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**The world today is a different place: are we still a global society?**

It is important to understand that supply chains are not just about what is made – they are as much about all those people who put things in and are involved, and all the people that buy what comes out of them. *We do not know is how differently all these people see the world today.*

**In recent months we have realized what we can do without.** I believe our 'new normal' will be different because perhaps for the first time in our lives, we can see the impacts of the social and environmental trade-offs we made up to the point that everything changed. We will try not to lose what we have found. How ANA copes with the shift to a smaller global travel and hospitality sector will be a case study for how to keep sight of what matters. Those parts of the business that were in the shadows will now fall into the light. The decisions on what to cut and what to keep will require close examination of what was wasteful and what was valuable.