

Textile industry and coronavirus – the impact of the pandemic on sales performance: a case study of Inditex

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ABSTRACT – REZUMAT

Textile industry and coronavirus – the impact of the pandemic on sales performance: a case study of Inditex

The global coronavirus pandemic has caused major problems in the business of companies in the textile and fashion industry all over the world. This pandemic contributed to the development and increasing application of e-business. It also caused increased development of online sales for many companies to meet customer demands in uncertain market conditions. The main objective of the paper is to present the potentiality of the application of a defined set of key performance indicators (KPIs) for measuring and comparative analysis of sales performance in the year due pandemic (2020) and the year before the pandemic (2019). KPIs were defined based on the parameters that were the most exposed to changes during the emergence of a coronavirus disease. The analysis is conducted on the example of one of the leading companies in the textile and fashion industry, Inditex. Based on the results, it can be concluded that despite a significant reduction in total sales in 2020, Inditex managed to achieve a high sales success rate, although the sales target achievement rate was lower compared to the previous year. According to a unique business model based on a global, flexible, digitally integrated, and sustainable online platform, Inditex had a big increase in online sales, which had a key role in the year of the pandemic when 640 retail stores were closed.

Keywords: textile and fashion industry, sales, key performance indicators, coronavirus pandemic, Inditex

Industria textilă și coronavirusul – impactul pandemiei asupra performanței vânzărilor: un studiu de caz al companiei Inditex

Pandemia globală de coronavirus a cauzat probleme majore în afacerile companiilor din industria textilă și a modei din întreaga lume. Această pandemie a contribuit la dezvoltarea și creșterea aplicării e-business-ului. De asemenea, a determinat o dezvoltare în creștere a vânzărilor online pentru multe companii, pentru a satisface cerințele clienților în condițiile unei piețe incerte. Obiectivul principal al lucrării este de a prezenta potențialul aplicării unui set definit de indicatori cheie de performanță (KPI) pentru măsurarea și analiza comparativă a performanței vânzărilor în anul afectat de pandemie (2020) și anul anterior pandemiei (2019). KPI-urile au fost definite pe baza parametrilor care au fost cei mai expuși schimbărilor în timpul apariției bolii cauzate de coronavirus. Analiza este realizată pe exemplul uneia dintre companiile lider din industria textilă și a modei, Inditex. Pe baza rezultatelor, se poate concluziona că, în ciuda unei reduceri semnificative a vânzărilor totale în 2020, Inditex a reușit să atingă o rată ridicată a vânzărilor, deși rata de realizare a țintei de vânzări a fost mai mică comparativ cu anul precedent. Conform unui model de afaceri unic bazat pe o platformă online globală, flexibilă, integrată digital și sustenabilă, Inditex a înregistrat o creștere mare a vânzărilor online, care a avut un rol cheie în anul pandemiei, atunci când 640 de magazine de vânzare cu amănuntul au fost închise.

Cuvinte-cheie: industria textilă și a modei, vânzări, indicatori cheie de performanță, pandemie de coronavirus, Inditex

INTRODUCTION

The emergence of a coronavirus disease called COVID-19 in early 2020 has further affected the business results of many participants in supply chains, in already uncertain market conditions. Many companies have faced various challenges due to the occurrence of prescribed epidemiological measures, restrictions, border closures, and temporary bans on the movements of the population. Textile and fashion companies endured great consequences during the coronavirus pandemic. Fashion retailers had to comply with the prescribed epidemiological measures that led to mass closures of retail stores. Faced with large losses and seized stocks of goods, to survive in

the new crisis, companies from the textile and fashion industry have found a solution in the digitalization and application of electronic business (e-business). Because of that, this industry had a large digital transformation in the year of the pandemic, with a further tendency to develop and apply digitalization as a pivotal asset of the business in the future. Digital transformation is especially noticed in online sales, as many brands and retailers have begun to adopt digital solutions and improve their e-business, applying various tools to meet customer demands in uncertain market conditions. Adopting online marketing tools should be reflected in the company's marketing performance and implicitly in their financial performance, including reputation, market share,

number of clients, and customer loyalty [1]. The rapid spread of COVID-19 has indeed changed the interaction between businesses and customers because many businesses started to feel a drastic drop in sales or even no customers at all. After all, customers have started activities in their homes [2]. Due to the closure of stationary retail stores, online shopping has become the only means for consumers to satisfy their consumption needs [3]. The same authors state that e-commerce has been predominant during the COVID-19 pandemic, and retailers have put much effort into building, improving, and promoting their online stores. E-commerce is becoming an increasingly bigger component of all business models, and sales management needs to adjust to this form of selling which is very different from the standard sales practices of the past [4]. COVID-19 brought the importance of digital to evidence because most of the stores were closed and fashion brands had to bet everything on social media and e-commerce [5]. By creating special advantages for online shopping, virtual cabins, and presentations, fashion brands have managed to attract customers who may not have previously bought clothes and fashion accessories online. An advantage of online stores is that all products are described through text, with photos, multimedia files, and links that lead to additional information about products [6]. The online shopping market in the fashion industry had a rapid increase during the COVID-19 epidemic [7] where e-commerce and online sales have achieved unprecedented growth. The application of modern technologies provided customers with a unique shopping experience while respecting all prescribed measures and protecting health and safety. It is interesting to note that while e-commerce was already a consolidated pillar of fashion shopping, it recently started to evolve to achieve through AR (Augmented Reality) and VR (Virtual Reality) what customers could before find in physical stores: interesting experiences and sensory stimuli [5].

Sales management is one of the key aspects of managing the entire business of the company. Successful sales management becomes an extension of any company's supply chain as it creates the sale and the connection to the end-user [4]. Firms employing a comprehensive sales enablement function are making dramatic changes in their sales operations and transforming most aspects of sales management [8]. Business based on managing the performance of the company is one of the most modern ways to improve business and gain a competitive advantage.

Business analysis based on the application of key performance indicators (KPIs) has proven to be one of the key phases of crisis management, such as the global pandemic. Considering the unprecedented growth of e-commerce and online sales within the textile and fashion industry during the pandemic, and given the fact that there is not a large number of scientific papers dealing with this topic in this industry, KPIs for sales management have been defined in this

paper. The defined KPIs were applied for a comparative analysis of sales performance in the year due to the pandemic and the year before, on the example of a leading company in the textile and fashion industry, Inditex. This company applies online sales since 2007 [9], which gained importance in the year of the pandemic because of the restrictions such as the closure of retail stores and shopping malls.

The paper is structured into six chapters, as follows. After the introduction, the second chapter describes some of the most important impacts of the coronavirus pandemic on the textile and fashion industry and its sales processes. The third chapter describes the basic concepts related to performance, performance indicators, and KPIs. The fourth chapter presents a set of defined KPIs in sales management. The fifth chapter presents the results of the application of previously defined KPIs, as a tool for comparative analysis of Inditex sales performance in the year of the pandemic (2020) and the year before (2019), as well as a detailed discussion of the results. The conclusions are presented in the sixth chapter.

THE IMPACT OF THE CORONAVIRUS PANDEMIC ON THE TEXTILE AND FASHION INDUSTRY

The textile industry presents an important branch of the processing industry and is significant for the economy of a country [10]. It presents one of the biggest, oldest, and most commercialized industries in the world [11]. The textile and apparel industry plays a substantial part in the industrial progress of nations as it offers tools to actualize economic stability [12]. It is under constant pressure caused by customers' changing preferences and the need to deliver products and services at an ever-increasing pace [13]. Negative impacts of the pandemic on the business of the textile and fashion industry are cessation of production, a decrease in demand, and closing of retail. With the quarantine, the production of fashion was slowed down by the absence of workers in production sites [5]. Due to public health concerns and social distancing measures, within days, governments around the world demanded the closure of non-essential retail, including fashion which led to retailers pivoting to online sales, began fundraising for local and international charities, and developing plans to support employees [14]. One of the main reasons for decreased demand in the fashion market was restrictions such as closing borders and curfews. The closure of retail stores due to prescribed epidemiological measures has led to a large reduction in physical sales and large losses, in the form of seized stocks of goods in retail stores and warehouses. Also, one of the promotional strategies of online sales during the pandemic conditions was related to lowering the prices of fashion items that are most often worn around the house, such as sweatsuits, sweatshirts, leggings, pyjamas, etc. Businesses had to respond on multiple fronts at once: at the same time that they work to protect their workers' safety, they must also safeguard their operational viability,

now increasingly under strain from a historic supply chain shock [15]. Decreases and increases in demand for certain products, lack of supply, inventory management problems, and productivity drops have disrupted the planning and supply chain management in many fashion companies. Epidemic outbreaks are special cases of supply chain risk which are specifically characterized by long-term disruption, the spread of disruption, and high uncertainty [16]. The coronavirus is impacting both upstream and downstream flows of material in the supply chain, where the major disruptions of the global economy are a function of events that are indeed part of the natural evolution of supply chains [17]. To manage supply chains in crises, such as a pandemic, it is necessary to have real-time information-based decision-making and collection of relevant data, to integrate planning activities at the level of the entire supply chain. By applying the Internet and Information and Communication Technologies (ICT), business transactions can be executed in a much faster, easier, and cheaper way. While the coronavirus pandemic had a negative impact on business, it contributed to the development and increasing application of e-business. Compared to 2020, in 2021 there was more than a 20% increase in the application of e-commerce worldwide [18].

Inditex (*Industria de Diseño Textil*) is one of the leading companies in the fast fashion market. Founded in 1963, it began as a small family business producing women's clothing. Since then, the company has constantly grown and developed, while in the last few years, it has experienced the peak of its business as a leader in the fashion industry in the production of men's and women's clothing and fashion accessories. Today, the company sells its products in 216 markets around the world through an online platform and has over 6,654 retail stores in 96 countries [19]. The company owns eight world-renowned fashion brands: Zara, Zara Home, Stradivarius, Bershka, Pull & Bear, Massimo Dutti, Oysho, and Uterqüe [19]. Today's fashion marketplace is highly competitive and the constant need to "refresh" product ranges means that there is an inevitable move by many retailers to extend the number of "seasons", i.e. the frequency with which the entire merchandise within a store is changed [20]. Also, it implies variations in the design of fashion pieces, as well as a faster reaction to changes in trends and customer requirements. At Inditex Company, the year 2020 was marked by the coronavirus pandemic and the main priorities were the protection and preservation of the health of customers, suppliers, and all employees. The biggest challenge was the restrictions on the closure of retail stores. Although the business was conducted in very unstable and difficult conditions, Inditex still managed to achieve good business results thanks to the total integration of retail facilities with online platforms. Strengthening this integration made it possible to receive one million orders in one day on the online platform for the first time in the second quarter of 2020. During the first seven months of the pandemic

(from February to August 2020), Inditex brands achieved close to 3 billion online visits, while their social network profiles reached 190 million followers – which was a record [21]. The continuous development of the IT platform (*IOP – Inditex Open Platform*) and the application of an integrated inventory management system (*SINT – Single Inventory Integration*) had a key role in meeting the demand increase.

PERFORMANCES, PERFORMANCE INDICATORS, AND KEY PERFORMANCE INDICATORS

The term performance is today often applied in various areas of management to determine the efficiency and effectiveness of business and business processes. The performance presents a variable of a certain object in the managed subsystem [22]. Performance measurement is a process of quantification and assessment of the degree of goal achievement at the level of organizational units, employees, and processes [23]. To ensure the achievement of the company objectives, it is necessary to monitor and measure the performance of all business activities and apply appropriate improvements in situations where it is noticed that the performance values are not in line with the aimed values and business objectives. Harrington states that "measurements are the key. If you cannot measure it, you cannot control it. If you cannot control it, you cannot manage it. If you cannot manage it, you cannot improve it" [24]. A performance indicator presents a variable that indicates the effectiveness and/or efficiency of a process, system, or part of a system compared to a benchmark. It improves internal communication (among employees) and external communication (among the organization and customers/stakeholders) [25]. KPIs can be defined as "a way for an organization to measure its success or otherwise in reaching its defined goals or objectives" [26]. Also, they are "a quantitative value that can be scaled and used for purposes of comparison" [27]. KPIs are those indicators that focus on the aspects of organizational performance that are most critical to the current and future success of the company [28]. They present a measure that assesses how an organization executes its strategic vision [29]. Many papers presented the topic of the application of KPIs in the textile industry. By increasing awareness of environmental protection and harsh global competition, Lai, Hsu, and Chen divided KPIs into three different groups in the supply chain: supplier, central factory, and customer [30]. Hossain, Sarker, and Khan analysed Water Key Performance Indicator (KPI) to determine annual textile effluents and project wastewater volume [31]. Charkha and Jaju suggested an innovative Supply Chain Performance Measurement (SCPM) framework for the textile industry considering specific performance measures and focusing on the production process of the textile industry [32]. Ishaq Bhatti, Awan, and Razaq stated: "The textile industry is one of three industries that focus more on delivery reliability and customer

satisfaction" [33]. These authors measured the performance in terms of quality cost, flexibility financial, safety, time, employees satisfaction, customer satisfaction, delivery reliability, and social performance indicators that have a positive significant impact on the overall organization's performance. Erbaşı divided performance indicators for textile production firms into five groups: production indicators, marketing indicators, finance indicators, human resources indicators, and management indicators [34]. Burkhanov and Tursunov analyzed the relevance of the topic of developing indicators for ensuring financial security for textile enterprises increased especially during the COVID-19 pandemic [35]. Santos performed a financial analysis to evaluate how firms in the textile industry in France have been tackling the challenges of the recent crisis caused by the COVID-19 virus and evaluate their economic sustainability [36]. Although there are a high number of papers related to performance measurement, unfortunately, no papers are revealing the possibilities of KPIs application for measuring sales performance during the coronavirus pandemic in the textile and fashion industry. This paper aims to fill that gap in the literature in that field.

PERFORMANCE INDICATORS FOR SALES MANAGEMENT IN THE FASHION INDUSTRY COMPANY

This chapter presents a set of defined KPIs in sales management, as a tool for measuring sales performance, to comparatively analyse sales results in the pandemic year with the previous year. These KPIs can be also applied to improve the sales process, overall business results and maintain a competitive advantage in the market.

KPI 1 – Sales Growth (SG) presents a performance indicator in sales management that provides information on the increase in total sales in the observed period compared to the previous period. The calculation formula of the KPI SG is presented in equation 1 and the aimed value of this KPI is $\geq 10\%$:

$$SG = \frac{AS_t - AS_{t-1}}{AS_{t-1}} \cdot 100 (\%) \quad (1)$$

where AS_t is the value of achieved sales in the observed period t [€], and AS_{t-1} – value of achieved sales in the previous period $t-1$ [€].

KPI 2 – Online Sales Growth (OSG) presents a performance indicator in sales management that provides information on the increase in online sales in the observed period compared to the previous period. The calculation formula of the KPI OSG is presented in equation 2 and the aimed value of this KPI is $\geq 20\%$:

$$OSG = \frac{OS_t - OS_{t-1}}{OS_{t-1}} \cdot 100 (\%) \quad (2)$$

where OS_t is the value of achieved online sales in the observed period t in €, OS_{t-1} – value of achieved online sales in the previous period $t-1$ in €.

KPI 3 – Sales Success Rate (SSR) presents a performance indicator in sales management that provides information on the percentage of customers that a company has succeeded to sell its products in relation to the number of contacts made with customers. The calculation formula of the KPI SSR is presented in equation 3 and the aimed value of this KPI is to be as high as possible (maximum 100%).

$$SSR = \frac{RS}{MC} \cdot 100 (\%) \quad (3)$$

where RS is the number of customers with whom sales are realized [1], MC – number of customers with whom contacts were made [1].

KPI 4 – Sales Target Achievement Rate (STAR) is a performance indicator in sales management that compares the value of total achieved sales with the value of planned sales for the same observed period. The calculation formula of the KPI STAR is presented in equation 4 and the aimed value of this KPI is $\geq 100\%$:

$$STAR = \frac{AS}{PS} \cdot 100 (\%) \quad (4)$$

where AS is the value of total achieved sales in the observed period t in €, and PS – value of planned sales for the observed period t in €.

KPI 5 – Number of New Stores (NNS) presents a performance indicator in sales management that provides information on the number of newly opened stores in the observed period. The calculation formula of the KPI NNS is presented in equation 5 and the aimed value of this KPI is ≥ 0 [1].

$$BNP = NS_2 - NS_1 \quad (5)$$

where NS_1 is the number of stores at the beginning of the observed period t , and NS_2 – number of stores at the end of the observed period t .

KPI 6 – Regional Sales (RGS_x) presents a performance indicator in sales management that provides information on the percentage share of regional sales in total sales. The calculation formula of the KPI RGS_x is presented in equation 6 and the aimed value of this KPI is to be as high as possible (maximum 100%).

$$RGS_x = \frac{AS_x}{TAS} \cdot 100 (\%) \quad (6)$$

where AS_x is the value of achieved sales within the observed region x in €, and TAS – value of total achieved sales in €.

RESULTS AND DISCUSSION

Given that 2020 was marked by the coronavirus pandemic, it was expected that the pandemic would affect the sales results of companies in all industries, including the sales results of Inditex, one of the leading companies in the fashion industry. A comparative analysis of Inditex's sales results was conducted by applying defined KPIs in the year before the pandemic (2019) and the year of the pandemic (2020). Data on business results for the year 2019 are

Table 1

VALUES OF KPIS IN INDITEX SALES MANAGEMENT FOR YEARS 2019 AND 2020				
	KPI	Aimed value	Before the pandemic (2019)	The year of the pandemic (2020)
1	SG (%)	≥ 10	8.2	- 27.9
2	OSG (%)	≥ 20	23	69.2
3	SSR (%)	≈ 100	95	90
4	STAR (%)	≥ 100	108.2	72.1
5	NNS	≥ 0	- 21	- 640
6	RGS _{Spain} (%)	≈ 100	15.7	14.6
6	RGS _{Europe} (%)	≈ 100	46	48.7
6	RGS _{USA} (%)	≈ 100	15.8	13.5
6	RGS _{Asia and the rest} (%)	≈ 100	22.5	23.2

Note: Calculations of authors based on the annual reports for years 2019 and 2020 from Inditex Company.

observed from the annual report of Inditex and refer to sales data for the period from 2015 to 2019 [37]. Data on business results for the year 2020 are observed from Inditex's annual report for the year 2020 [38]. Table 1 shows the values of observed KPIS of Inditex sales for the years 2019 and 2020, while the detailed analysis of obtained values is given below.

KPI 1 – SALES GROWTH (SG)

The aimed value of KPI SG is at least 10%. Based on the obtained value of KPI SG in 2019 (8.2%), the sales of Inditex in 2019 are less than the aimed value by 1.8%. Based on the obtained value of KPI SG for 2020 (-27.9 [%]), the sales of Inditex in 2020 decreased significantly, by 36.1 [%] compared to 2019.

KPI 2 – ONLINE SALES GROWTH (OSG)

The aimed value of KPI OSG is at least 20%. Based on the obtained value of KPI OSG in 2019 (23%), the online sales of Inditex in 2019 are higher by 3% than the aimed value. The obtained value of KPI OSG for 2020 is 69.2%. It can be concluded that the increase in online sales of Inditex in 2020 is significantly higher compared to the previous year, by 46.2%, and compared to aimed value by 49.2%. Since Inditex has been selling its products online since 2007 [9], it is very important to monitor the growth of online sales. In 2020, the number of active users of Inditex online applications reached 132 million, and the number of online visits increased by 50%, up to 5.3 billion [39].

KPI 3 – SALES SUCCESS RATE (SSR)

The aimed value of the KPI SSR is to be as high as possible, i.e. approximately 100%. Considering the obtained value of the KPI SSR for 2019 of 95%, it can be concluded that this value was at a satisfactory level. The obtained value of this indicator for 2020 is 90%. It is decreased by 5% compared to 2019, and lower by 10% than the aimed value.

KPI 4 – SALES TARGET ACHIEVEMENT RATE (STAR)

The aimed value of the KPI STAR is to be greater than or equal to 100%. Given that the value obtained

for 2019 for the KPI STAR was 108.2%, the sales target in 2019 was exceeded by 8.2%. For 2020, the value of KPI STAR is 72.1%, and it can be concluded that the sales target was not achieved in 2020, by 27.9%. This indicates that in 2020 sales were lower by 36.1%, compared to the previous year.

KPI 5 – NUMBER OF NEW STORES (NNS)

The aimed value of the KPI NNS is to be greater than or equal to 0. In 2019, the value of KPI NNS is -21, which means that 21 Inditex stores were closed in 2019. That is significantly less than the aimed value. But, in 2020, the value of KPI NNS is -640, which indicates that in that year 640 Inditex stores were closed, for 621

stores more than in 2019. The value of this KPI presents the most negative impact of the coronavirus pandemic on Inditex's business.

KPI 6 – REGIONAL SALES (RGS_x)

The aimed value of KPI RGS_x is to be as high as possible, i.e. approximately 100%. The values of this KPI need to be calculated for each region (x) separately: Spain, Europe without Spain, USA, and Asia and the rest of the world. In 2019, the value of this KPI for the Spanish region is 15.7%, for the region of Europe without Spain 46%, for the USA region 15.8%, and for the region of Asia and the rest of the world 22.5%. In 2020, the value of this KPI for the Spanish region is 14.6%, for the region of Europe without Spain is 48.7%, for the USA region is 13.5%, and for the region of Asia and the rest of the world is 23.2%. Based on these values, it can be concluded that the highest percentage share in the total Inditex sales in 2019 and 2020 has the region of Europe without Spain. Also, it can be noticed that for all observed periods, more than 60% of the total sales of Inditex are sales in the regions of Europe and Spain.

Based on the previous comparative analysis of values presented in table 1, it can finally be concluded that the coronavirus pandemic significantly affected the sales results of the Inditex Company. There was a significant reduction in total sales (KPI SG) of Inditex Company in 2020, by 36.1% compared to the year before the pandemic, 2019. Also, it can be noticed that online sales (KPI OSG) in 2020 increased more than two times compared to the increase in online sales in 2019, by 46.2%. Regarding the sales success rate (KPI SSR), the value of this indicator for 2020 decreased by 5% compared to 2019, although this value is still high (90%). The rate of achieved sales target (KPI STAR) for 2020 is slightly higher than 70%, and it can be concluded that the sales target was not achieved by about 30%. Another important result of this analysis is that the events during 2020 led to the closure of 640 retail stores of Inditex

(KPI NNS). It greatly impacted the reduction in total sales, primarily physical sales in retail stores. A comparative analysis for the observed two years of regional sales yielded similar values for each of the observed regions, and the highest percentage of Inditex sales in both years, 2019 and 2020, are regions of Europe and Spain, with a total of over 60%.

Results of the application of KPIs in sales management in Inditex Company show the need for improvements in sales after the crisis caused by the coronavirus pandemic and the continuous advancement of sales activities in the future. Accordingly, some recommendations for the Inditex Company, as well as for any textile and fashion companies for the improvement of sales performance that could be implemented are:

- The transition from traditional to online sales (mostly or completely) and adaptation of business to online sales;
- Application of KPIs for evaluation and continuous monitoring of the achievement of the company's targeted sales goals;
- Implementation of an additional set of new KPIs or composite indicators in sales management to improve sales processes and performances;
- Introduce new KPIs in analysing online purchasing, which could generate new ideas and innovations in products, services and projects;
- Maintaining the fashion market with a constant offer of new collections;
- Frequent use of social media and social networks for promotions, as well as better adapted Internet sites and mobile phone applications for online shopping;
- Development and implementation of a model that recommends available and/or newly released products based on previous customers' browsing behaviour and purchases, i.e. customer profiling and mix-and-match product recommendations.

CONCLUSIONS

This paper presents the possibility of applying KPIs for the analysis of sales results of companies in the field of textile and fashion industry. A set of six KPIs has been identified, and mathematical calculations and aimed values were presented. These KPIs were applied as a tool for comparative analysis of the sales results of Inditex, one of the market leaders in the textile and fashion industries. Based on the results of the comparative analysis, conclusive considerations follow. Despite a significant reduction in total sales in 2020, Inditex Company managed to achieve a high sales success rate of 90%, although the sales target achievement rate decreased by nearly 40%, compared to the previous year. According to the unique business model of the company, and based on a global, flexible, digitally integrated, and sustainable online platform, there was a big increase in online sales of nearly 46.2%. It had a key role in the year when 640 physical retail stores were closed.

Results of the analysis presented in this paper indicated that improvements in sales in Inditex company after the crisis caused by the coronavirus pandemic need to be conducted. Also, some recommendations/future directions of action for the analysed company, but also the companies in the textile and fashion industry, are presented.

The first direction of future research of the authors of this paper is to apply the defined set of six KPIs to several other companies in the textile and fashion industry. Based on that, a comparative analysis of the sales performance of these companies would be conducted. The second direction of future research would be to apply defined KPIs to a group of companies from other industries. Based on that would be performed a comparative analysis of the sales performance of these companies from different industries, be to obtain data on the pandemic impact on other industries.

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