is the right time to make such decisions?

INTRODUCTION

Ambiguity is what the famed military theorist Carl von Clausewitz called "the fog of war." The clarity required to interpret events or issues is lacking, and causal relationships are unclear. There are not just unknowns, but also unknown unknowns. Situations may have multiple plausible interpretations. Today it is common for a group of informed experts to look at the same data and come to different conclusions. An example is the differing conclusions about the benefits of free trade agreements, and cost/benefits of tariffs.



COVID’S EFFECT ON INDUSTRY

Essential workers continue to deliver essential goods and services, adjusting to new safety guidelines. At the moment of writing, most regions are in stage three of re-opening economically and socially. Many employees are working from home; many in the service industries lost jobs. Uncertainty continues. No one knows when life and business will return to normal. Will there be a second wave?

Supply chains have been disrupted by COVID. One study found that 91 percent of supply chain professionals say they cannot stay ahead of today’s complex challenges. Ecommerce now accounts for 16% of retails sales, up from 11% pre-pandemic. Senior executives now view the supply chain as mission-critical. Mitigating risk, containing costs and scrutinizing ROI are more important than ever. Just in time is being re-evaluated; “just in case” may be more relevant.

Pandemic panic buying created volatility in inventory in many sectors. Stockouts, procurement issues, labour shortages and Personal Protective Equipment (PPE) availability affected retailers, carriers and manufacturers. “No one could have forecast the scale of disruption,” said Doug Baker, vice president of industry relations at the Food Marketing Institute (Leonard, 2020).

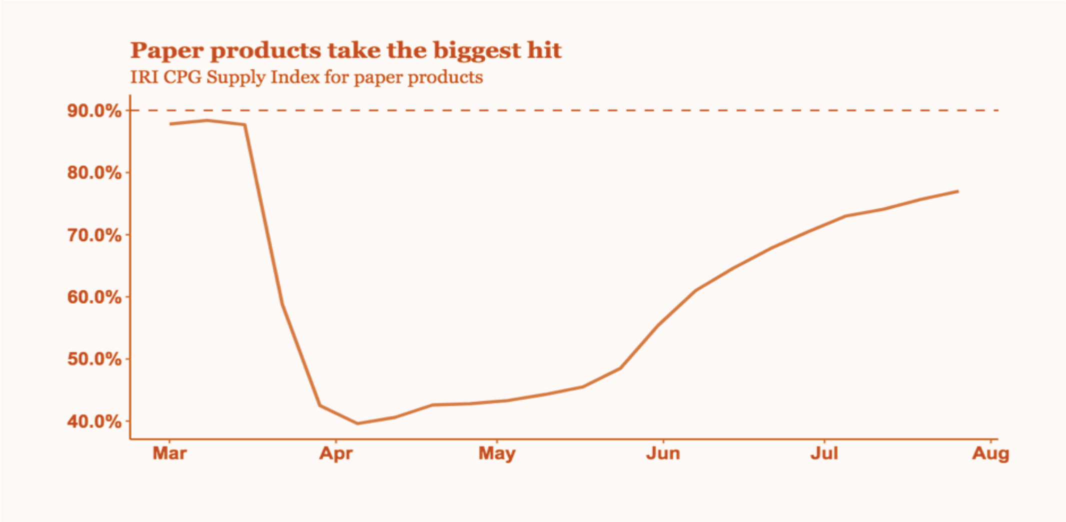
One manufacturer of pet foods built a new, centrally located, limited SKU warehouse to manage spikes in demand. Some manufacturers with complex supply chains are rationalizing SKUs. “If you think about taking milk from the dairy to its point of use, there’s a few less steps in the process than taking a side of beef, or pork or chicken and getting it into a processed retail package. There’s more steps and every single one of those steps has human intervention along the way,” Baker stated (Leonard, 2020).

The graphs on the following pages are from “5 Charts Show CPG Inventory Challenges” (Leonard, 2020), reprinted with permission. They show that some of the most affected categories were paper products, cleaning products, meat supply, food products and frozen foods. Recovery varies by category due to changes in consumer behavior, manufacturing, procurement and challenges, and distribution challenges, as well as labour shortages. Forecasting remains challenging: will consumer habits revert to pre-pandemic behaviors?

No one could have predicted that toilet paper would be the “poster child” of panic buying. The paper products industry was hit hard (see below), and has not fully recovered. There are indications that there may be another run on toilet paper if there is a second wave.

COVID'S EFFECT ON INDUSTRY

"The article "*5 Charts Show CPG Inventory Challenges*" was originally published on Supply Chain Dive (www.supplychaindive.com). Supply Chain Dive is a daily news publication that provides a bird's-eye-view of the industry in 60 seconds."



Indices less than 90 indicate decline; more than 90 indicate growth.
Matt Leonard / Supply Chain Dive, data from IRI CPG Supply Index

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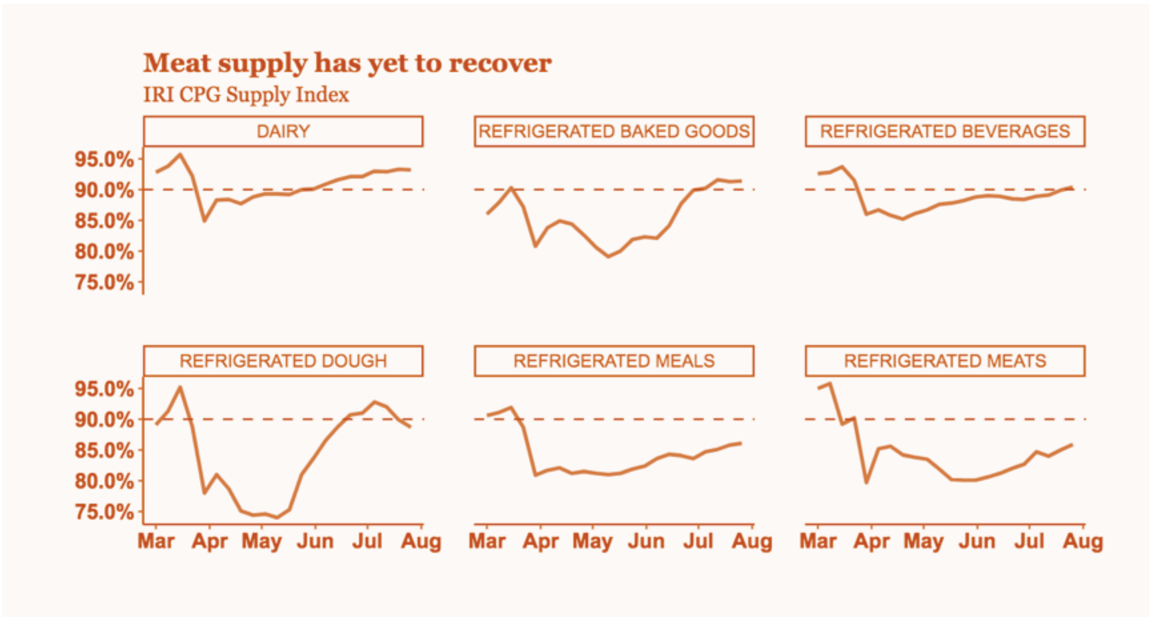
Matt Leonard / Supply Chain Dive, data from IRI CPG Supply Index

COVID'S EFFECT ON INDUSTRY



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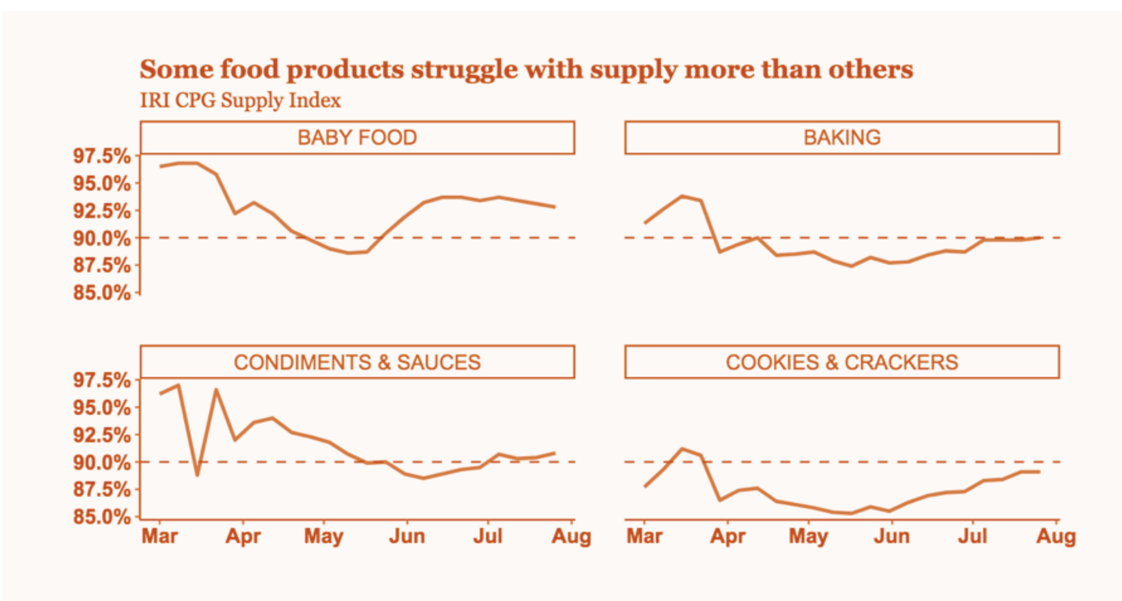
Matt Leonard / Supply Chain Dive, data from IRI CPG Supply Index



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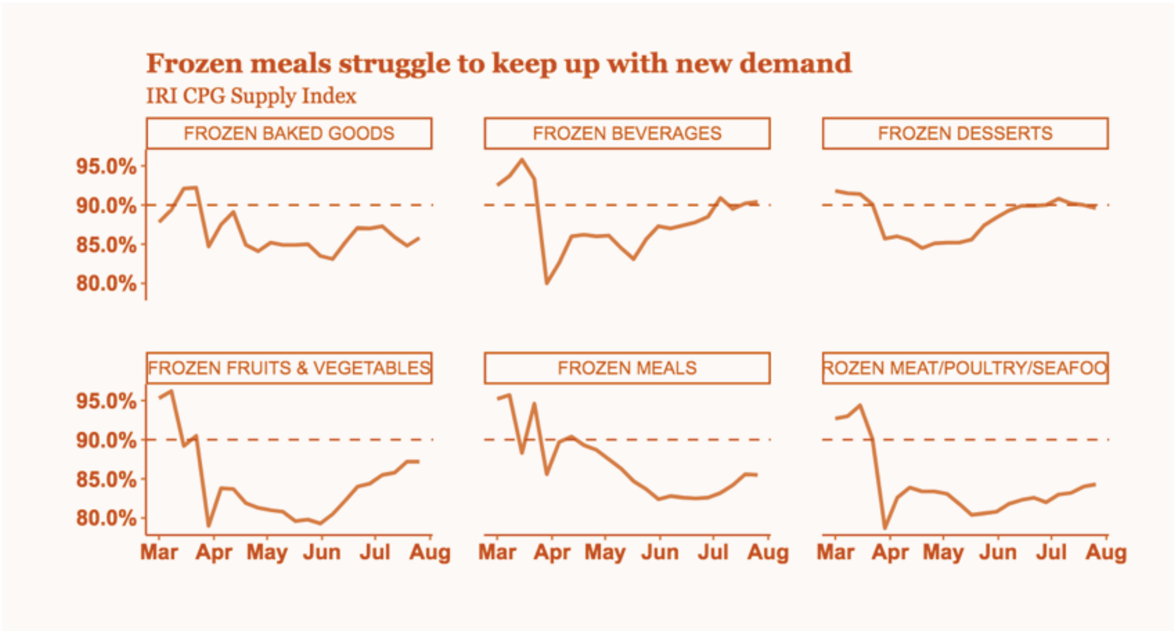
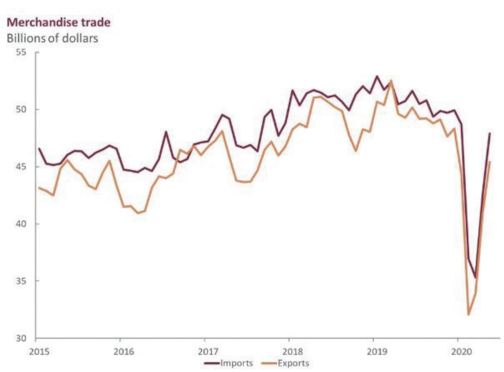
COVID'S EFFECT ON INDUSTRY

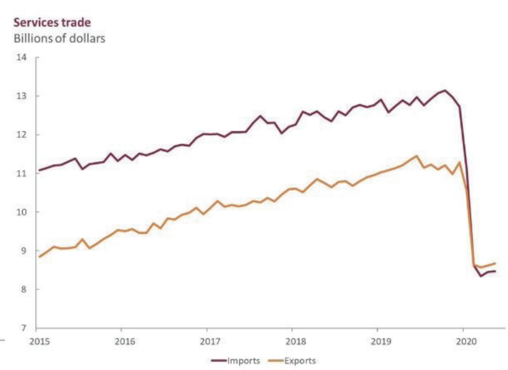


Indices less than 90 indicate decline; more than 90 indicate growth.

Matt Leonard / Supply Chain Dive, data from IRI CPG Supply Index

While the supply chains of these sectors were hit hard, service industries have been decimated. The hardest hit industries are restaurants, hotels, travel and hospitality. This reverberates throughout the economy, affecting jobs and consumer demand, which in turn affect the supply and demand for raw materials. Export Development Canada (EDC) charts below show the differing recovery for goods and services. Merchandise exports are experiencing a V shaped recovery (quick recovery), while service exports show an L shaped recovery (Statistics Canada, 2020).

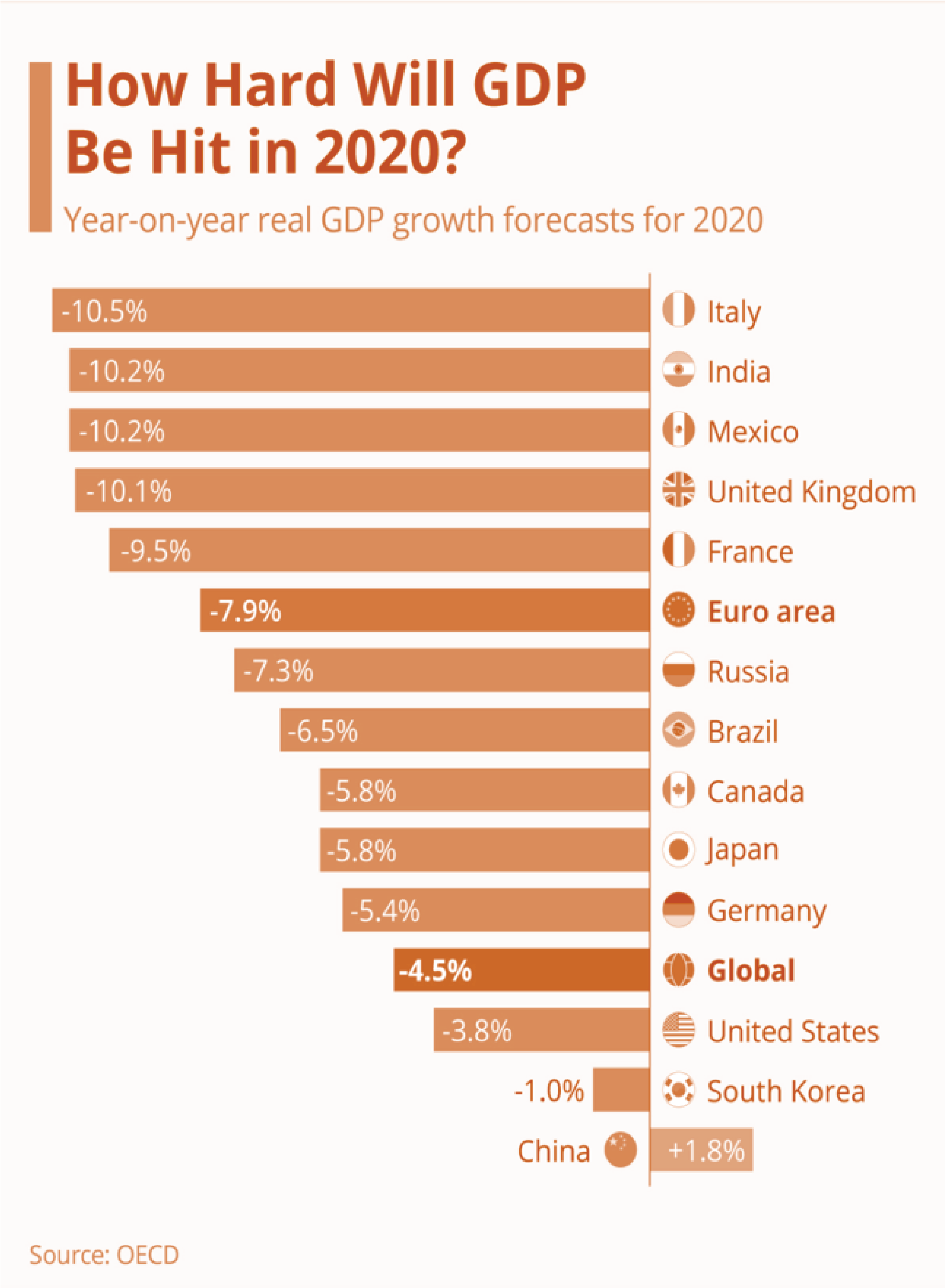




Statistics Canada, Canadian International Merchandise Trade, July 2020 released Sept 3, 2020

COVID'S EFFECT ON INDUSTRY

The chart below, from Statista (Armstrong, 2020), details projected declines in Gross Domestic Product (GDP) globally, as of September 2020. China, the original epi-center, is the exception. Italy, India, Mexico and the UK are projected to be hit hard; declining 10 percent. Canada's GDP is expected to decline 6 percent.



COVID'S EFFECT ON INDUSTRY

Environmental disasters increase supply chain volatility and complexity. California crops, already hit by COVID, may be affected by forest fires. While the fires have not affected agricultural territory, the intense smoke could damage crops, complicating exports this fall.

Canada imports about $3 billion worth of food from California annually, including wine, lettuce, almonds, strawberries, oranges, grapes, pistachios, and spinach. Canada has influence as California's second largest trading partner after the European Union. Yet, Sylvain Charlebois, professor at Dalhousie University states that "in the context of a pandemic, anything can happen: exports could be diverted for domestic consumption, or to another trading partner who negotiates a better trade agreement" (Charlebois, 2020).

Supply chains for PPE continue to evolve, with no end in sight for the pandemic. Some countries are limiting trade of PPE and items deemed important to national security. (China is the world's top exporter of PPE.) Will the supply chain for a vaccine(s) be global? Will countries share access to the vaccine? Who gets the vaccines first? There is much uncertainty.

The trade community was experiencing a VUCA environment before COVID. The pandemic has amplified it. The Organization for Economic Co-operation and Development (OECD) predicts that GDP will not return to pre-pandemic levels until mid 2021. This is affects business investment, strategy, expansion plans, and supply chain management. Cost management and ROI are more important than ever.

TRADE AGREEMENTS & TRADE WARS

Global trade agreements have been in flux, and this is unlikely to change soon.

CUSMA, USMCA, TMEC

The new NAFTA is called the Canada-U.S.-Mexico Agreement (CUSMA), also known as the US-Mexico-Canada Agreement (USMCA) and El Tratado entre México, Estados Unidos y Canadá (TMEC). CUSMA came into effect on July 1, 2020.

Under NAFTA North American trade grew from $300 billion in 1994 to over one trillion dollars last year. Canada and the United States have the oldest, biggest trading relationship in the world with total trade of over $700 billion. Canada is the top export partner for 36 states, while Mexico is the top partner for seven states.

The CUSMA agreement provided much-needed certainty in the trade community after pro-longed negotiations, and after a two-year trade war. When the U.S. imposed tariffs on Canadian steel and aluminum in July 2018 Canada immediately retaliated with tariffs on selected U.S. goods. Tariffs from both countries were removed in May 2019.

The certainty provided by the agreement was short-lived. Ignoring the July 2020 agreement, in August 2020 the U.S. re-imposed tariffs on Canadian aluminum, creating more volatility and uncertainty. Canada announced that retaliatory tariffs of 10 percent would be implemented in mid-September. On September 15 the U.S. removed aluminum tariffs.

Such VUCA affects planning and increases the cost of managing business and trade. Exporters and importers, especially brokers and logistics providers, are challenged to stay on top of the frequently changing regulations to ensure compliance and security, increasing the costs of doing business.

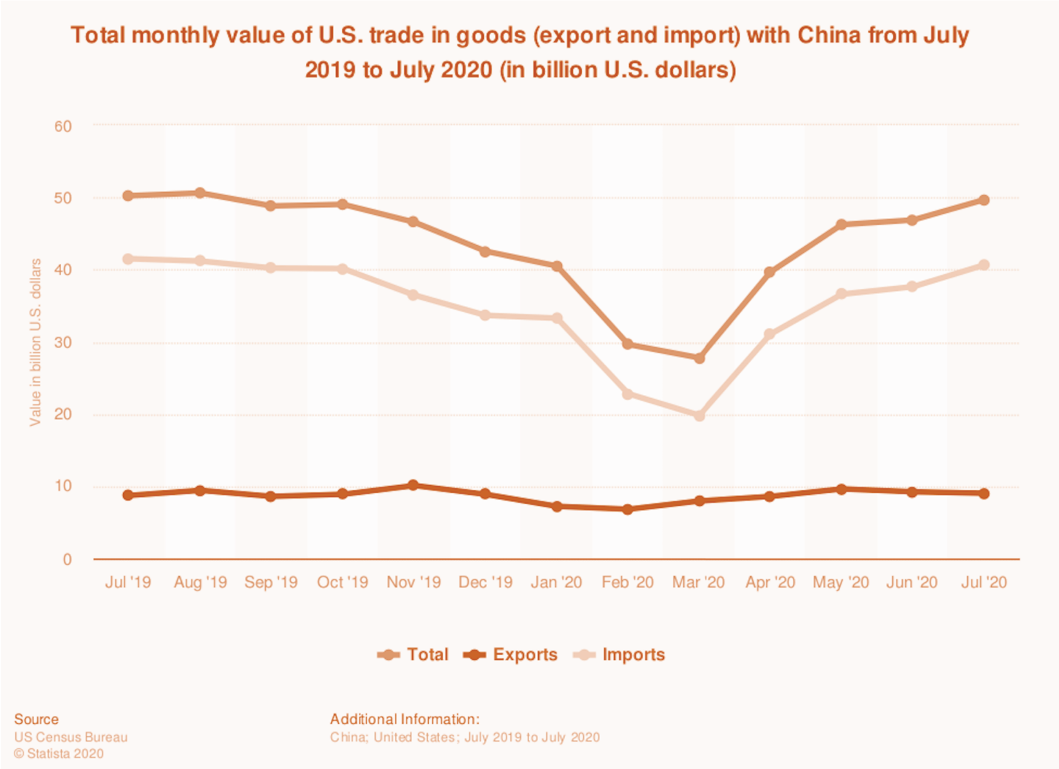
See Helpful Links, page 24, for resources on CUSMA.

TRADE AGREEMENTS & TRADE WARS

U.S. - China Trade War

The U.S (the world's biggest economy) has been in a prolonged trade war with China, their second biggest trading partner, and the world's second biggest economy. In 2018 the U.S. imposed tariffs on $400 billion worth of goods, hurting consumers, and disrupting industry supply chains. The U.S. accuses China of unfair trading practices and intellectual property theft, encouraging Americans to "Buy America." China feels the U.S. is trying to curb their growth as a global economic power. China retaliated with tariffs on $200 billion worth of goods.

Trade declined, as expected. Retailers like Best Buy, Wayfair and Dollar Store source 40-60% of goods from China. However, as the chart below indicates, U.S. imports are rebounding due to the need for PPE and holiday planning by retailers (Statista, 2020).



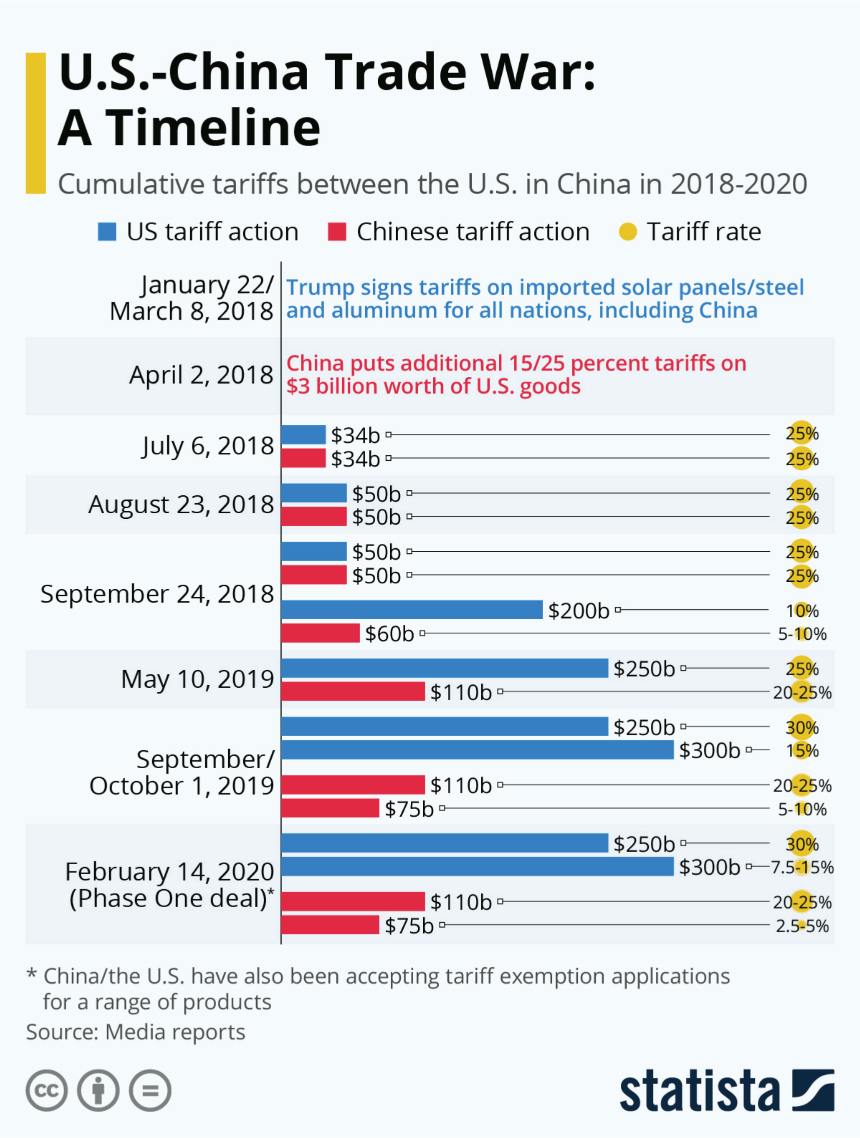
On January 15, 2020, the United States and China signed an agreement on a Phase One trade deal. It requires structural reforms and other changes to China's economy and trade in the areas of intellectual property, technology transfer, agriculture, financial services, currency and foreign exchange. The agreement also includes a commitment

TRADE AGREEMENTS & TRADE WARS

by China that it will make substantial additional purchases of U.S. goods and services in the coming years.

Since February the COVID pandemic has made it hard for China to purchase U.S. goods. New conflicts over the Chinese apps TikTok and WeChat have emerged, creating a less-than-favorable environment for the talks. The U.S. federal government, meanwhile, has supported farmers with subsidies to offset the decline in exports.

The Statista chart below provides an overview of the duration and complexity of the U.S. – China trade war (Buchholz, 2020).



TRADE AGREEMENTS & TRADE WARS

Lobsters: A Trade Story of Volatility and Uncertainty

The story of 'lobster exports' highlights the volatility and unintended consequences that arise from tariffs and trade wars. After the U.S. imposed tariffs on Chinese goods, the Chinese imposed retaliatory tariffs on many products, including lobsters. The tariffs hit Maine hard: lobsters are their biggest export. While Maine exports plummeted, Canadian exports doubled. The U.S. then pressured the EU to lower tariffs on lobsters so Maine could compete.

Expect more volatility, uncertainty and complexity. The TikTok and WeChat issues are unresolved. China is in the process of lowering tariffs with numerous countries to offset the U.S. tariffs. In particular, they are courting South America and the EU. Meanwhile, Japan, India and Australia are collaborating to steer supply chains around China to reduce dependence on China, and foster supply chain resilience.

See Helpful Links, page 24, for information from the United States Trade Representative (USTR).

CETA

The European Union (EU) is one of the largest economies in the world and Canada's second-largest trading partner. The Canada European Union Comprehensive Economic and Trade Agreement (CETA) approved in 2019, presents a new opportunity to increase trade with the world's second-largest importing market for goods. CETA set a new standard for trade in goods and services, non-tariff barriers, investment, government procurement, and other areas like labour and the environment.

In the two years since CETA came into effect (provisionally in 2018), Canadian merchandise exports to the EU including the United Kingdom (UK) averaged $46.6 billion, up 16.6 percent. Over the same period, merchandise imports from the EU rose 24.1 percent.

See Helpful Links, page 24, for more information on CETA.

TRADE AGREEMENTS & TRADE WARS

Brexit

The UK voted to exit the European Union in a referendum in 2016, and left in January 2020. Negotiation of the divorce details continues, and are expected to be complete when the transition period ends on December 31, 2020. The UK will no longer be bound by EU treaties at that time.

The implications for UK trading partners are unknown. For Canada, the UK will no longer be bound by CETA, so Canada-UK bilateral trade would be based on WTO rules, including most-favoured nation (MFN) tariffs on goods. It is likely a new agreement will be negotiated. Canada will continue to trade with the EU under CETA.

Companies that trade with the UK will should be prepared to minimize disruption by managing inventory, planning transportation, reviewing labelling and origin requirements, and re-assessing opportunities based on expectations re an increased or decreased burden of regulations, Value Added Tax, or tariffs. Is the whole supply chain ready (including downstream partners)?

On September 11 the UK signed a trade agreement with Japan, the first one post Brexit. Trade with EU countries, and the complication of the Northern Irish border are not yet resolved. Currently the UK's major EU trading partners are Germany, France, Netherlands, Ireland and Belgium.

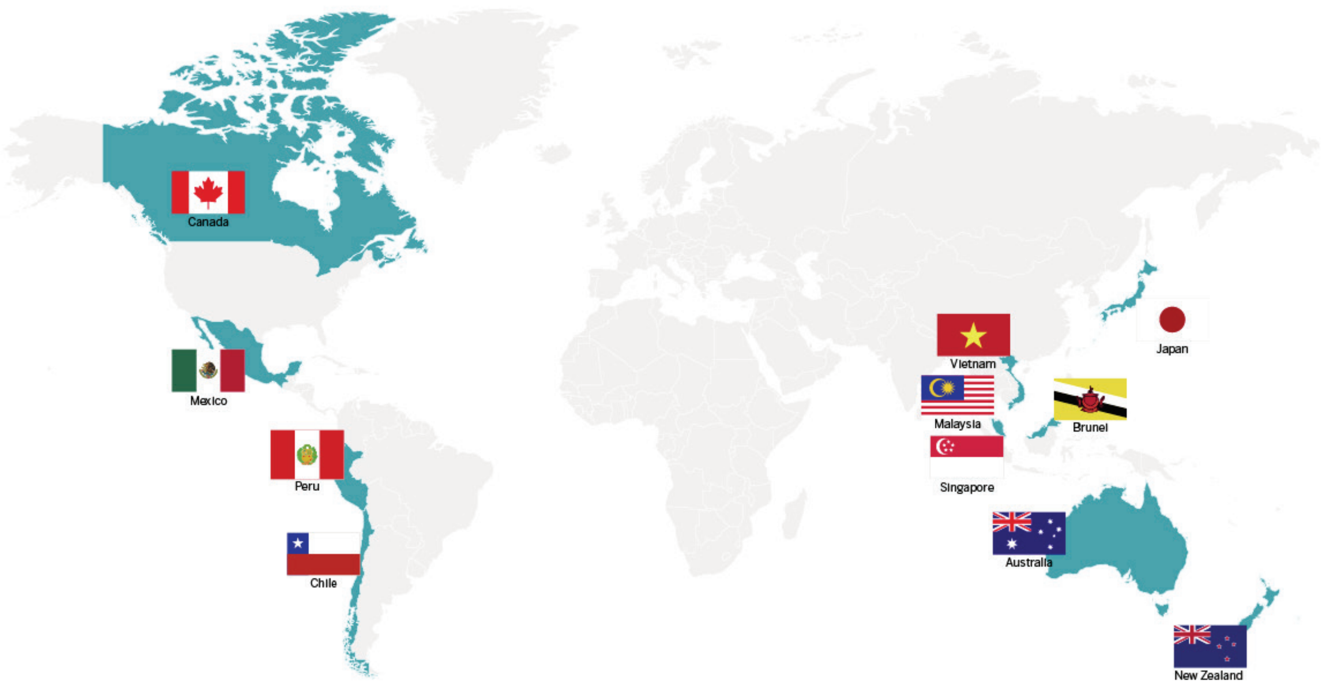
See Helpful Links, page 24, for more information.

CPTTP

The Trans-Pacific Partnership (TPP) was signed in 2016. However, the U.S. withdrew in 2017, when President Trump was elected, and the treaty was never ratified. On December 30, 2018 the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) replaced the TPP and entered into force. Once fully implemented, the 11 countries, will form a trading bloc representing 495 million consumers and 13.5% of global GDP, providing Canada with preferential access to key markets in Asia and Latin America.

TRADE AGREEMENTS & TRADE WARS

CPTTP Markets



The CPTPP is projected to boost Canada's GDP by $4.2 billion in the longer term (by 2040). Under the CPTPP, total Canadian exports to other CPTPP countries are projected to increase by $2.7 billion or 4.2%.
The UK, officially exiting the EU, is now evaluating the CPTTP agreement.
See Helpful Links, page 24, for more information.

WTO

What is the future of the World Trade Organization, which the U.S. no longer supports? The three most powerful economies in the world–the United States, China, and Europe–are growing further apart in economic strategies.

See Helpful Links, page 24, for more information on the WTO.

GOVERNMENT INCREASE IN COMPLIANCE REQUIREMENTS & THE NEED FOR TECHNOLOGY

Compliance complexity is increasing due to mandatory initiatives from governing bodies, including Canada Border Services Agency (CBSA), and government agencies. The general focus of the initiatives is to balance the needs of government agencies, facilitate globally competitive trade, and reduce the paper burden. Here are the initiatives that are current priorities:

Canada Assessment and Revenue Management (CARM)
Single Window Initiative (SWI)
Health Canada Changes with SWI

CARM is a large multi-year project for importers that began with the implementation of the Accounts Receivable Ledger (ARL). Once completely implemented CARM is intended to: simplify the overall importing process, provide a modern interface for importing into Canada, give importers self-service access to their own information, improve consistency in trade rules and decisions, strengthen compliance verification and fraud detection.

CARM will shift liability from the Customs Broker to the Importer. The biggest change for importers will be the requirement to post their own Release Prior to Payment (RPP) liability bond.

Once the portal is fully operational (Spring 2021) importers will have access to the following: accounting and payment of any applicable fees (i.e., duties/taxes) on imported goods, electronic submission of corrections and adjustments, available option to delegate third party service providers (e.g., customs brokers) to manage their import and clearance processes, applying for classification rulings.

Information on CARM

What is SWI? The Canada Border Services Agency's (CBSA) Single Window Initiative streamlines the sharing of commercial import data between the Government of Canada and the import community. Along with the CBSA, there are nine participating government departments and agencies representing 38 government programs.

GOVERNMENT INCREASE IN COMPLIANCE REQUIREMENTS & THE NEED FOR TECHNOLOGY

The SWI is a single integrated solution that enables traders to provide all required import information in a single electronic transmission of shipment information through the Integrated Import Declaration (IID). It includes information required by Participating Government Agencies (PGAs) that is submitted electronically to the CBSA, who, in turn, transmit any applicable data elements directly to the participating PGA(s) for their review. The applicable PGA(s) review the transmitted information and provide release, or hold, instructions back to the CBSA. The CBSA then transmits this information back to the applicable filer.

With the new IID there are a number of new data elements that are required on every transaction. Your broker can advise you on the many details

The Government Agencies involved are: Canadian Food Inspection Agency (CFIA), Canadian Nuclear Safety Commission (CNSC), Environment and Climate Change Canada (ECCC), Fisheries and Oceans Canada (DFO), Global Affairs Canada (GAC), Health Canada (HC), Natural Resources Canada (NRCan), Public Health Agency of Canada (PHAC), Transport Canada (TC).

Information on SWI

What Health Canada SWI changes do you need to know? Health Canada Moved to the Single Window Initiative on August 17, 2020. It is the last government department to move to the Single Window Initiative (SWI). All legacy Other Government Departments (OGD) are now decommissioned by the Canada Border Services Agency (CBSA).

Health Canada made numerous changes that could affect you. Your tariff classification, end-use, product category and shipment details must be reviewed as a priority. We urge every importer to review their details with their broker to see if their goods are subject to PGA reporting requirements.

Exactly which details are needed? Complete and detailed descriptions can include, but are not be limited to, make (brand name of product), batch number if available, and date of manufacture. Product registration numbers such as Natural Product Number (NPN), Drug Identification Number (DIN) or other information that identifies your product such as Chemical Abstracts Service (CAS) Chemical Number should be provided where applicable.

GOVERNMENT INCREASE IN COMPLIANCE REQUIREMENTS & THE NEED FOR TECHNOLOGY

Another immediate implication is that All Pre-Arrival Release (PARS) requests with regulated goods for Health Canada will have to be submitted by the SWI.

What is Health Canada responsible for? It is responsible for overseeing and administering import requirements for the following programs:

Consumer Product Safety
Human Drugs
Natural Health Products
Importation of Controlled Substances and Precursors
Veterinary Drugs
Radiation Emitting Devices
Blood and Blood Components
Cells, Tissues and Organs
Active Pharmaceutical Ingredients
Donor Semen
Medical Devices
Pesticides

Health Canada Changes

STRATEGIES TO MANAGE IN A TIME OF VUCA

Leadership and The Stockdale Paradox

No one knows what the foreseeable future holds, and no one person is going to "rescue" the world from COVID or socio-political uncertainty. CEOs have no option but to become wartime CEOs. The Stockdale Paradox provides a useful paradigm for leaders: have faith but have the discipline to face brutal facts and harsh reality.

What is the Stockdale Paradox?

Admiral James Stockdale was a prisoner of war in Vietnam for seven-and-a-half years. Jim Collins, author of "*From Good to Great*" asked Stockdale about the grim details; how did he survive? Stockdale answered: "Even though I did not know the end of the story, I never lost faith in the end of the story. I never doubted not only that I would get out, but also that I would prevail in the end, and turn the experience into the defining event of my life (Groysberg and Abraham, 2020).

When asked about the personal characteristics of survivors, especially the value of optimism, Stockdale cautioned, "The optimists said, 'We're going to be out by Christmas.' And Christmas would come, and Christmas would go. Then they'd say, 'We're going to be out by Easter.' And Easter would come, and Easter would go. And then Thanksgiving, and then it would be Christmas again. And they died of a broken heart … This is a very important lesson" (Groysberg and Abraham, 2020).

"You must never confuse faith that you will prevail in the end—which you can never afford to lose—with the discipline to confront the most brutal facts of your current reality, whatever they might be" (Groysberg and Abraham, 2020). This became known as the Stockdale Paradox.

Research by John Leach (2011) on resilience helps to explain the paradox. Once it becomes clear that rescue will not happen soon, people who survive disasters are those who are able to regain cognitive function quickly after the event, assess their new environment accurately, and take goal-directed action to survive within it. They have the realism to adapt: adaptation is breaking and unlearning. Survivors must let go and learn new behaviors and strategies.

There is no point at which this becomes easy. Stockdale asserts that success in a long-term survival situation means getting up and fighting each day.

STRATEGIES FOR MANAGING TRADE

VUCA problems are inherently complex and cannot be solved by doing what worked well in the past. Bill George (2017), a senior fellow at the Harvard Business School, posits that the response is a second VUCA: Vision, Understanding, Courage and Adaptability.

Vision: Leaders must cut through the chaos and remain focussed on their vision. It is likely that staff require re-confirmation and reclarification of the corporate vison and mission. Becoming an essential service during COVID can give staff a sense of pride and value. Companies may reassess globalization plans (to manufacture in China or not, for example) based on ideology, supply chain issues or the ease of reshoring. Is a segment of your business at risk for disruption, forcing investment or a re-focus of resources?

Understanding: What is changing in the market? What needs to be re-assessed? Vision, strategy, resources, technology, supply chain and cost planning? What do you need to unlearn? Learn? Test? What is the ROI? And what is your ROTI? (Return on Time Invested) Knowledge management is more important than ever. Is your technology meeting your needs? Do you have experienced, agile employees and partners who are attuned to the ever-changing trade requirements, and who collaborate, allowing you to focus on your core competency? It is crucial to keep a pulse on the ever-changing trade, freight and economic conditions that could affect your bottom line.

Courage: Leaders need the courage to face harsh reality, and step up to the challenges. Companies cannot afford to keep their heads down, using traditional management techniques to avoid risk-taking. The greatest risk may lie in not having the courage to make bold moves. The automotive and manufacturing companies who pivoted to manufacture PPE during the lockdown are examples of courage and vision in action. UK manufacturers who seek new markets will minimize Brexit risk.

Adaptability: In a VUCA environment long-range plans may be obsolete by the time they are approved, so flexible tactics can facilitate rapid adaptation to changing circumstances. Leaders need multiple contingency plans while preserving strong balance sheets to cope with unforeseen events. Companies who trade with the UK must remain informed and agile during the Brexit divorce. Are there areas where "breaking and unlearning" can be helpful? Do your staff and partners have a sense of urgency? Does your technology meet the needs of working from home? Does it help you adapt to the ongoing changes in the trade community?

From a practical point: Do you have your CUSMA (USMCA) certificates? Are you ready for CARM? SWI? Health Canada Changes? A good broker will guide you through what needs to be done. Do you get timely updates on industry and regulatory changes? Is your partner pro-active about meeting your needs, and managing costs?Please reach out to our service team for more information at **service@willsonintl.com.**

WILLSON RESPONSE TO VUCA

Agility. Willson, started in 1918, has weathered the Great Depression, WW2 and numerous recessions. This required vision and agility. As a privately owned, family company we can keep our eye on the long term. We continue to invest in technology (Willson portal, ShipCheck, AI, and more), continue national expansion plans, and avoid making short term decisions just to appease shareholders.

Adapt. Our core values guide our staff to continuously learn and grow to ensure we deliver excellence while staying current on trade issues. Our committment to ongoing learning and growing means we always have the latest knowledge. Dedicated teams take ownership (another core value), with a customer-focused sense of urgency. We understand the need for clear, timely communication within the organization and with customers, including eNews, Urgent News, and regular blogs.

Value. We pride ourselves on delivering value at Willson, and understand our customers' increased need for customized service and efficient cost management. ROI is always important, but now more than ever. We can also help you evaluate ROTI, Return On Time Invested.

Technology. Exporters and importers require visibility, customized reports, and the ability to make quick changes without compromising compliance. While our technology improves efficiency, it is easy-to-use, assures accuracy, reduces frustration, and saves you time and money.

If we can help you with CUSMA, CARM, SWI, or Health Canada changes, or if you would like additional information on trade related matters, please contact the Willson Service Team at service@willsonintl.com or call **1 866 535 1918.**

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HELPFUL LINKS TO TRADE AGREEMENTS

CUSMA

Government of Canada details regarding the agreement **CUSMA Agreement**.
Find practical information related to customs rules and procedures
What Importers Need to Know, **CUSMA Rules of Origin** and **CUSMA Certificates**

Canada Tariff Finder is your tool for finding the tariff rate your company can claim when exporting to the U.S. and Mexico. It is easy to use and you can search the product by keyword or harmonized system (HS) code.

US – China Trade War

USTR on the Trade Agreement with China

CETA

Government of Canada information **CETA**

BREXIT

Government of Canada information **BREXIT**
UK government information **UK Government BREXIT**

CPTTP

Government of Canada info **CPTTP**

WTO

Government of Canada information **WTO**

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