Procter and Gamble is a company that makes (fast moving) consumer products by combining ‘What is needed’ and ‘What is possible’ for, among others, baby care and grooming. Johan Tamayo Valdivia is Supply Chain director for feminine care in Spain and Portugal. He believes that as a response to the COVID-19 crisis, marketing was not important, the supply capabilities were important. In this way, a company could gain market share by only having enough products in shelf. Segmentation and rationalization of the portfolio results in less changeovers and an increased throughput, but it is important to be aware of what you are selling to keep insight in your sales. The historical figures cannot be the basis for forecasts, since people are panic-buying and tourists are staying at home. John believes that P&G needs to focus more on the e-commerce and on using more of their analytical capabilities.