

The 2022-2023 Fluency Report: Industry Crisis

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Our Approach



Research focus

Our goal was to explore the key crises in 2022 across 21 industries. We used Fortune 100's list of most prominent US companies to identify the most significant crises for each industry. Although some industries have more companies representing them, we set the scope to Fortune 100 companies that best represent each industry. We conducted an in-depth study on the ripple effect of the Russia-Ukraine war crisis, which is the most noteworthy crisis in 2022, and the impact of this crisis on each industry.

Methodology

We used Brandwatch, a social media listening platform driven by artificial intelligence, topic analysis to study crisis-related topics at scale. We analyzed the key topics that were most often mentioned in the news media. Our methods include:

- Crisis trend analysis
- Topic analysis
- Topic clustering

* For detailed methodology, please refer to the appendix.

Definition of Organizational Crisis

The definition of crisis can be interpreted in numerous ways, but in this report, we define it as follows:

•An organizational crisis is unpredictable and involves significant changes to a company's systems or its' parts. It can threaten the organization's existence and goals and negatively impact the relations between stakeholders and the organization. Additionally, during a crisis, companies are usually given little time to make decisions.

Crisis Analysis by Industry



Summary

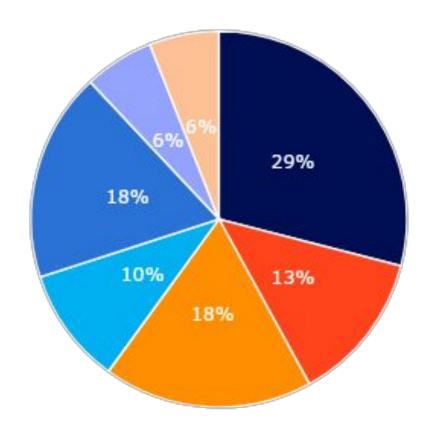
President Joe Biden
human rights COVID-19 pandemic

Afghanistan Ukrainian China cost-of-living crisis

Moscow Russia Prime Minister
Ukraine crisis DNA National interest rates
America North Europe energy crisis
economic crisis United States
climate change Cristiano Ronaldo

- COVID-19 has had a tremendous impact on our society since the beginning of the pandemic in 2020. Not long after the WHO announced that COVID-19 was nearing an end, our society faced a new type of crisis, the Russia-Ukraine war crisis, which again paralyzed the global economy. Thus, in 2022 and 2023, the Russian-Ukraine war was the primary cause that adversely affected the global industry landscape.
- International oil market uncertainty has been exacerbated as Russia has drastically reduced gas supplies and the Russian oil price cap. Consequently, inflation, exchange rate fluctuations, and reduced trade volume are creating stagflation.
- Following the Russia-Ukraine war crisis, disruptions in the global food supply chain and rising energy, grain, and raw material prices are expected to prolong inflationary pressures.
- Global impacts resulting from a combination of these factors identifies the Russia-Ukraine war as the most significant cause of industry crisis in 2022, with other crises occurring around it.

Types of crises in 2022



- Russia-Ukraine war crisis
- ■Covid-19 crisis
- Climate crisis
- Cost-of-living crisis
- Economic crisis
- Energy crisis
- Human rights crisis

Fortune 100 list of companies 2022 by industry

• While some industries only include one company on the list, the Fortune 100 ranks the highest revenue-generating companies in the United States, and is expected to provide a representative surrogate for other companies within the industries.

#	Industry	Company		
1	Aerospace and Defense	Boeing, General Dynamics, Lockheed Martin, Raytheon Technologies		
2	Apparel	Nike		
3	Consumer Food Products (Beverages)	Coca-Cola, PepsiCo		
4	Chemicals	Dow		
5	Computer Software and Hardware	Apple, Dell Technologies, HP, Microsoft, Oracle		
6	Construction and Farm Machinery	Caterpillar, Deere		
7	Consumer Credit Card and Related Services	American Express		
8	Diversified Financials	Fannie Mae, Freddie Mac, StoneX Group		
9	Electric and Gas Utilities	Exelon		
10	Entertainment	Comcast, Walt Disney		
11	Food and Drug Stores	Albertsons, Costco Wholesale, Kroger, Publix Super Markets, Target, Walgreens Boots Alliance, Walmart		
12	Health Care	Centene, Cigna, CVS Health, Elevance Health, HCA Healthcare, Humana, UnitedHealth Group		
13	Industrial Machinery	General Electric		

Fortune 100 list of companies 2022 by industry

#	Industry	Company			
14	Insurance	Allstate, American International Group, Berkshire Hathaway, Liberty Mutual Insurance Group, Massachusetts Mutual Life Insurance, MetLife, Nationwide, New York Life Insurance, Northwestern Mutual, Progressive, Prudential Financial, State Farm Insurance, TIAA, USAA			
15	Internet Services and Retailing Alphabet, Amazon.com, Meta Platforms				
	Mail, Package, and Freight Delivery	United Parcel Service, FedEx			
17	Megabanks	Bank of America, Citigroup, Goldman Sachs Group, JPMorgan Chase, Morgan Stanley, Wells Fargo			
18	Motor Vehicles	Ford Motor, General Motors, Tesla			
19	Petroleum Refining	Chevron, Exxon Mobil, Marathon Petroleum, Phillips 66, Valero Energy			
20	Pharmaceuticals	AbbVie, Bristol-Myers Squibb, Johnson & Johnson, Merck, Pfizer			
21	Soaps and Cosmetics	Procter & Gamble			

Top 10 industries facing the most crisis

Industry	Climate crisis	Cost-of-livi ng crisis	COVID-19 crisis	Economic crisis	Energy crisis	Public health crisis	Russia-Ukr aine war crisis	Supply chain crisis
Computer Software and Hardware	•	•	•	•	•		•	•
Consumer Food Products (Beverages)	•	•	•	•		•	•	•
Internet Services and Retailing	•	•		•		•	•	•
Food and Drug Stores			•	•	•	•	•	•
Mail, Package, and Freight Delivery			•	•	•	•		•
Soaps and Cosmetics	•	•	•	•				•
Motor Vehicles	•	•	•				•	
Consumer Credit Card and Related Services		•		•			•	
Aerospace and Defense			•				•	
Megabanks				•			•	

1. Aerospace and Defense

- Crisis type: Russia-Ukraine war crisis
- Companies: Boeing, General Dynamics, Lockheed Martin, Raytheon Technologies

Chief Executive
United States Pentagon
America China Airbus
war in Ukraine Buy Aircraft
first time CAGR Aircraft
Russian European NATO
Dennis Muilenburg
COVID-19 pandemic
analysis period

1. Aerospace and Defense

- In preparation for a prolonged conflict against Russia, the Pentagon, and the Ukraine government are urging U.S. aerospace and defense companies to accelerate the production and development of weapons.
- The Pentagon seeks to increase the pace of testing and developing hypersonic weapons as China and Russia have developed hypersonic weapons the US hasn't.
- Russia has deployed its hypersonic Kinzhal missiles in Ukraine, marking perhaps the first deployment of such weapons in war. Furthermore, China test-fired a hypersonic missile in 2021 that flew around the world before hitting its target.
- Source
 - https://www.cnn.com/2022/04/28/investing/defense-stocks-russia-ukraine/index.html
 - https://www.cnn.com/2022/11/20/politics/us-hypersonic-china-russia-competition/index.html

2. Apparel

- Crisis type: Russia-Ukraine war crisis, supply chain crisis,
 COVID-19 crisis
- Companies: Nike

LeBron James World Cup Manchester United

social media Europe FIFA market share Vladimir Putin

Instagram China Russian global economy

Athletic American supply chain

COVID-19 pandemic invasion of Ukraine

one of the biggest Premier League

While some industries only include one company on the list, since the Fortune 100 ranks the highest revenue-generating
companies in the United States, we expect that it represents other companies within the industries.

2. Apparel

- Lockdowns and strict quarantines have put China's economy into recession and threaten global businesses that rely heavily on Chinese factories and consumers.
- The Russian invasion of Ukraine has increased energy prices and disrupted supply chains.
- Source: https://www.nytimes.com/2022/07/14/business/economy/china-economy-slows.html

3. Consumer Food Products (Beverages)

- Crisis type: Russia-Ukraine war crisis, supply chain crisis
- Companies: Coca-Cola, PepsiCo

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global market Coca-Cola Company

climate crisis chief executive Market Research
ice cream European press release financial crisis

Technologies Russian social media

League CAGR American McDonald
health crisis
Ukraine crisis COVID-19 pandemic
invasion of Ukraine cost of living crisis
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3. Consumer Food Products (Beverages)

- Coca-Cola and PepsiCo joined the corporate exodus of Russia after Russia invaded Ukraine.
- The Coca-Cola Company announced in a brief statement that it would cease operations in Russia effective from March 2022. Furthermore, starting in September 2022, PepsiCo, which has operated in Russia for more than 60 years, has stopped selling and producing Pepsi-Cola and other global beverage brands in Russia.
- Global beverage companies are facing bottle and can shortages, rising raw material prices, material import delays, shipping and transportation disruptions, and labor challenges.
- Source
 - https://www.npr.org/2022/03/08/1085179372/mcdonalds-russia-companies-ukraine
 - https://www.themoscowtimes.com/2022/09/20/pepsico-ends-production-in-russia-reuters-a78839
 - https://www.washingtonpost.com/business/2021/12/08/beverage-supply-chain-shortages/

4. Chemicals

- Crisis type: COVID-19 crisis, supply chain crisis
- Companies: Dow Chemicals

```
projected to value USD million

pandemic is impacting USD million by 2028

COVID-19 crisis Rest million by 2028 with a CAGR

segment is altered COVID-19 pandemic finish of the crisis

analysis period Market Analysis growing at a revised % CAGR

USD million in 2022

review period Middle East and Africa health crisis COVID-19

impact of COVID-19 forecast period 2022-2028

global market in 2021 affecting the supply chain

estimated to be worth USD
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4. Chemicals

- The negative economic impact of China's stringent zero-Covid policy has slashed chemical prices and demand.
- •With China's increasing self-sufficiency in many key chemical products, much of China's demand will be met by local production.
- Source: https://www.icis.com/asian-chemical-connections/2022/07/chemicals-companies-face-an-unprecedented-demand-and-supply-crisis/

5. Computer Software and Hardware

- Crisis type: Supply chain crisis, Russia-Ukraine war crisis
- Companies: Apple, Dell Technologies, HP, Microsoft, Oracle

million by 2028 with a CAGR global market in 2021 worth USD

COVID-19 pandemic

market size China climate crisis supply chains
economic crisis
COVID-19 impact Europe cost of living crisis
interest rates

projected to reach
Ministry Fed United States
war in Ukraine
projected to value USD million
economic change by this health crisis
USD million by 2028

5. Computer Software and Hardware

- The global pandemic has created supply chain bottlenecks that have led to semiconductor shortages. Chip prices have risen, which has increased the cost of electronic devices.
- Russian invasion has ramifications for China and Taiwan
 - China and Russia have shaken hands on an "unlimited" aid agreement that will pave the way for Russia's invasion of Ukraine. The fear is that the alliance could pave the way for Chinese reunification with Taiwan.
 - Taiwanese semiconductors account for 51% of the global chip market, producing the most chips in the world.
- Source
 - https://www.newyorker.com/magazine/2022/11/21/a-dangerous-game-over-taiwan
 - https://za.investing.com/analysis/chip-supply-turmoil-builds-on-geopolitics-but-us-producers-could-benefit-200507742

6. Construction and Farm Machinery

- Crisis type: Russia-Ukraine war crisis
- Companies: Caterpillar, Deere



Industrial bellwether Caterpillar

S.I. Newhouse School of Public Communications at Syracuse University

6. Construction and Farm Machinery

- •Following Russia's invasion of Ukraine, manufacturing operations in Russia facilities were suspended.
- Operations in Russia have become increasingly challenging due to supply chain disruptions and sanctions.
- Source: https://illinoisnewsroom.org/caterpillar-suspends-russian-manufacturing-operations-amid-de epening-scrutiny/

7. Consumer Credit Card and Related Services

- Crisis type: Russia-Ukraine war crisis
- Companies: American Express

agency said on Twitter financial crisis
humanitarian crisis Ukrainian Union Pay
Apple Amex interest rates
Restelli
India Resy
China
Russia and Ukraine invasion of Ukraine
cost of living crisis United States
Visa and Mastercard company previously
small businesses
border guard agency

7. Consumer Credit Card and Related Services

- Global credit card companies have shut down operations in Russia after Russia invaded Ukraine to deal the latest blow to the Russian financial system.
- Russia accounted for about 4% of global credit card companies' net revenue in 2021.
- Source: https://www.cbsnews.com/news/visa-mastercard-russia-ukraine-invasion/

8. Diversified Financials

- Crisis type: Economic crisis
- Companies: Fannie Mae, Freddie Mac, StoneX Group

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higher mortgage rates united States average 30-year interest rates
biggest one-week jump in 35 years housing market home sales average rate on 15
rate by three vice president real estate vice president real estate National Association 15-year 30-year fixed-rate home prices
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Fannie Mae and Freddie Mac highest its been since November

Mortgage buyer Freddie Mac reported Thursday

8. Diversified Financials

- As the Federal Reserve raised interest rates and the shadow of a recession lengthened, concerns about financial vulnerabilities naturally increased.
- As house prices fall and interest rates rise, financing for housing production will be frozen.
- Source
 - https://www.forbes.com/sites/miltonezrati/2022/11/02/more-to-worry-about-in-financial-markets/? sh=bbd0bd871b5f
 - https://www.theamericanconservative.com/how-to-prevent-a-housing-crisis/

9. Electric and Gas Utilities

Crisis type: Climate crisis

Companies: Exelon

response to the climate crisis utility companies

Exelon will continue Carbon-free energy

STORE Capital Clean energy

Constellation Health Crisis separation from Exelon

9. Electric and Gas Utilities

- •Businesses are investing in the latest sustainable technologies to reduce their impact on communities, especially in resource-poor regions disproportionately affected by climate change.
- Exelon is providing clean energy solutions and technologies to combat climate change, reduce local air pollution, and promote a healthy, sustainable and equitable future.
- Source: https://finance.yahoo.com/news/exelon-releases-2021-corporate-sustainability-180000998.html

10. Entertainment

- Crisis type: Russia-Ukraine war crisis
- Companies: Comcast, Walt Disney



10. Entertainment

- Entertainment industries stopped releasing theatrical films in Russia after Russia invaded Ukraine.
- •The Walt Disney Company was the first major entertainment company to take a hard line against Russia after the invasion of Ukraine, announcing a suspension of all film debuts in Russia.
- Source: https://www.cnbc.com/2022/02/28/disney-pauses-theatrical-releases-in-russia-condemns-in-vasion-of-ukraine.html

11. Food and Drug Stores

- Crisis type: Russia-Ukraine war crisis, supply chain crisis, health crisis
- Companies: Albertsons, Costco Wholesale, Kroger, Publix Super Markets, Target, Walgreens Boots Alliance, Walmart

two Ohio counties
financial crisis opioid epidemic
Americans Attorney General

Lake and Trumbull United States Trumbull counties
White House Vork prescription drugs

Walgreens and Walmart
interest rates CVS opioid crisis
pharmacy chains Biden
San Francisco COVID-19 pandemic
Walgreens Boots Alliance

11. Food and Drug Stores

- Pharmacies and pharmaceutical companies have settled lawsuits over the US opioid crisis.
- Interest rates are being pushed up, which is causing prices to rise. Some commodities are in short supply as supply lines are still blocked.
- Moreover, the supply of goods is not smooth due to the shortage of truck drivers nationwide. Vital material is also being delayed due to the conflict in Ukraine.
- Source:
 - https://www.reuters.com/business/healthcare-pharmaceuticals/pharmacies-drug-companies-settle-lawsuits-ove r-us-opioid-crisis-2022-11-22/
 - https://www.forbes.com/sites/walterloeb/2022/04/24/how-the-supply-chain-crisis-is-being-solved/?sh=64746c0d
 1db1

12. Health Care

- Crisis type: Public health crisis, COVID-19 crisis
- Companies: Centene, Cigna, CVS Health, Elevance Health, HCA Healthcare, Humana, UnitedHealth Group

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communities across the country doctors and companies took steps

past two decades overdose epidemic Attorney General UnitedHealth Group California

opioid deaths have soared New York agreed to pay Aetna record levels CEO Hospitals settlement framework COVID-19 pandemic pharmacy chains CVS Health Corp

Native American prescription drugs two largest CVS would pay state and local governments

OxyContin and generic oxycodone
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12. Health Care

- Rates of mental and behavioral health problems have increased extensively among women and children nationwide in recent years.
- The first year of the COVID-19 pandemic exacerbated several socioeconomic and environmental conditions that shape health. Women experienced record-high unemployment rates, and health indicators related to children's neighborhoods and home environments declined.
- Source: https://www.americashealthrankings.org/learn/reports/2022-health-of-women-and-children-report?u tm_source=newsroom&utm_medium=uhg&utm_campaign=hwc2022&utm_content=in-line_one&ut m term=news

13. Industrial Machinery

- Crisis type: Supply chain crisis, COVID-19 crisis
- Companies: General Electric

Billion in the year one of the segments analyzed segment is readjusted to a revised Billion by the end bespoke report using our MarketGlass fastest growing market size CAGR for the next 7 growing at a CAGR China Group supply chain

General Electric COVID-19 impact growth rate

market growth Marketing market data templates

COVID-19 pandemic United States end of the analysis period obligation to purchase our report pandemic and its induced economic crisis projected to reach a revised size

13. Industrial Machinery

- Logistics disruptions and supply chain crises have slowed delivery and increased transportation costs.
- •The aftermath of the COVID-19 pandemic and associated inflation has created supply chain bottlenecks, making it more difficult to deliver products on time to its end customers.
- Source: https://www.wsj.com/articles/ge-names-board-for-ge-healthcare-spinoff-11662983653

14. Insurance

- Crisis type: Economic crisis
- Companies: Allstate, American International Group, Berkshire Hathaway, Liberty Mutual Insurance Group, Massachusetts Mutual Life Insurance, MetLife, Nationwide, New York Life Insurance, Northwestern Mutual, Progressive, Prudential Financial, State Farm Insurance, TIAA, USAA

Insurance segment provides general liability
property insurance

Daily - Enter your email address
two years Warren Buffett Wells Fargo
Reading President Chief research report
New York
Ratings Buy General Insurance
State Farm
COVID-19 pandemic

United States stock market
American International Group
customers in North America and internationally
crisis management insurance products

14. Insurance

- Buyers, sellers, and lessees are experiencing more twists and turns as soaring mortgage rates and stubborn inflation signal an economic crisis.
- Mortgage rates are skyrocketing, prices are skyrocketing, and there is no housing inventory.
- Source: https://www.nytimes.com/2022/11/04/realestate/housing-market-interest-rates.html

15. Internet Services and Retailing

- Crisis type: Russia-Ukraine war crisis, economic crisis, supply chain crisis
- Companies: Alphabet, Amazon.com, Meta Platforms



15. Internet Services and Retailing

- Google (now Alphabet), Apple, Facebook (now Meta), Amazon, and Microsoft—the world's five largest technology companies—have taken steps to impose significant voluntary sanctions on Russia in response to the invasion of Ukraine.
- The tech sector is undergoing massive layoffs as its digital advertising business is experiencing a downturn. Economic conditions are not promising, and a recession looks very likely.
- Source
 - https://theconversation.com/the-power-of-tech-giants-has-made-them-as-influential-as-nations-heres-how-theyr e-sanctioning-russia-178424
 - https://www.republicworld.com/technology-news/e-commerce/explainer-why-google-amazon-meta-and-now-hp-are-firing-so-many-of-their-employees-articleshow.html

16. Mail, Package, and Freight Delivery

- Crisis type: COVID-19 crisis, economic crisis
- Companies: United Parcel Service, FedEx

brought the veteran employment crisis

supply chains Federal Reserve

Wall Street European Public Health
Great Recession

International

Los Angeles
Middle East China UPS Learn
Middle East China UPS Learn

Middle East China UPS Learn

Middle East China UPS Learn

Middle East China UPS Learn

Middle East China UPS Learn

Middle East China UPS Learn

Middle East China UPS Learn

Middle East China UPS Learn

Served in Iraq and Afghanistan

COVID-19 pandemic

hundreds of thousands of vets

16. Mail, Package, and Freight Delivery

- Demand for packages, which skyrocketed when the world was shut down due to COVID-19, is now tumbling.
- •The weak global economy, particularly in Asia and Europe, has hit the mail, package, and freight delivery industry.
- The slowdown in the economy resulted in falling short of the 2022 revenue target for the mail, package, and freight delivery industry.
- Source: https://www.cnn.com/2022/09/16/business/fedex-warning/index.html

17. Megabanks

- Crisis type: Economic crisis, Russia-Ukraine war crisis
- Companies: Bank of America, Citigroup, Goldman Sachs Group, JPMorgan Chase, Morgan Stanley, Wells Fargo

Chief Executive New York global financial crisis
Wall Street Buy Morgan Stanley
Invasion of Ukraine
Russian interest rates Securities
real estate United Risk Read Bloomberg
Treasury Goldman Sachs
Bank of America China
Federal Reserve
monetary policy
Right global financial crisis
Financial Services
Securities
Financial Services
Securities
Financial Services
Securities
Financial Services
Securities
Reserve
Ratings

17. Megabanks

- •Global inflation has soared from past monetary surpluses to 40-year highs as governments unleash trillions of dollars in additional spending to stoke inflation.
- Banks are tightening lending standards and commercial customers are becoming warier of taking on more debt amid rising interest rates and economic uncertainty.
- Source
 - https://www.barrons.com/articles/banks-fed-recession-51667859496
 - https://www.investing.com/analysis/inflation-wars-wars-and-more-wars-200632580

18. Motor Vehicles

- Crisis type: Economic crisis, climate crisis
- Companies: Ford Motor, General Motors, Tesla

General Motors Ukrainian
United States GM war in Ukraine
climate change China CEO California
Wall Street
European Tesla Read
Frime Minister
Federal Reserve
President Joe Biden

18. Motor Vehicles

- The world's dependence on oil and gas is economically unstable as unpredictable crises become frequent.
- As evidenced by the supply problems caused by the Russia-Ukraine war, the world needs to break away from reliance on fossil fuels.
- Global carbon emissions have continued to rise in 2022 and show no signs of slowing down.
- Meanwhile, electrification is progressing rapidly in the automotive industry.
- Source: https://www.forbes.com/sites/alanohnsman/2022/11/12/biden-at-cop27-a-tesla-bull-goes-bearish-a nd-carbon-emissions-keep-climbing/?sh=1db5a1b96c2a

19. Petroleum Refining

- Crisis type: Russia-Ukraine war crisis, energy crisis, climate crisis
- Companies: Chevron, Exxon Mobil, Marathon Petroleum, Phillips 66, Valero Energy

Russia's invasion of Ukraine
energy companies war in Ukraine
oil prices United States
climate crisis crude oil International Big Oil
differ materially
oil companies Chevron Mexico
energy prices Chevron House
Department
American natural gas oil company
climate change CEO energy sources
fossil fuels oil production
Biden administration

19. Petroleum Refining

- The Russia-Ukraine war left fuel in short supply, which led to electricity shortages, causing prices to skyrocket for both. This is in large part the result of a decline in Russian exports of oil, natural gas, and coal, which have been hit hard by Western sanctions and other policy efforts to curb Russian imports that finance Ukraine's atrocities.
- The House Oversight Committee said oil companies had "greenwashed" their public image by continuing to invest in fossil fuels. It said oil companies could ruin global efforts on climate change.
- Source
 - https://time.com/6226587/energy-crisis-next-winter/
 - https://www.nbcnews.com/science/environment/oil-companies-doom-global-efforts-climate-change-hou se-committee-finds-rcna59443

20. Pharmaceuticals

- Crisis type: Public health crisis, COVID-19 crisis
- Companies: AbbVie, Bristol-Myers Squibb, Johnson & Johnson, Merck, Pfizer

Cardinal Health and McKesson
state and local governments
COVID-19 pandemic CAGR global market
market size United States Drugmaker Johnson
White House Pfizer Attorney General
Updated Updated West Virginia
Vice President Biden FDA health care
COVID-19 vaccine forecast period
opioid epidemic past two decades
Centers for Disease Control and Prevention
opioid overdose

20. Pharmaceuticals

- The WHO's emergency committee first declared COVID-19 on 30 January 2020. This decision has helped accelerate research, funding, and international public health action to contain the disease.
- The United Nations agency said that while cases of COVID-19 are declining in some parts of the world, countries must remain vigilant and push to vaccinate the most vulnerable populations.
- Pharmacies and pharmaceutical companies have settled five years of litigation surrounding the US opioid crisis.
- Source
 - https://www.reuters.com/business/healthcare-pharmaceuticals/who-says-COVID-19-is-still-global-health-emergency-2022-10-19/
 - https://news.google.com/articles/CBMihwFodHRwczovL3d3dy5yZXV0ZXJzLmNvbS9idXNpbmVzcy9oZWFsdGhjYX JILXBoYXJtYWNldXRpY2Fscy9waGFybWFjaWVzLWRydWctY29tcGFuaWVzLXNldHRsZS1sYXdzdWl0cy1vdmVyL XVzLW9waW9pZC1jcmlzaXMtMjAyMi0xMS0yMi_SAQA?hl=en-TZ&gl=TZ&ceid=TZ%3Aen

21. Soaps and Cosmetics

- Crisis type: Economic crisis, supply chain crisis
- Companies: Procter & Gamble

Elizabeth Arden launched one-on-one virtual promised to make women consumer goods climate crisis market size New York City cost of living crisis supply chain European Walmart Nestle economic crisis United States analysis period COVID-19 pandemic personal care research report Middle East and Africa Perelman also said that the company

21. Soaps and Cosmetics

- •Transport and labor markets remain tight, material availability remains limited in some categories, and inflationary pressures in some markets are broad with little sign of easing in the near term.
- •Soaring raw material prices are a problem. Across product lines, prices rose 44%, and prices for certain chemicals surged, a 60% increase over what the companies spent in 2021. These issues are all related to the supply chain crisis.
- Source: https://www.strategicsourceror.com/2022/02/costs-of-production-to-raise-prices-for.html



In-depth Crisis Analysis Report Impact of the Russia-Ukraine War on the Global Crisis

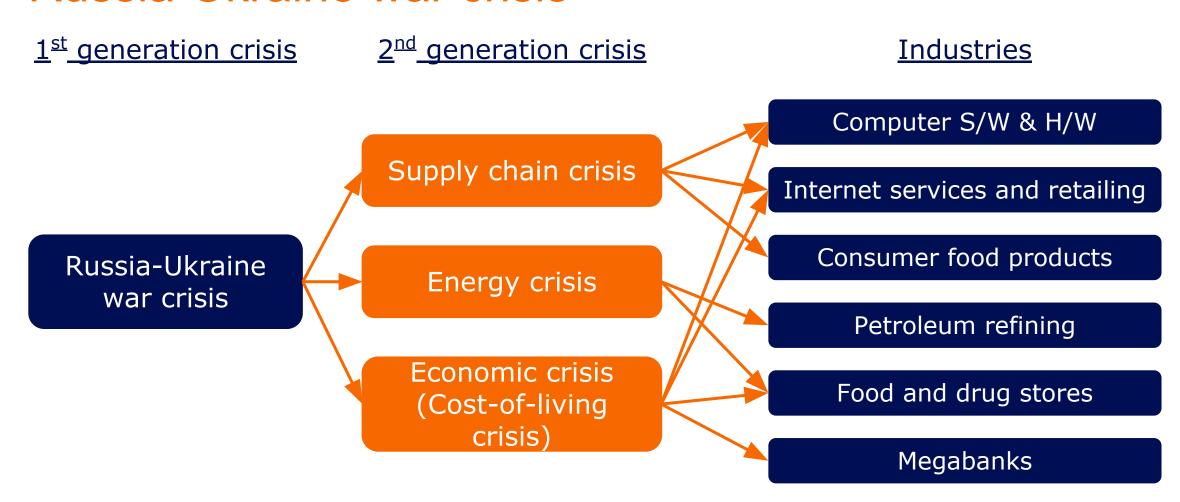
Summary: The ripple effect of Russia-Ukraine war

- •In 2022, the Russia-Ukraine war has been the most significant crisis affecting Fortune 100 companies in the US.
- Based on Brand Watch's "topic analysis," 12 out of 21 industries were directly affected by the Russia-Ukraine war, with the other industries also finding it hard to avoid the impacts.
- The manufacturing, transport, and energy industry were the top 3 industries mentioned most often concerning the Russia-Ukraine war crisis.
- The ripple effect of the Russia-Ukraine war resulted in a supply chain crisis, energy crisis, cost-of-living crisis, and economic crisis.

Overview: Crises caused by the Russia-Ukraine war crisis

1st generation crisis 2nd generation crisis Supply chain crisis Russia-Ukraine war crisis **Energy crisis Economic crisis** (Cost-of-living crisis)

Overview: Industries that were most affected by Russia-Ukraine war crisis



1. Supply chain crisis

competitive landscape
market growth Market Report

REQUEST SAMPLE North America
economic change by this health crisis
Covered Africa Japan Chain Analysis
European Insights
market share China Russian
COVID-19 impact
due to the COVID-19 pandemic
Biden
Australia market analysis
USD million by 2028 raw materials

analysis of the impact of COVID-19

- Russian invasion of Ukraine, combined with the COVID-19 pandemic, has delayed mobility of goods and people and created shortages of materials worldwide.
- Fuel prices have increased as many countries have restricted their energy imports from Russia, the world's largest producer and exporter of oil and gas. Additionally, the impact of reduced labor and border closures caused by COVID-19 has not yet fully recovered.
- Top 3 industries that were most affected by the supply chain crisis are computer software and hardware, internet services and retailing, and the consumer food products industry.

Supply chain crisis in the computer s/w and h/w

industry

million by 2028 with a CAGR economic change by this health crisis

Impact of COVID-19 size is estimated to be worth

raw materials Canada chain analysis

Today North America

COVID-19 crisis
post COVID-19 United States global market in 2021
Apple market size Russia market report

market share key players
forecast period market players

market dynamics

growing at a revised % CAGR

- Companies: Apple, Dell Technologies, HP, Microsoft, Oracle.
- The Russian-Ukraine war triggered severe disruptions to global markets for critical raw materials: neon and palladium.
- Chip shortages caused by raw material shortages contributed to supply chain problems, particularly in the automobile and electronics industries.
- Ukraine produces about half of the global neon, a noble gas needed for lasers in chip manufacture.
 Ukraine supplies 90% of U.S. semiconductor-grade neon.
- Russia exports about 40% of the global supply of the metal palladium, used in certain chip components.

Supply chain crisis in internet services and retailing industry

supply chain disruptions
supply chain issues

interest rates supply chains
Series Apple Buy second quarter
revenue growth
Big Tech Anazon Artificial Intelligence climate change
cost of living crisis

Europe China Russia electric vehicles
Wall Street
first quarter
COVID-19 pandemic
war in Ukraine

- Companies: Alphabet, Amazon.com, Meta Platforms.
- A lingering effect of the COVID-19 pandemic and the ongoing Russian invasion of Ukraine has caused damage to the global transportation network.
- In 2019 before COVID-19, the global container freight rate was an average of USD 1,405, but in December 2020 after the outbreak of COVID-19, the freight rate was USD 4,359, a 152% increase from the previous year.
- Container freight rates reached a high of USD 10,361 in September 2021 and have been decreasing since then. However, due to the aftermath of COVID-19 and the impact of the Russia-Ukraine war, logistics costs have not yet stabilized and are burdening the internet services and retailing industry.

Supply chain crisis in the food products industry

sanctions Western governments leveled at Russia

Netflix stopped streaming
supply chain issues

UBQ Materials operations in Russia

toll on Russia's economy Starbucks consumer spending
Europe PEPSICO economy and global trace
credit and asset writedowns

Apple McDonald input costs
Apple McDonald Sanctions have already taken a toll
cybersecurity risks Russian Citigroup said Wednesday
Hollywood studios announced today
studios ceased releasing films
comply with the sanctions Western governments

- Companies: Coca-Cola, PepsiCo.
- Since the start of the Russia-Ukraine war, the Russian army has blocked Ukrainian grain exports, affecting the world's food supply.
- Ukraine accounts for 10% of the world wheat market, 15% of the corn market, and 13% of the barley market. Ukraine also dominates the sunflower oil market, with over 50% of world trade.
- The average wheat price in 2022 was USD 435/mt, up 38% from pre-war, and the average maize price was USD 320/mt, up 23% from 2021.
- The rise in international grain prices is burdening the food products industry.

2. Energy crisis

energy prices supply chain

climate change European Union

British energy crisis two years

energy bills prime minister natural gas

climate crisis prime minister natural gas

interest rates

war in Ukraine China West Ministry

energy costs

United States Moscow

United Nations cost of living crisis

President Vladimir Putin

- The price of energy has soared around the world since the second half of 2021. As a result of the invasion and Western sanctions, the pressure was heaped on oil and gas supplies that were already under strain from the rapid economic recovery following the pandemic.
- As a result, natural gas and oil prices have reached multi-year highs, accelerating the post-pandemic inflationary spiral that has crippled the cost of living across the globe.
- Russia is the world's second-largest natural gas and oil producer after the United States.
- Top 2 industries that were most affected by the energy crisis are petroleum refining and the food and drug stores industry.

Energy crisis and petroleum refining industry

Chevron produces crude oil
Russia's invasion of Ukraine
energy sources vice president

climate change energy prices
China American oil companies
Climate crisis
Biden administration
Oil and gas companies
Oil prices United States

China American oil companies
Companies
California
Oil prices United States

France energy transition Congress public health fossil fuels

leading integrated energy companies

- Companies: Chevron, Exxon Mobil, Marathon Petroleum, Phillips 66, Valero Energy.
- The world's top energy companies have halted their business in Russia and written off tens of billions of dollars in assets.
- However, the lack of supply combined with market volatility is causing gasoline prices to soar, with U.S. oil and gas companies expecting windfall profits by the tens of billions of dollars.
- Therefore, the Biden Administration is pressing American energy companies to boost production, pump more oil, and expand supplies to bring down prices.

Energy crisis in food and drug stores industry

navigates around your house
literally life changing

dogs hair on the floor renewable energy
Ratings climate change
HDR
robot vacuum supply chain
war in Ukraine Prepare
Stocks Buy Zero iRobot app
International sheds A LOT

literally press one time and energy financial crisis

Biden administration shows and movies

wrote a Walmart customer

Walmart customer who purchased the device

- Companies: Albertsons, Costco Wholesale, Kroger, Publix Super Markets, Target, Walgreens Boots Alliance, Walmart.
- A record high global price for food commodities like grain and vegetable oils was recorded in 2022. The Russian-Ukrainian war, drought, and other factors contributed to inflation which is worsening the crisis.
- The food and energy crises are Sourceed. The rising cost of natural gas has caused the industry to halt fertilizer production.
- In addition, electricity and gas prices are rising sharply in the logistics sector due to a serious energy crisis.

3. Economic crisis (Cost-of-living crisis)

COVID-19 pandemic
cost-of-living crisis economic crisis
two years Central China rising cost of living climate crisis
North Europe British Bank of England million people
war in Ukraine tax cuts United States economic growth
Sri Lanka health crisis Prime Minister
climate change interest rates
President Joe Biden

- Due to Russia's war of aggression against Ukraine, the global economy is slowing down as inflationary pressures continue to mount, sapping consumer confidence and household purchasing power, and increasing global risks.
- Global real GDP is expected to contract by 2.2% in 2023 from 3.2% in 2022.
- China is expected to lead global economic growth in 2023 as activity rebounds after China withdraws from its zero-COVID policy, with India expected to drive significant growth as well.
- Growth may be slower than expected if energy prices continue to rise, or if gas and electricity markets in Europe and Asia are disrupted by energy supply disruptions.
- Top 4 industries most affected by the economic crisis are megabanks, computer software and hardware, internet services and retailing, and food and drug stores.

Economic crisis in megabank industry

China China New York
Chief Executive Read Securities
Bloomberg Bank of America rate hikes next year
basis points Interest rates
Goldman Sachs
Federal Reserve Wall Street

central banks invasion of Ukraine

China New York
Stock market
Stock market
Reuters
Wells Fargo
Financial Services
Wells Fargo
Financial Services
America rate hikes
New York
Stock market
Wells Fargo
Financial Services
Federal Reserve Wall Street

JPMorgan Chase

- Companies: Bank of America, Citigroup, Goldman Sachs Group, JPMorgan Chase, Morgan Stanley, Wells Fargo.
- In 2022, the banking industry was not that bad. A
 high-interest rate helped financial giants expand their
 margins, while the demand for loans was strong, helping
 them to grow their loan portfolios.
- Rising interest rates helped improve profitability, but it was also offset by an increase in non-performing loans.
- There is uncertainty about how the upcoming 'recession' will affect bank earnings due to the war in Ukraine and the unfinished effects of COVID-19.
- It is argued that megabanks could give away all their accumulated profits that were accumulated during the boom of 2022 when the macro environment deteriorates.

Economic crisis in computer s/w and h/w industry

Fully considering the economic change market size

USD million by 2028 United States

Interest rates United States

global market in 2021 Billion China

Market Analysis Bank Group Ukraine

products and services

forecast to a readjusted size Russia Europe

Federal Reserve

supply chain COVID-19 impact

impact of COVID-19

- Companies: Apple, Dell Technologies, HP, Microsoft, Oracle.
- In 2022, global IT spending approximately increased by 3% to \$4.5 trillion. However, consumer spending on IT devices shrank by 5%.
- Tech companies have invested heavily during the pandemic to keep up with consumer demand but are now adjusting as spending slows down.
- Price hikes and delivery uncertainty exacerbated by the Russia-Ukraine war are accelerating the situation.
- Since the cost of living is rising along with inflation, more labor costs are being spent on retaining and attracting qualified personnel.

Economic crisis in internet services and retailing industry • Companies: Alphabet, Amazon com, Meta Blatforn

United States
interest rates Nasdaq second quarter
next year
European
supply chain Facebook first time
Meta Platforms Britain Bank Wall Street
economic growth CEO Bank Wall Street
Federal Reserve COVID-19
social media living room
cost of living crisis

- Companies: Alphabet, Amazon.com, Meta Platforms.
- Governments provided stimulus packages to prevent the global economy from sinking into a deep recession during the COVID-19 pandemic, pumping money into consumers and stimulating consumption. But inflation, which hit a 40-year high, now threatens to send the economy into recession. To make matters worse, the Russia-Ukraine war broke out, which triggered an energy crisis.
- As consumers assess their purchasing power and organizations assess their technology and advertising budgets, widespread inflation, rising fuel prices, and increasing energy costs are affecting the company's revenue growth.
- The internet services and retailing companies are facing a pullback in spending by some advertisers in certain areas and search ads such as financial services.

Economic crisis in food and drug stores industry

New York Costco
United States Target Board
Ukraine Walmart Kroger
gas prices next year National CEO interest rates
vice president Bank American
supply chain real estate
COVID-19 pandemic

- Companies: Albertsons, Costco Wholesale, Kroger, Publix Super Markets, Target, Walgreens Boots Alliance, Walmart.
- Economic demand is declining in the United States and globally. As the cost of living rises and wages fail to keep pace with inflation, many people are slowly cutting back on spending.
- At the same time, many companies face rising input costs as energy (transport) and other raw materials become more expensive. This trend is exacerbated by rising interest rates, which lowers the borrowing capacity of businesses and households and increase interest expenses.
- According to the US Bureau of Labor Statistics said, inflation ended 2022 with a 6.5% annual reading, as measured by the Consumer Price Index.



Crisis forecast for 2023

Crisis forecast for 2023: Climate and Energy Crisis

- The energy crisis and climate crisis are the most important crisis topics to monitor in 2023, based on an analysis of key topics in the news media for four weeks beginning in January 2023.
- Among the crisis-related keywords searched in news media in January 2023, the Russia-Ukraine war crisis accounted for 25%, the climate crisis 16%, and the energy crisis 10%.
- The global energy supply crisis is predicted to worsen as the Russia-Ukraine war continues.
 Also, global awareness of energy security and unprecedented climate problems will lead to a greater focus on clean energy and climate change.

COVID-19 pandemic
Climate Change global economy
MHS University financial crisis
New York United States Americans
economic crisis International genome editing health crisis
Prime Minister Ukraine energy crisis
Visiting nature first time
Climate crisis cost of living crisis
President Joe Biden Cristiano Ronaldo

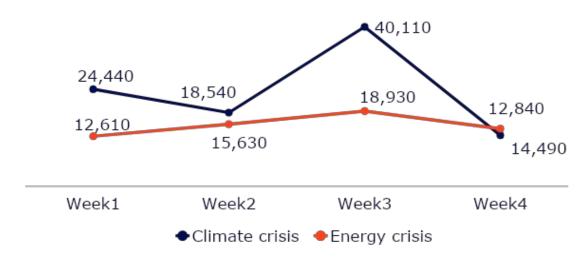


Figure 1. word cloud related to "crisis"

Figure 2. Weekly keyword search volume (date: Jan 1 - 29, 2023)



Appendix

Methodology: Brandwatch Search & Cleaning Criteria

- Search criteria
 - Date: January 1st 2022 December 31st 2022.
 - Language: English only.
 - Content source: News media.
- Keyword selection criteria and data cleaning process
 - 1st step: To find what kind of crisis has occurred in the industry, search company name with "crisis" (e.g. CRIS* AND (company1 OR company2 OR company3).
 - 2nd step: Among all keywords searched include (1) keywords that include "crisis" (e.g. COVID-19 crisis) and (2) keyword itself is a crisis (e.g. Supply chain).
 - 3rd step: Of all filtered keywords, include crisis keywords that account for 3% or more of the total keyword volume (e.g. Supply chain crisis: 8% - include, Mental health: 1.7% - remove).
 - 4th step: To select the industry that is most related to the crisis we included industries that account for 3% or more of the total keyword volume (e.g. Supply chain crisis total keyword volume: 34,230 keywords □ Computer S/W and H/W: 14,070 keywords, 41% include).

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