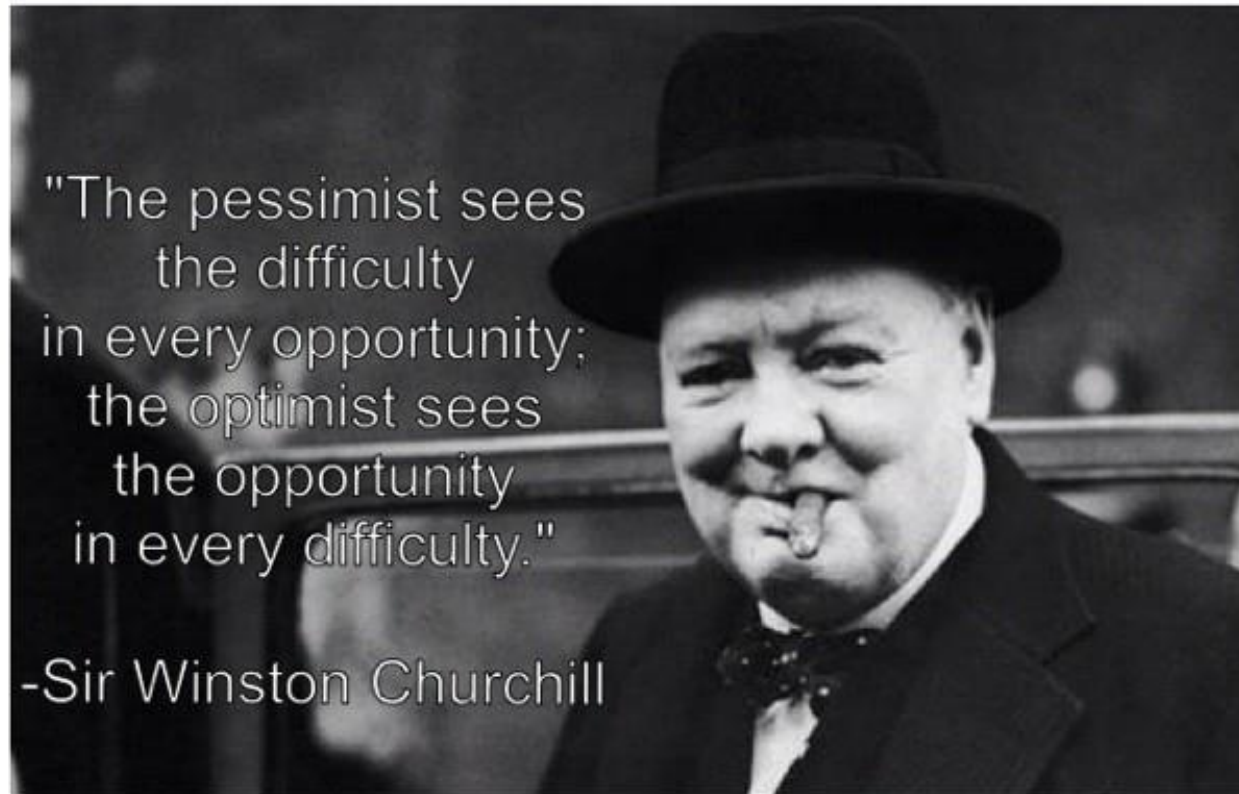


L'IA dans les CVM et CAM

Science des données, Jumeaux
numeriques et Mondialisation 5.0





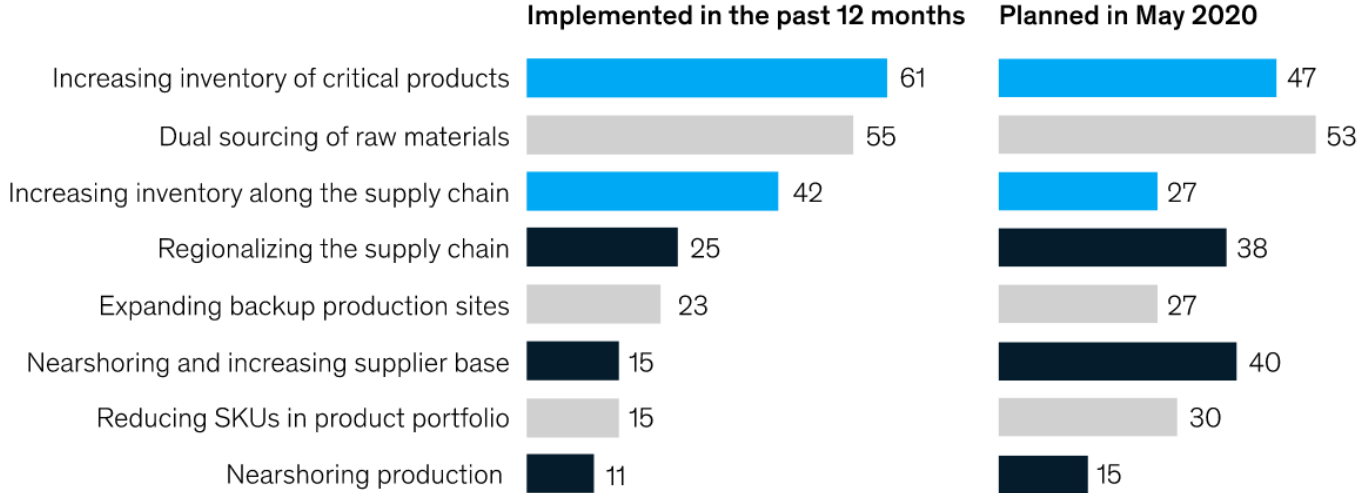
"The pessimist sees
the difficulty
in every opportunity;
the optimist sees
the opportunity
in every difficulty."

-Sir Winston Churchill

Companies originally planned to increase nearshoring of suppliers to boost supply-chain resilience—but wound up increasing inventory.

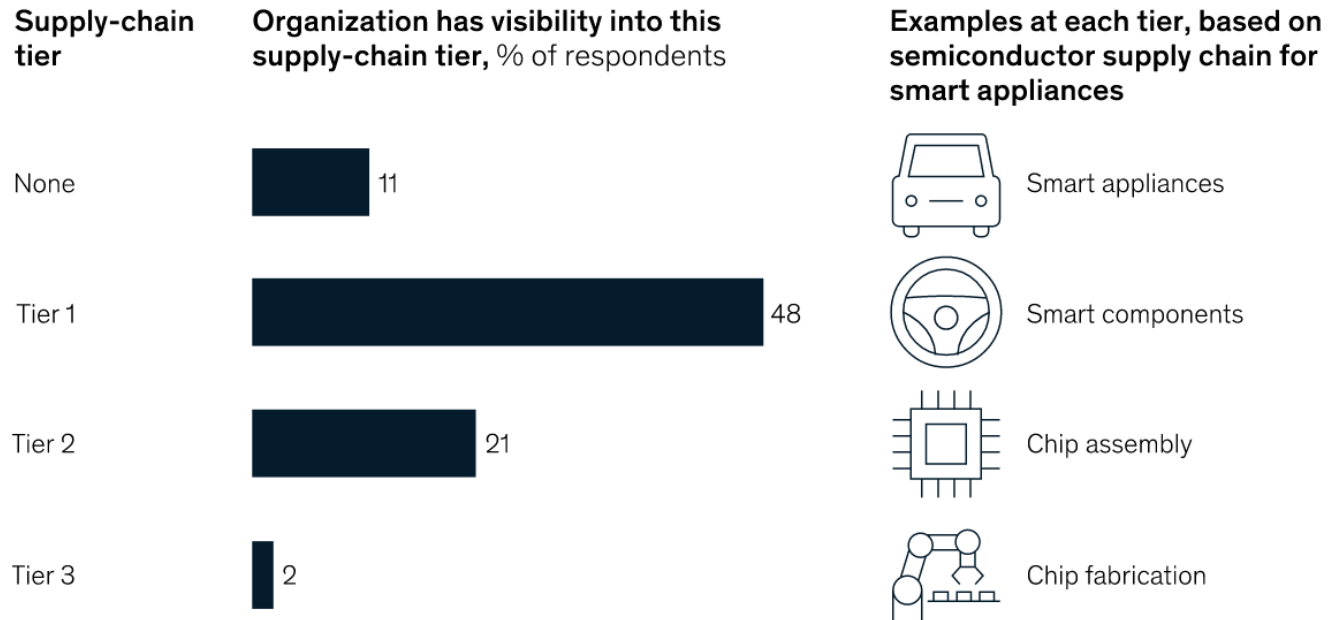
Planned and implemented actions, % of respondents

■ Actions related to nearshoring ■ Actions related to inventory ■ Other



Source: McKinsey survey of global supply-chain leaders (May 4–June 16, 2021, n = 71)

Only 2 percent of companies have visibility into their supply base beyond the second tier.



Note: Companies surveyed manufacture smart appliances.
Source: McKinsey survey of global supply-chain leaders (May 4–June 16, 2021, n = 71)

GVC-GSC Vulnerabilities

- Systematic risks

- Financial risks: 2008
- Environmental risks: Haïti (2010), Iceland (2010), Japan (2011), etc.
- Political risks: Ukraine (Crimea, 2014), Ukraine (2022)
- Pandemic risks: SARS-CoV-II (2019-)
- Terrorism

- Systemic risks

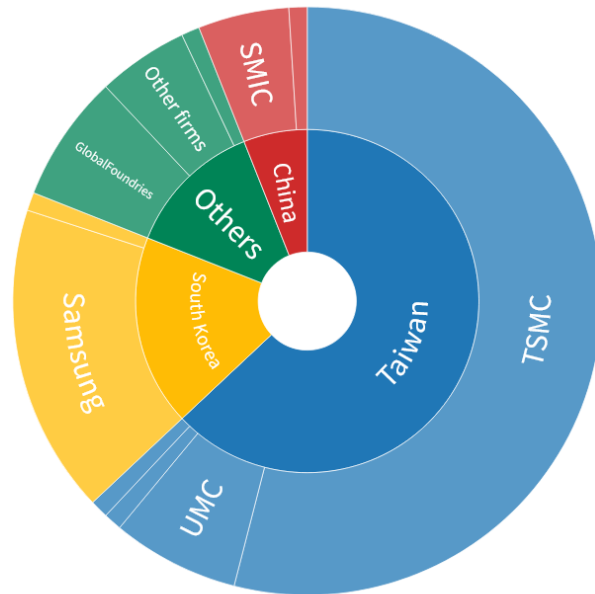
- tier 1, 2, 3
- consumers

- Catastrophic risks

- Black swans

Semiconductor contract manufacturers by market share

Total foundry revenue stood at \$85.13 billion in 2020

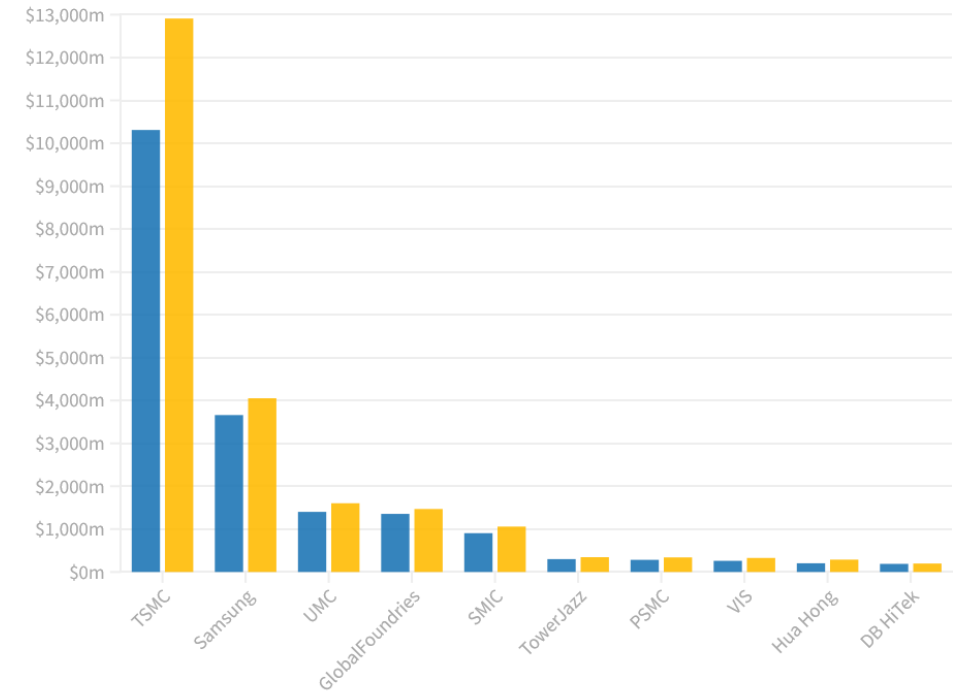


SOURCE: [TrendForce \(March 2021\)](#)



Top semiconductor foundries by revenue

■ Q1 2020 ■ Q1 2021 (Projected)



SOURCE: [TrendForce \(February 2021\)](#)



GVC-GSC Résilience

LA SOLUTION N'EST PAS...

- Rapatriement national
- Régionalisation
- Acteurs:
 - Gouvernements
 - Capitalisme mondial du 20^è siècle

Ex: Masques et matériel médical critique

PLUTÔT ICI...

- Diagnostiquer les risques
- Gérer les risques
- Identifier les goulots d'étranglement
- Diversification
- Internaliser les externalités négatives (ESG):
 - Transport
 - Droits de la personne
 - Environnement
 - Corruption

Conclusion: Mondialisation 5.0

- Pour les décideurs politiques:

- devenir une plateforme de données pour réduire les asymmetries d'information
- rendre le commerce efficace:
 - flux = transport intermodal
 - stocks = réglementations tarifaires et non-tarifaires

+

- Pour les entreprises multinationales:

- devenir une plateforme de données (jumeau numérique)
- modéliser ses chaînes de valeur

=

Capitalisme mondial 5.0

(Société 5.0 du Japon)

Liens

- <https://www.cnbc.com/2021/03/16/2-charts-show-how-much-the-world-depends-on-taiwan-for-semiconductors.html>
- <https://www.mckinsey.com/business-functions/operations/our-insights/how-covid-19-is-reshaping-supply-chains>
- <https://www.mckinsey.com/business-functions/sustainability/our-insights/could-climate-become-the-weak-link-in-your-supply-chain>