

From Stability to Shock: A Comparative Study of FMCG Sales Performance Before and After COVID-19

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The COVID-19 pandemic generated an unparalleled economic disruption that reshaped global revenue models, cost structures, and corporate financial stability. Ajay Banga, President of the World Bank, described the crisis as “an economic shock the likes of which we have not seen before,” highlighting its magnitude across markets. The Covid-19 crisis affected worldwide economic activity, resulting in a 7% drop in global commerce. Within this environment, FMCG firms, dependent on essential high-volume consumption, encountered intense supply chain shocks, margin erosion, and liquidity constraints that underscored systemic fragilities. The post-pandemic period reflects strategic realignment through digital distribution expansion, cost rationalization, strengthened supply networks, and customer-centric pricing strategies. E-commerce platforms surged in 2020 with 19% sales growth, with forecasts indicating continued momentum at 22% in following periods, simultaneously what once appeared as a gradual transition toward digitalization became an immediate structural necessity, compelling organizations worldwide to rethink traditional business models and customer interaction frameworks. Consumer purchasing behavior shifted toward essentials, value-based buying, health-conscious products, and trusted brands, significantly influencing revenue stability and demand patterns. This paper demonstrates that financial resilience, adaptive supply structures, and responsiveness to changing consumer priorities became central to sustaining growth in a transformed economic landscape.

Keywords: economic disruption, FMCG firms, cost rationalization, customer-centric pricing, financial resilience

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