



Freeing companies from their  
geopolitical vulnerabilities

# **GEOPOLITICAL SURVIVAL GUIDE FOR LEADERS**

**Astra G Company**

**November 2025**

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**01**

**FOREWORD**

**Executives,  
business leaders,  
exporters :  
this guide is for you !**

In recent years, the business world has become a field of shifting forces. Wars are disrupting markets, trade tensions are blocking supplies, economic sanctions are being imposed overnight, and geopolitical crises are changing the rules of the game.

Many companies discover their vulnerabilities too late, when the supply chain breaks down, a strategic customer disappears, or a foreign contract suddenly becomes unenforceable.

This geopolitical survival guide has been designed to help you anticipate rather than suffer, understand the concrete risks weighing on your business, and strengthen your company's resilience in the face of global shocks.

**Jean-Charles Antoine-Noirel**  
CEO Astra G

## **Why geopolitics directly concerns business leaders**

Today's business leaders can no longer ignore geopolitics. The world has become more complex, crises are multiplying, and shocks are accelerating.

In just a few days, a decision taken in Washington, Beijing, Moscow, or Brussels can upset the financial and strategic balance of a French company, whether it is a large industrial group, an exporting SME, a cluster of start-ups, or a group of artisans.

Trade tensions, political instability, international sanctions, wars, cyberattacks, disruptions to supply chains, and regulatory changes are now part of everyday life for business leaders.





Long perceived as a domain reserved for diplomats, military personnel, and academics, geopolitics has now become an essential dimension of strategic management.

It is not an abstraction far removed from the world of economics, but a concrete tool for anticipating shocks and transforming uncertainty into competitive advantage.

This guide is intended to be a pragmatic tool, written in executive language and action-oriented. Its purpose is not to give a lecture, but to provide decision-makers with a clear framework for understanding international dynamics and assessing their direct impact on their projects, markets, and teams.

# 02

**WHY A GEOPOLITICAL  
SURVIVAL GUIDE ?**

## **Because geopolitics is no longer just a matter for states, but also for businesses.**

Today, SMEs that export or import depend on an international environment that is as unstable as it is interconnected.

A few facts suffice to remind us of this :

- **More than 70%** of French industrial companies have been directly or indirectly impacted by the war in Ukraine.
- In 2024, **1 in 3 companies** had to revise its international contracts due to sanctions, embargoes, or regulatory restrictions.
- Tensions around the Red Sea and the Taiwan Strait threaten **more than 20%** of global trade and **55% of semiconductor production.**

In this context, the challenge is not just about producing or exporting.

It is about understanding the world in which we export and the supply routes through which we import, in order **to prevent our companies from disappearing.**

**03**

**THE 8 AREAS OF  
GEOPOLITICAL IMPACT**

## **AREA NO. 1: THE HEAD OFFICE**

Strategic location, regulatory exposure, dependence on public or political actors.



## **AREA NO. 2: THE PRODUCTION LINE**

Dependence on a key area or supplier, exposure to local, social, or energy tensions.



## AREA NO. 3: THE SUPPLY CHAIN

Maritime routes, logistics corridors, ports, carriers, insurance.



## AREA NO. 4: STAFF



Risks to the safety of expatriates, subcontractors, or social tensions in a crisis context.

## AREA NO. 5: CUSTOMERS

Fragility of markets in certain regions, regulatory variations, reputation associated with a country.



## AREA NO. 6: FINANCIAL FLOWS & COMPLIANCE



Sanctions, controls, banking channels, SWIFT transfers, exchange controls.

## **SURFACE NO. 7: IMAGE & REPUTATION**

Risks of association with a controversial figure, media campaign, or boycott.



## **AREA NO. 8: SSI & CYBER NETWORKS**



Industrial espionage, cyberattacks, data theft, disruption of critical systems.

**04**

**WEAK SIGNALS TO  
WATCH OUT FOR**

## **A crisis never comes without warning. But it always leaves clues.**

Weak signals are those small, isolated events that, when pieced together and analyzed collectively, herald a larger shock.

A few examples:

- A sudden change in customs duties in a partner country.
- A strike in a foreign port where your goods are transiting.
- An Asian supplier extending its delivery times without explanation.
- A press article about a mining or energy project threatening a key region.

Learning to spot these signals immediately reduces the risk of surprise **by 50%**.

And that is precisely what structured and personalized geopolitical monitoring allows you to do.

# 05

## 3 SCENARIOS FOR EXPORTING SMES

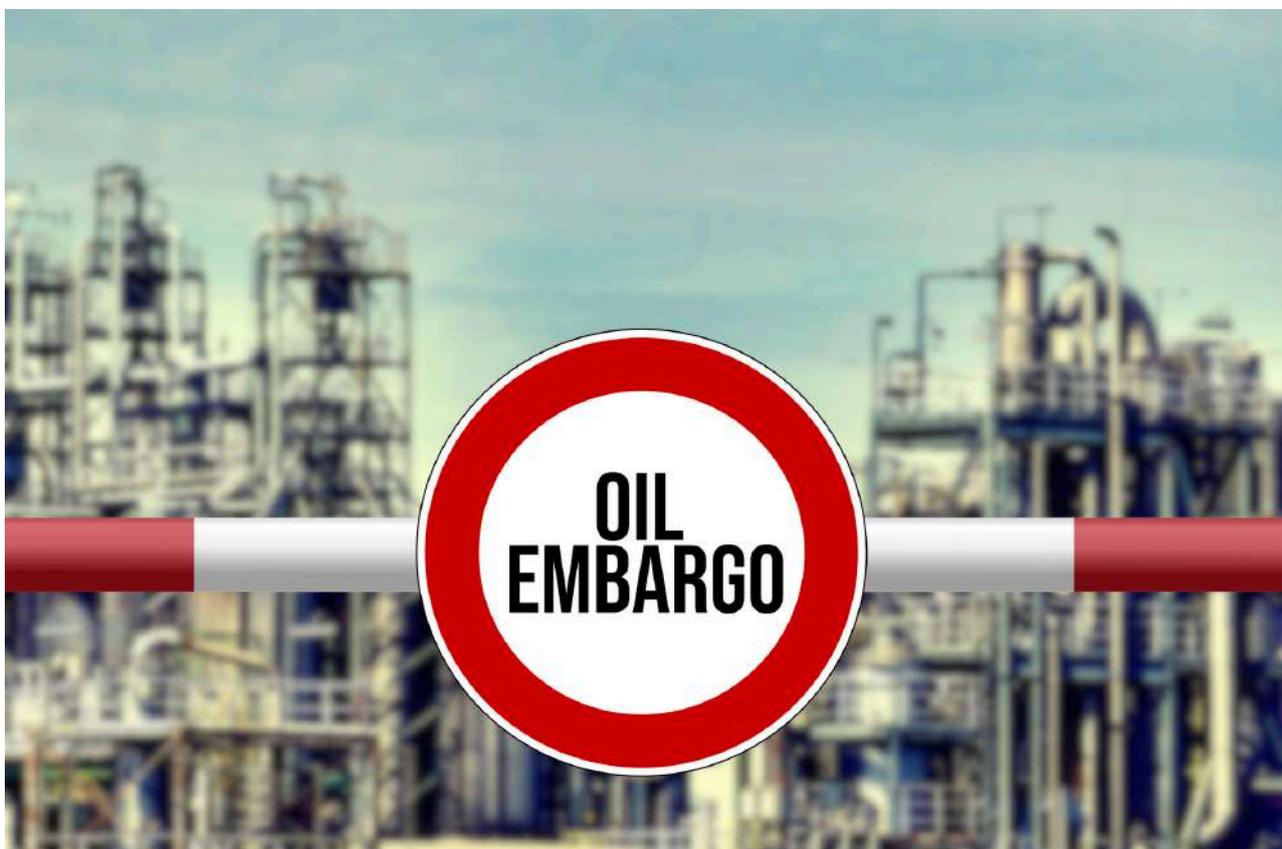
## SCENARIO 1 - THE FORGOTTEN EMBARGO

An agri-food SME in the south of France had been exporting to Russia for ten years. Overnight, gasoline prices rose and a new package of European sanctions banned its shipments. Products that had already been shipped were blocked and payments suspended.

**Result** : €800,000 in losses and the loss of a long-standing partner.

**Lesson learned** : The crisis should have been anticipated four months in advance, which is entirely possible.

**What to do** : Continuously monitor the regulatory frameworks of target markets.





## **SCENARIO 2 - HIDDEN DEPENDENCY**

An industrial equipment manufacturer based in Occitanie depends on an electronic component produced exclusively in Taiwan.

During a period of regional tension, maritime delivery is delayed by four months.

**Result** : production halted, unhappy customers, skyrocketing costs.

**Lesson learned** : the company should have repositioned itself within a geopolitically acceptable diversification mechanism (USA).

**What to do** : map out critical dependencies during the crisis and attempt to diversify while protecting yourself.

## SCENARIO 3 - THE DAMAGED IMAGE

A small textile company was working with a subcontractor based in an area accused of human rights violations.

After a television report, the brand was boycotted.

**Result** : a **40% loss** in turnover in 3 months.

**Lesson learned** : it should have monitored the geopolitical weight bearing down on its suppliers and their own geopolitical positions.

**What to do** : opt for a new geopolitical arrangement in line with appropriate language.



**06**

**GEOPOLITICAL  
SURVIVAL KIT**

## ✓ 10 QUESTIONS TO ASK YOURSELF

	YES	NO
1. Have I mapped out my critical dependencies (suppliers, roads, energy sources) ?	<input type="radio"/>	<input type="radio"/>
2. Are my main foreign partners exposed to sanctions ?	<input type="radio"/>	<input type="radio"/>
3. Do I have a logistical backup plan in case a port or canal is closed ?	<input type="radio"/>	<input type="radio"/>
4. Could my brand image be associated with a risky player ?	<input type="radio"/>	<input type="radio"/>
5. Are my expatriate staff covered and trained in crisis management ?	<input type="radio"/>	<input type="radio"/>
6. Are my bank and financial flows secure in the event of sanctions ?	<input type="radio"/>	<input type="radio"/>
7. Do my contracts include appropriate force majeure clauses ?	<input type="radio"/>	<input type="radio"/>
8. Do I have a regular, formalized, and clear geopolitical monitoring system?	<input type="radio"/>	<input type="radio"/>
9. Is my strategic data protected from foreign intrusion?	<input type="radio"/>	<input type="radio"/>
10. Do I have a contact person who can alert me before a crisis occurs?	<input type="radio"/>	<input type="radio"/>

**IF YOU ANSWERED “NO” TO MORE THAN 3 QUESTIONS, YOUR COMPANY IS HIGHLY EXPOSED.**

# 07

**THE 5 REFLEXES OF A  
RESILIENT COMPANY**

Anticipation

Diversification

Smart  
Contract

A graphic featuring a central square with two interlocking gears inside, surrounded by a network of white lines and dots representing a circuit or data flow. The background is a blurred image of blue server cables.

COACHING

LEARNING

A 3D rendering of a classroom with several wooden tables and black chairs. The words 'COACHING' and 'LEARNING' are written in large, orange, 3D block letters on the tables.

Reaction

## **ANTICIPATE**

This reflex involves reading the world before its turbulence hits your business.

## **DIVERSIFY**

Never depend on a single country, customer, or supplier.

## **SECURE**

Evaluate your contracts, flows, and digital access by strengthening them geopolitically.

## **TRAIN YOURSELF**

Raise awareness among your teams about geopolitical risk and train an internal expert.

## **REACT QUICKLY**

Know who to call, what to say, and how to respond at the first sign.

**08**

**THE 3 MOST  
COMMON MISTAKES**

## **MISTAKE #1:**

**THINK THAT GEOPOLITICS DOES  
NOT CONCERN US**



Even a 100% French SME depends on international markets, data, or players.

Geopolitical crises no longer only affect countries.

They affect you directly.

## **MISTAKE #2 :**

# **CONFUSE INFORMATION WITH INTELLIGENCE**



Reading the news is no longer enough. You need to understand the consequences for your business and your company in order to avoid additional financial costs.



## **MISTAKE #3 :**

### **ACT ONLY AFTER THE CRISIS**



It is often too late, and always more expensive.

When the geopolitical crisis erupts, it is no longer possible to avoid it.

The consequences are real, and the company may disappear.

09

**CONCLUSION :  
NAVIGATE IN THE FOG**

The world has become uncertain. But uncertainty is not inevitable.

Those who accept it, analyze it, and prepare for it will be the only ones to continue to grow.



**“You can't steer a company through the fog of the world without instruments.”**

Jean-Charles ANTOINE-NOIREL  
CEO Astra G

## WHAT GEOPOLITICAL INTELLIGENCE ENABLES

- ➔ **Up to 6 months ahead of competitors** in detecting supply disruptions, excessive exposure to global turmoil, or political change
- ➔ **A 30% increase in economic efficiency** over 1 year (in response to logistical incidents, poor market positioning, or economic sanctions)
- ➔ Between **4% and 6%** annual **growth in revenue**

**10**

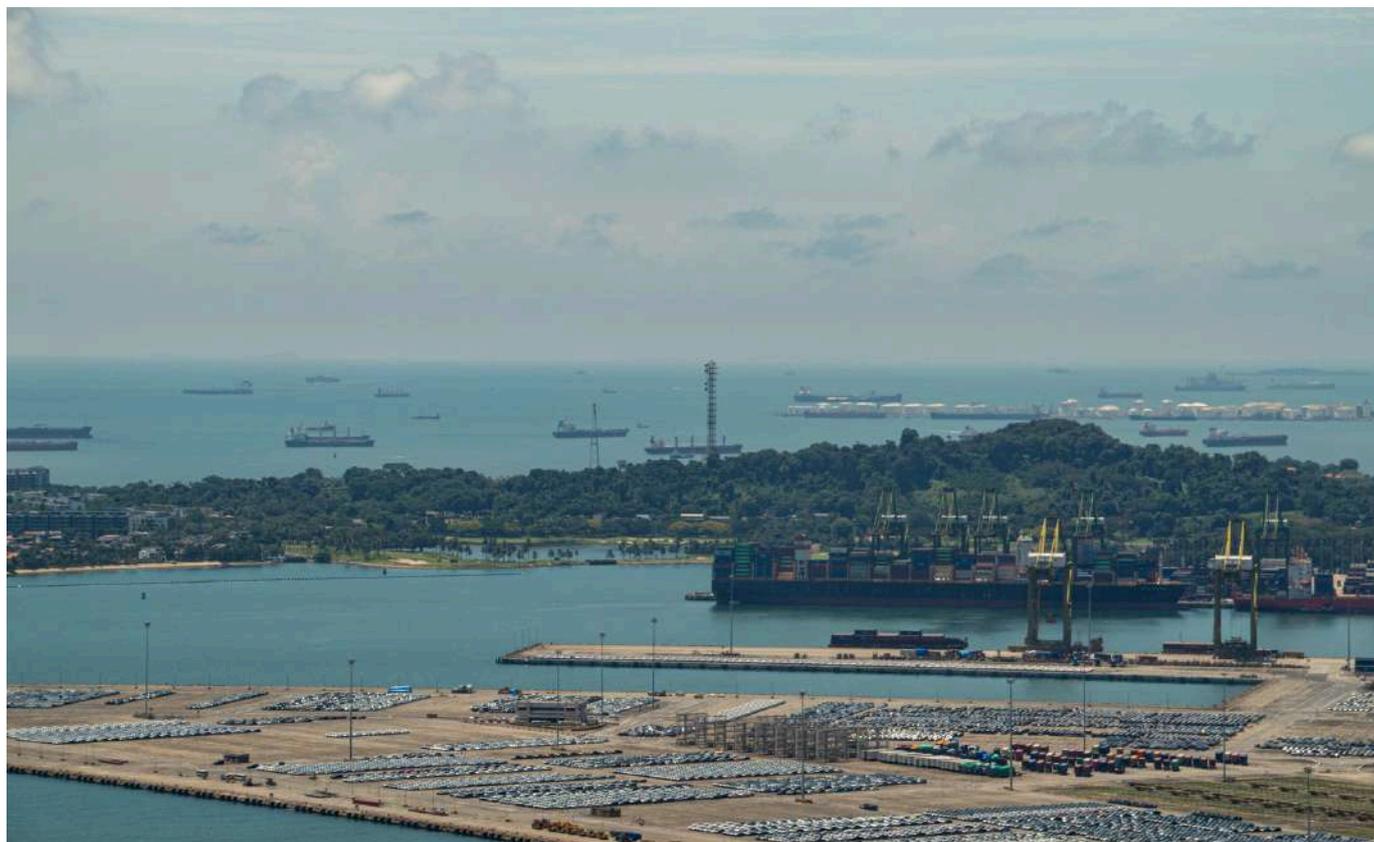
**OUR COMPANY**

Our company, **Astra G**, supports businesses and investment funds in assessing and managing their geopolitical vulnerabilities by **harnessing the full power of our generative AI under the guidance of human analysts.**

We offer a range of solutions:

- Geopolitical diagnostics (Flash, Sectoral, Comprehensive)
- Geopolitical stress tests
- Monitoring and immediate assistance subscriptions
- Hourly support
- Training and simulations for executive committees

Our method is unique in that it analyzes your eight areas of impact, resilience scoring (IRG/100), and operational recommendations.





💡 **Protect your business before the next crisis hits.**

Astra G offers this ***Geopolitical Survival Guide for Executives*** to help you establish a genuine culture of geopolitical intelligence within your company.

Receive an initial assessment of your geopolitical vulnerabilities within 48 hours.

✉ **Request your Flash Diagnosis now**

→ [www.astrag.fr/offres](http://www.astrag.fr/offres)





**FREEING COMPANIES FROM  
THEIR GEOPOLITICAL  
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