

35th IAA SYMPOSIUM ON SPACE POLICY, REGULATIONS AND ECONOMICS (E3)  
Financial Viability and Supplier monitoring in times of economic vulnerability (6)

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HOW TO REMAIN RESILIENT DURING A WORLDWIDE HEALTH CRISIS?

**Abstract**

In the context of the Covid-19 crisis, APCO Technologies had to face several challenges and had to come with immediate solutions to mitigate the programmatical and technical risks of the projects. With the lockdown and the obligation to work on technical issues from home, our level of digitalisation became a very important asset. The fact that our engineers could continue remotely to design and to analyse using portable workstation while being protected by our cybersecurity was essential. The efficiency was of course lower, but we were able to progress. On the front of the chain supply, being able to replace our suppliers when it was necessary to continue to produce, to assemble and to test on site, allowed us to avoid any interruption in the development flow. However, the consequence on the cost was tremendous. The fact that we were not able to visit our suppliers abroad generated also quality issues that had to be corrected at a later stage. We had very limited contacts with our clients, many programmes experienced delays, and inputs were delivered late, this situation impacted dramatically the revenues and the margins of the projects as well as the workload of the company during more than 12 months. Again, we had to find solutions to occupy our teams to make sure they would be operational when the projects could start again at full speed. Therefore, we started internal projects to optimise processes and we invested massively in RD activities. Finally, the Covid-19 represented a real danger for the projects, and we experienced huge costs overruns, and today we have to look at the future and at new opportunities.