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"REACTIONS OF COMPANIES AND CONSUMERS TO THE COVID-19 CRISIS IN ITALY"

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Firma dello studente

Ilaria Barbieri

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Introduction

The outbreak of the coronavirus in Italy in February 2020 has generated a critical situation, forcing companies to change as rapidly as possible some organisational routines to better meet emergent needs of customers and also face the crisis. This work aims at investigating how Italian companies in general, and the ones operating in the Made in Italy in particular, were able to react to the crisis, by changing their business models. Moreover, since the business model is centred in the value proposition, which is addressed to consumers, particular attention is also given to changes in consumer behaviour in time of crisis. The thesis is structured as follows.

In the first chapter, the functioning of a company's business model in a normal situation is outlined to ensure its success, focusing in particular on the nine building blocks of the business model Canvas, as essential elements to be taken into consideration. Subsequently, some aspects of the business model that could lead to a crisis have been analysed. The concept of crisis in general is then defined, considering its various aspects and possible various classifications, and different crisis management methodologies are presented. However, when dealing with crisis management, the concept is often combined with that of resilience, which is necessary in an emergency situation. For this reason, after having taken into consideration the functioning of the business model and the challenges posed by a crisis, at the end of the chapter, the concept of adaptive business model is outlined. Indeed, this model seems to be the best alternative to be implemented in an organisation to be ready to face sudden and recurrent crises of these years.

The theoretical elements of a crisis, in the second chapter, are applied to the current crisis situation, which is first taken into consideration at a global level, and then lowered to the Italian context. The Covid-19 crisis began as a health emergency worldwide but has soon involved many other economic sectors. For this reason, in the discussion, the focus shifts to the "Made in Italy" brand which operates in various sectors, from agri-food, to fashion and furniture, underlying the excellence typical of this Italian brand known worldwide. After analysing the key elements of Made in Italy, the focus shifts on how firms operating within the "Made in Italy" system faced the actual crisis situation, analysing possible difficulties and challenges to be faced and outlining a possible future in the post-crisis scenario. Moreover, on the basis of the model described in the first chapter, a "Corona Canvas" is designed to help organisations to operate in this anomalous situation, through adaptations of the business and innovations that have become necessary for the survival of a company.

The third chapter analyses more in detail the reactions to the crisis of some important Made in Italy companies and consumers, to try to understand what are the new needs that have emerged in recent months both from the demand and the supply sides. It is evident that the crisis has led to changes in people routine which have then translated into different needs and purchasing habits. As a consequence, companies have been forced to adapt to this new scenario, by understanding the requests of customers, innovate and adapt the existing business model. The focus of the research is the Italian context and aims at understanding the behaviour of companies and consumers both during and after the Covid-19 pandemic, looking in particular at the importance attached to the “Made in Italy” brand in such a complicated historical period. When going through the thesis, it should be considered that the situation analysed is continuously evolving and further contributions to what affirmed in the three chapters are possible. However, final results and some related considerations are presented in the conclusions.

The situation that the whole world, and more closely Italy, is facing is complex for many aspects, but, looking at the examples of some past crises and crisis management models known today, it is possible to maintain a positive note with the awareness that a crisis brings challenges but potentially also great opportunities.

Chapter 1

Crisis Management And The Need For Adaptive Business Model

This chapter starts with an overview of the main areas involved in the creation of value for a company and its customers, analysing in particular the Business Model Canvas. In the following, the concept of crisis and its causes and types will be examined. The main objective is to detect every signal of crisis on time in order to monitor the performance of the company and plan a proper schedule to overcome it in the shortest time possible. The leading theories involved in such situations are the ones of crisis management and resilience that will make necessary the development of adaptive business model.

1.1 The Business Model Theory For The Success Of An Organization

The starting point for a firm to be successful is to create value both at an internal and external level by delivering value to all the people involved in the organization, such as employees, shareholders, managers, owners, customers and suppliers. The following step is the alignment of a firm's strengths and weaknesses with the current and potential opportunities and threats in the environment; this makes possible the establishment of a competitive advantage over all rival organizations operating in the same business area. In particular, competitive advantage can be achieved only if a business model creates superior value for customers. For the reasons already mentioned in this paragraph, the representation of a business model and all its components is fundamental for all organizations.

First of all, to have a clear idea of the topic, a definition of what a business model is should be provided: it is the configuration of resources, activities and product/service offerings intended to create value for customers (De Wit, 2018). Firstly, the most important component of a business model is probably the customer value proposition which determines the way in which a company helps customers to get an important job to be done, where "job" means a customer need that today is poorly satisfied by other firms (Johnson, Christensen, & Kagermann, 2008). Secondly, another important element in the definition of a business model is the value creation:

it regards the ability of the organisation to create and deliver value both to the customers and the market at large. Lastly, once the activities have been performed, the value capture is the amount of value created that the firm is able to keep for its investors, for stakeholders and for re-investment. Creating a suitable value proposition is an essential element to be successful. In order to be attractive, a firm's product offering needs to involve components properly targeted to a particular customer segment and have a superior mix of attributes compared to rival firms. In addition, a successful company must also have the ability to perform the necessary value-adding activities, which form the value chain, in an effective and efficient manner. In order to do that in the best way, it is important to consider the required resources and the ones actually owned by the firm. In addition, to be efficient and create a competitive advantage, an alignment between all the elements of a business model must be achieved (De Wit, 2018).

During the whole process, all the people involved, and in particular managers of a company, must be aware that success does not start with the idea of a business model, it starts with thinking about the opportunity to satisfy a real customer who needs a job done. The second step is the construction of a plan for the company that will fulfil that need at a profit. Finally, it is important to compare the existing model to the ideal one to evaluate the changes needed to capture the opportunities (Johnson, Christensen, & Kagermann, 2008).

Moving from the general concept of business model for the creation of value, many different frameworks have been developed but, the most widely known is the Business Model Canvas developed by Osterwalder and Pigneur (Osterwalder & Pigneur, 2010).

1.1.1 The Business Model Canvas

The Business Model Canvas was created by Alex Osterwalder and then, published in his first book, Business Model Ontology (Osterwalder, 2004). The model has been developed by the author with the contribution of Yves Pigneur, Alan Smith and other experts in 45 countries all over the world.

The business model describes the rationale of how an organization creates, delivers and captures value (Osterwalder & Pigneur, 2010) and it involves three main elements: customer value proposition, value creation and value capture. The model proposed by Osterwalder is shown in figure 1 and each building block will be explained in the following.

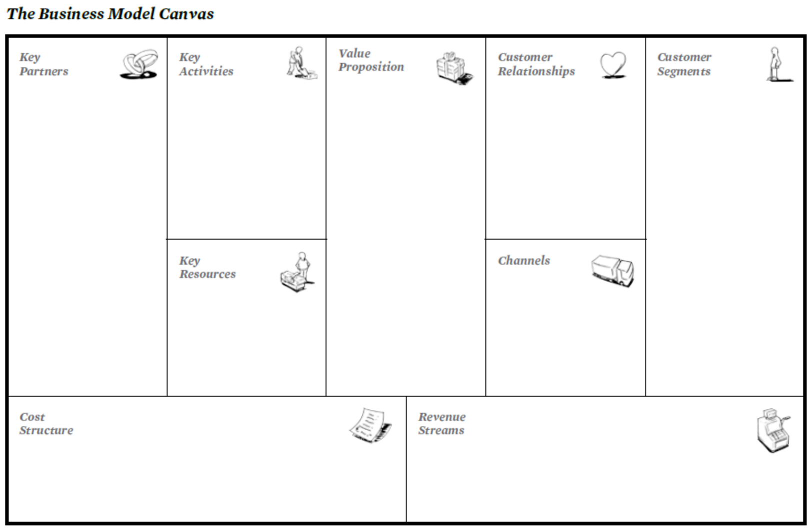

Figure 1: Business Model Canvas (Osterwalder & Pigneur, 2010)

Value proposition

Starting from the customer value proposition, three elements of the model are involved: customer segment, value propositions and customer relationships.

The first one defines the different groups of people or organizations that an enterprise aims to reach and serve. Every organization can serve one or several customer segments and it is important that the company has a clear idea of what are the needs of its customers, because they are the core of any business model. In order to better satisfy customers, a company may group them into distinct segments with common needs, common behaviours, or other attributes. To create customer segments there are many possibilities depending on the strategy adopted by the company; some examples are the mass market, niche market, segmented, diversified or multi-sided platforms. In the case of a mass market, the value propositions, distribution channels and customer relationships all focus on one group of customers with similar needs and problems, without having the need to distinguish between different customer segments. On the other hand, some companies decide to target a niche market characterized by very specific and specialized customer segments. In this case all the services are tailored to the specific requirements of the selected group. Despite the two cases explained, there are some business models that distinguish different market segments according to the specific need and problem of each one, creating clear-cut customer segments. Another strategy frequently used is the choice of a diversified customer business model that serves two unrelated customer segments with very different needs and problems, thinking about a totally different value proposition for each one. In the choice of which customer segment to serve some organizations decide to serve two or more interdependent customer segments, creating in this way a multi-sided platform. Being aware of

all the options to segment the market, to be successful an organization must make a conscious decision about the segments to serve and the ones to ignore (Osterwalder & Pigneur, 2010).
Once the customer segment has been chosen, the second building block of the model is the value proposition which concerns the collection of products and services the firm provides to the chosen customer segment in order to satisfy its needs. The value proposition should be the reason why customers turn to one company over another and, for this reason, it should clearly represent what is the value added of this choice respect to competitors. Some elements can contribute to customer value creation. Firstly, newness addresses an entirely new set of needs that customers previously did not perceive because there was no similar offering. Secondly, a common way to create value is improving product or service performance; while, another common approach to generate value is the customization of products and services, in accordance to the specific needs of individual customers or customer segments. Other common strategies to create value can be: cost reduction, risk reduction, accessibility (making products and services available to customers who previously lacked access to them) and convenience/usability (making things more convenient or easier to use) (Osterwalder & Pigneur, 2010).
Finally, the customer relationship is the last block regarding the customer value proposition, and it describes how the company maintains relationships with specific customers segments over time. There may be different types of relationship and it is important to choose the best one, because it influences the overall customer experience. Furthermore, a customer segment may be involved simultaneously in multiple relationships with the company, comprising both online and offline ways of keeping in touch for customers 'satisfaction. Examples of different types of relationships are: personal assistance, dedicated personal assistance, self-service, automated services, communities or co-creation (Osterwalder & Pigneur, 2010).

Value creation

Continuing with the business model analysis, four elements of the canvas framework can be related to the value creation phase: channels, key resources, key activities and key partners. The channels building block describes how the firm communicates with and reaches its customer segments to deliver the value proposition. The channels can accomplish different functions: increasing awareness about the company's products and services, helping customers evaluating the firm's value proposition, permitting people to buy the products/services, delivering the value proposition and, lastly, providing post-sale customer services. For all these reasons, channels are considered touch points that play an important role in the customer experience.

As shown in figure 2 channels have five distinct phases and each channel can cover some or all of these phases. A company in choosing the most suitable channel should take into consideration direct and indirect ones, as well as owned and partner channels.

Figure 2: Channel Phases (Osterwalder & Pigneur, 2010)

Finding the right mix of channels is crucial to reach customers and bring an effective value proposition to the market; in fact, a good integration leads to the creation of a greater customer experience and helps the maximization of revenues (Osterwalder & Pigneur, 2010).

The key resources building block describes the most important assets required to make a business model work, and it is probably the primary tool for the value creation. Different key resources are needed depending on the type of business model, sometimes they are owned or leased by the company while in other cases may be acquired from key partners. Key resources can be physical, intellectual, financial and human (Osterwalder & Pigneur, 2010).

Like key resources, key activities are required to create and offer a value proposition, reach markets, maintain customer relationships and earn revenues, and they differ depending on the business model type. This building block describes the most important actions a company must take to make its business model work successfully and all the activities can be categorized in three groups: production, problem solving, platform/network (Osterwalder & Pigneur, 2010).

The last building block involved in the creation of value is key partnerships, which describes the network of suppliers and partners that make the business model work. The main reasons why partnerships are created are:

- the optimization of business models through a better allocation of resources and activities and the creation of economies of scale. Since it is inconvenient for a company to own all the resources needed, thanks to a partnership, it can benefit from outsourcing or sharing infrastructure.
- The reduction of risk in a competitive and uncertain environment;
- acquisition of particular resources and activities. Partnerships can be motivated by the need of acquiring knowledge, licenses or access to customers, since only few companies

own all the resources needed and are able to perform all the activities autonomously (Osterwalder & Pigneur, 2010) .

Value capture

The last aspect of the business model to take into consideration is the value capture, which involves two building blocks: revenue streams and cost structure. The revenue stream represents the cash a company generates from each customer segment; for this reason, it is important to understand how much each customer segment is willing to pay. In a business model there may be both transaction revenues resulting from one-time payments and recurring revenues deriving from ongoing payments. The sources of revenues are multiple and comprise the asset sale, the usage fee, lending/renting/leasing, licensing, advertising and many others. One last element to be analysed is the cost structure, which relates to all the costs a company incurs to operate a business model. Cost structures may involve fixed costs, variable costs, economies of scale and economies of scope, and business models can usually be distinguished between cost-driven and value-driven ones, even if usually a common objective is the minimization of costs (Osterwalder & Pigneur, 2010).

1.1.2 Business Model's Challenges

Researchers do not agree on what a business model is, and frequently many people adopt definitions that fit the purpose of their studies. However, to have a common idea of what is intended to, in this paper the business model concept clarifies the way a firm operates to value creation and value capture, as already analysed in the previous paragraphs. The purpose of this section is to describe possible problems regarding business model in an organization that may lead to crisis, ruining the image of the company.

First of all, in designing a proper business model, it is important to study the environment and the industry structure; in particular, nowadays an increased competition, more demanding customers, and a fast-changing environment where the business operates, make the creation of innovative business model necessary. This seems to be a potential problem because most of the time the business model has been in place since the creation of the organization with the establishment of rules to create, deliver and capture value not updated year by year (Beqiri, 2014). Such situation underlines a lack of attention by the management and may have two main explanations: on one hand, at the basis, there may be very little study on the dynamics and processes of business model development, while on the other, a lack of understanding of the existing business model may be the reason of the problem. In addition to this, it should be considered that the business model concept became prevalent with the advent of the Internet in the mid 1990s; this new tool enabled the design and implementation of new ways of doing business, making difficult for historical and already affirmed organizations to keep up with the upcoming changes of the market. Hence, it is important to understand every side of the organization, possible interdependencies, its strenghts and limitations to be able to leverage on the core business when needed or implement a new business model when success requires (Johnson, Christensen, & Kagermann, 2008).

To avoid problems and reduce risks, some guidelines regarding the functioning of business models have been depicted. To be successful it is important to focus more on the business model rather than products and services because the former is typical of how a firm operates and must be reguarly monitored and revised, while the latter can be easily replicated. In fact, as explained with the Canvas model, the business framwork is higly complex and must take into account many specific components. The biggets challenge is being quick to the environment changes and adopt a model that fit those changes before the competitors do the same. Another crucial aspect is the understanding of customer needs that nowadays should be at the center of any company's operation, from product design to customer service (Beqiri, 2014). Furthermore, once an organization has identified the need to innovate, it has to be integrated with the rest of the company by sharing for example resources and people and creating economies of scale and scope.

To conclude, a successful organization has to face many challenges in adopting a good business model, depending both from the external environment and its internal sources of advantage. For this reason, a useful tool to use before dealing with a business model is the SWOT analysis, which provides an overview of a company's strengths, weaknesses and potential opportunities and threats. Finally, looking at the past, crises of any type seem to be cyclical and companies must be able to anticipate their occurrence to protect them from failure (Beqiri, 2014). In the next paragraph the concept of crisis will be analysed more in detail moving from the possible causes, and then describing the different types of organizational crises and how to deal with them.

1.2 Crisis: A Threat Or An Opportunity?

This section will focus on the concept of crisis, analysing at first the different typologies of crisis and then explaining the gradual phases for a successful crisis management. The aim of the overall process is the corporate well-being, and for this reason the most important actions are the monitoring and identification of crisis signals in an early stage; as a consequence, this approach will then assure the satisfaction and well-being of all the company's stakeholders. Furthermore, in analysing crisis features and the crisis management processes, different tools to deal in such critic situations will be taken into consideration.

1.2.1 Crisis Definition

The term 'crisis' is frequently used in everyday life and can assume different meanings depending on the context and situation in which it is applied. In the English language, it means a change for the better or the worse, and also opportunities may be created out of a threatening situation (Holla, Ristvej, & Titko, 2018). Crises are always unexpected and uncertain in nature but nowadays, they are no more uncommon events and they may happen anywhere, to anyone and for many different reasons. This paper will describe the concept of crisis related to economic organizations, small and medium firms or multinational companies. Multiple definitions can be found because a lot of managers specifically adapted the concept according to their personal sensibility and experience.

Usually, a crisis is an unpredictable process or event, which can cause damages with a negative impact on an organization, affecting the whole company or part of it (Ospina Avendano, 2020). In fact, problems linked to a crisis may be dissatisfied employees, industrial accidents, environmental problems, astute competitors, financial problems and unhappy stakeholders, while in the worst of cases can result in injuries and even loss of lives. Furthermore, a crisis represents a significant threat to operations, which can have negative consequences if not handled properly and as a result may cause damage to an organization, its stakeholders and the overall industry. Moreover, public safety, financial loss and reputation loss are possible threats related to a crisis and they are all interrelated elements: injuries or deaths will result in financial and reputation loss while reputations have a financial impact on organizations. All the aspects mentioned above have a great relevance but the main concern in a crisis has to be public safety, and only after its resolution all the other issues can be taken into consideration (Coombs, Crisis Management and Communications, 2007). It is clear that as a result of such a process, crisis involves a period of discontinuity, during which the core values of an organization are under threat and a critical decision-making is needed (Holla, Ristvej, & Titko, 2018).

The crisis concept has an interdisciplinary nature and, in addition to the definitions of crisis already provided, psychological, social-political and technological-structural issues play an important role. For the study of these particular situations a systems approach involving multiple disciplines should be applied so that every aspect can be integrated with each other (Pearson & Clair, 1998).

"An organizational crisis is a low-probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect, and means of resolution as well as by a belief that decisions must be made swiftly" (Pearson & Clair, 1998). This complete definition encloses all the main features of a crisis that is believed to be a situation where causes and effects most of the time are unknown and represent a threat for the survival of an organization that, for this reason, is obliged to respond as quickly as possible resulting in change for better or worse business model's components. To sum up, all crises share some features, which are: rarity, significance, high impact, ambiguity, urgency and involvement of high stakes (Holla, Ristvej, & Titko, 2018).

As a result of all the aforementioned elements characterizing a crisis, to guard an organization's image and reputation every manager and board member has to be able to perform tasks related to communication and crisis management, but to do that, strategic thinking is required and an important first step is the identification of the crisis situation (Björck, 2016).

1.2.2 Crisis Classification

Identifying the different types of crisis and related problems and understanding the related context is useful to have a clear scenario of how such situations can be handled and if possible, think about measures of crisis prevention and containment. Moreover, classifying crisis helps to reduce complexity and collect information that are helpful for an appropriate action and communication (Björck, 2016).

Crises can take place in every organization and each phenomenon can be classified according to different variables, depending on which traits are considered more important. A classification based on the nature of difficulties encountered is useful for a subsequent understanding of the weak areas that need to be improved. According to this, the main criticalities may be (Tunisini, Pencarelli, & Ferrucci, 2018):

- Economic, in the case the level of profitability is not sufficient;
- Financial, when for example the level of indebtment is too high;
- Organizational, when there are not all the competences needed for the implementation of all the steps of a strategy;
- Social, in the case a crisis has relevant consequences on other people such as workers, suppliers or banks. In fact, it is not uncommon that due to a crisis situation some workers

receive a lower salary or may be fired. Similarly, suppliers may not be paid as they were supposed or orders for materials by the company may decrease significantly.

- Reputational, because the impact of a crisis can cause a decrease in reliability of a company and influence the relationships with its internal and external stakeholders.

Besides the classification of the most common reasons of crisis, other aspects of such difficult situations are analysed. Some features seem to be obvious while others need a deeper understanding of the phenomenon. First of all, it is important to distinguish between man-made and natural causations of a crisis, which may be extended to a third more recent typology which includes social issues as origin of many problems. Other dimensions for the classification of a crisis may be: internal-external, violent-nonviolent, intentional-unintentional, severe-normal damage (Coombs, 1995). Moreover, in the analysis of a crisis the area involved must be clarified, which may be national or international. Finally, a crisis may have other relevant characteristics: episodic or continuous, corporate or public (Gundel, 2005).

There are two main perspectives for the study of crises: 1) the time perspective, which describes the crisis as a process with three or more phases (usually pre-crisis, crisis and post-crisis), and 2) the content perspective, which analyses one-dimensional or multidimensional typologies of crisis (Björck, 2016). Nowadays, the allocation to only one class is often impossible since modern crises come as an ongoing process and different motivations are linked to each other at the same time. Examples of real crises in recent years such as terror attacks, natural disaster like earthquakes and tsunami, global accidents and ongoing international organizational crisis like the Volkswagen emission scandal, seem to justify the fact that an increasing globalization and new technological advancement has led to a higher vulnerability and complexity (Björck, 2016).

Moving from the general features of a crisis, many authors tried to depict specific models for the involvement of all the different typologies by classifying each situation on the basis of two crucial dimensions. In fact, while in the past one-dimension and multidimensional classifications were frequently used; nowadays two-dimensional typologies tend to be preferred for the numerous advantages. Many models try to describe a crisis by taking into account different variables such as predictability of a crisis, probability of occurrence, impact and causes of the phenomenon. Among the different perspectives that can be found in the literature, one of the most known and used is probably the predictability-influence matrix. This model was developed by Gundel (Gundel, 2005) and provides a matrix based on predictability and influence variables (Figure 3).

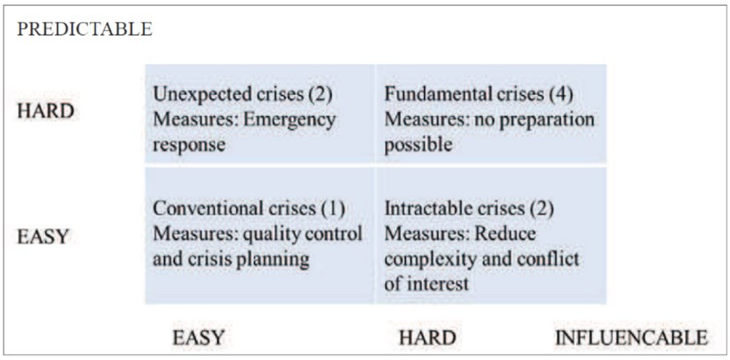

Figure 3:Predictability-Influence Matrix (Björck, 2016)

Firstly, the meaning of predictability and influence should be explained: the former denotes the extent to which a crisis is known and, based also on previous experiences, the probability of occurrence is predicted; the latter defines the measures applicable to the crisis to reduce damages and risks. However, it is not always possible to influence a crisis or sometimes can be very difficult in a reasonable timeframe given the context and information available. Moving from these concepts, four types of crisis have been depicted: conventional, unexpected, intractable and fundamental.

Conventional crises are easily predictable and can be influenced and prevented with proper quality control and planning; usually this typology of event is caused by the use of dangerous technological systems while, recently, also social or natural disasters have been classified as conventional crisis. *Unexpected crises* are difficult to predict but can be managed even without prevention with the employment of qualified workers and the implementation of better information technology which helps to manage difficult and unexpected tasks effectively. *Intractable crises* can be anticipated but are usually difficult to influence and the caused damages can be dangerous and irreversible. Moreover, since this typology of crisis usually affects numerous organizations, political solutions and regulations are the most suitable measures to solve the problem. *Fundamental crises* are in the fourth quadrant and, since they are unpredictable and hardly influenceable, are considered the most dangerous type. One of the main features of this typology is that crisis tend to proceed for long periods and change in the meantime, causing irreversible consequences; social crisis and frequent terror attacks of recent years can be classified as fundamental crisis. As already said, it is almost impossible to influence this kind of crisis that can have a great potential of destruction. Despite that, the most appropriate tool to be performed in such an uncertain scenario would be the establishment of expert groups able to study the present and past crises and think about countermeasures for future similar situations (Gundel, 2005).

This is the most known framework for crisis classification because it pays attention to measures of prevention and countermeasures to react in case of emergency, while other models should be considered for the involvement of stakeholders, considering their emotions, perceptions and behaviours with a sociological and psychological attitude, since crises typically involve and affect multiple stakeholders (Björck, 2016). For this purpose, Weiner's Attribution Theory (WAT) is the most suitable, because it classifies crises based on stakeholders' perceptions of the underlying cause of the event occurred. According to this method, crisis cause and communication are the main determinants of stakeholders' behaviours, which may facilitate or make more difficult to apply a reaction strategy (McDonald, Sparks, & Glendon, 2010). As far as this perspective is concerned, a crisis classification based on a locus-controllability matrix is provided (Figure 4).

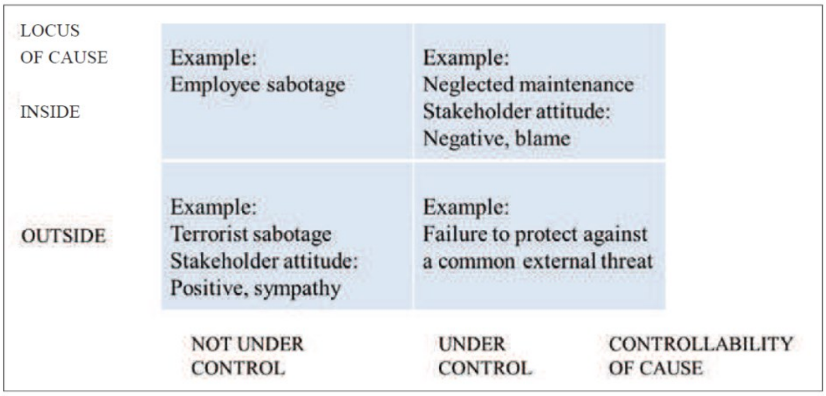

Figure 4: Locus-Controllability Matrix (Björck, 2016)

The variables used in this model are locus and controllability: locus is related to the origin of cause which may be inside or outside the organization, while controllability establishes whether the cause was under the company's control or not. These two dimensions affect emotions and behaviours of stakeholders with varying intensity depending on their involvement with the crisis. In fact, the higher the levels of involvement and responsibility, the more intense the resultant positive and negative emotions that will subsequently influence the behaviours (McDonald, Sparks, & Glendon, 2010). Indeed, it is important to take into consideration that each stakeholder perceives crisis differently and perceptions are influenced by the attributed responsibility for the crisis event (Björck, 2016).

In this paragraph the complexity in classifying a crisis emerged and trying to find a suitable model seems still to be a hard achievement. Every framework focuses on different aspects, but the complexity of a crisis asks for a more complete study involving the simultaneous analysis of different dimensions. To solve this limit, an interdisciplinary approach proposing alternative strategies is needed since the event frequently involves different disciplines. As a result, the phenomenon needs to be studied during each phase considering a combination of environmental, historical, economic and cultural factors. Moreover, it is important to take into account the continuous and rapid emergence of new crises and the consequent variations within each crisis typology. Therefore, crisis management nowadays is a complex task that requires a good knowledge of the context in order to monitor each situation properly, frequently dealing simultaneously with international stakeholders and national ones. In addition, crisis management and communication are closely related and are influenced by stakeholder perception.

1.2.3 Crisis Management

Crisis management cannot be linked to a specific civilization or era and, every organization should take into consideration the probability to be involved in a crisis during its life cycle. For this reason, it should prepare a plan in advance to manage the situation at best whenever it occurs. A crisis should not be seen only as a negative phenomenon for the company but more as a learning experience that will lead to a better future scenario (Coombs, Crisis Management and Communications, 2007). In fact, crisis management is an important organizational function because needs to evaluate what is working and what needs improvement for the realization of a successful business plan which is able to create value for all the people involved in the organization. The roots of crisis management are in emergency and disaster and often occurs in case of natural disasters, man-made or human-caused crises (Holla, Ristvej, & Titko, 2018). Thus, crisis management is a proactive process designed to prevent or lessen the damage a crisis can inflict on an organization and its stakeholders, taking into consideration the phenomenon before it happens, during the crisis and aftermath. The aim of the process is to protect the organization from damages and diminish the negative outcomes (Holla, Ristvej, & Titko, 2018). As already discussed in the previous paragraphs, to overcome a crisis, companies should focus more on business model innovation rather than investing in products and services, always taking into account customer's needs. Furthermore, globalization can create new opportunities through the creation of partnerships that allow the establishment of complementary interactions for a company with other industry players and the simultaneous sharing of risks (Beqiri, 2014). In fact, looking at past crisis experiences, the study of actual crisis management should be a multifaceted analysis that determines the evolution and consequences of a crisis looking at different perspectives: historical, cultural and anthropological (Holla, Ristvej, & Titko, 2018). Despite the numerous advantages of anticipating a crisis, there are still many risks and uncertainties, since the process of crisis management is quite complex and, being articulated in many different phases, frequently asks for competencies of some experts. Indeed, controlling emotions and sentiments and keeping away from anxiety is necessary in managing crisis and self-control, patience and calmness are recommended. Moreover, people in charge of dealing with the crisis must have a good knowledge of the cultural, social and political environment surrounding the organization and the respective laws and regulations in force (Holla, Ristvej, & Titko, 2018)

Taking into consideration all the aspects already discussed, crisis management can be defined as a process which aims at preventing or reducing the damage a crisis can inflict on an organization and its stakeholders (Coombs, Crisis Management and Communications, 2007). Establishing the phases of crisis management can be difficult since many authors have outlined different models articulated usually in three or more steps, however crisis prevention, mitigation and communication response always start with a strategic business plan.

To have a clear idea of the context and the usual way of operating of a company, it is important to consider a *Pre-Crisis Phase* (Coombs, Crisis Management and Communications, 2007). This period consists of signal detection, prevention and crisis preparation and seeks to prevent situations and risks that may lead to a crisis; at this stage risk assessment is surely the most important activity to identify a potential crisis that may disrupt the existing business processes (rockdovesolutions.com). In order to do that, it is useful to define a crisis management plan to be updated at least annually. Thanks to that, time saving will be possible during a crisis, because people involved in the process should already know what tasks and responsibilities they have. In determining a plan, sometimes the intervention of outside parties such as contractors and partners that work closely to the existing business may be needed to provide inputs (rockdovesolutions.com). An additional useful tool is the determination of the business impact, which takes into account a variety of potential effects, so that the organization will be able to take care about all the possible dimensions of a crisis. To make it possible, a crisis management team should be created and properly trained so that they practice making decision in a crisis situation. The composition of the team may vary depending on the nature of the crisis, but common members are public relations, legal, security, operations, finance and human resources. A key activity during the team training is the one of spokesperson training because managers and other people involved in the organization, should constantly report to news media during a crisis. Hence, communication is strictly connected to the strategy adopted during a crisis and has an important function since information should be provided to all the people involved in the crisis including employees, customers, suppliers or any other type of stakeholder affected by the situation. As far as communication is concerned, it is key to define in advance also the most suitable channels and the people that need to receive the message. Once the plan and the team have been defined, exercise to test their effectiveness should be prepared at least annually, so that in case of emergency they will be able to react faster and take the best decisions on time (Coombs, Crisis Management and Communications, 2007).

After this preliminary phase, the *Crisis Response* establishes how the management should act once the crisis hits and aims at finding an initial crisis response and improving the firm's reputation and behavioural intentions; the two substages of this phase are crisis recognition and crisis containment. During this phase it is important to be quick and provide significant information to the people who have an interest in the firm in order to avoid the diffusion of inaccurate information, that may further ruin the image and reputation of the company. For this reason, accuracy is another important requirement of this stage of crisis management because publics want to be updated about what happened and how that event might affect them. Quick and accurate responses generate credibility among stakeholders and play an important role in public safety. All these features are key because at this stage the crisis management plan is put into action. Even if planning for a crisis management requires time, in case of occurrence of an event, the overall schedule allows money saving because the company seems to be immediately in control and further risks and reputation damages are avoided (Coombs, Crisis Management and Communications, 2007).

For all these reasons, during crisis management a key element is communication that should be effective and reach all the people involved in the process within a short time after the crisis occurrence. Stakeholders may be reached thanks to news media, web sites or mass notification systems by e-mail or phone messages. Sometimes companies decide not to disclose information about the crisis on the official channels, but this is not the best strategy; in fact, also a negative event, if properly handled, at the end may have a positive impact on the future history of the firm and showing how the situation is faced is surely an indicator of transparency. The communication channels nowadays are many and every organization should find the most suitable ones in order to inform all stakeholders, in particular crisis managers should take into consideration the importance of employees even during a difficult period and clearly show them the consequences on their role due to the crisis. Moreover, if promptly informed and provided with useful details and guidance, employees can be important communication channels for reaching other stakeholders. For this reason, it is fundamental that all employees also during the first phase of crisis management understand their role and receive the proper information and documents to be aware of the current situation.

The last phase of crisis management is the *Post-Crisis Phase* that is considered to be a return to the way of doing business as it was before the crisis and comes after the crisis is resolved. In this last stage employees are key too and must be informed about news and updates regarding the process and corrective actions. At this point the crisis is considered almost overcome but particular attention is still needed to guarantee a perfect recovery of the original business (Coombs, Crisis Management and Communications, 2007). However, in the normal routine after a crisis it is recommended to prepare for new potential crises so that the organization will be able to take advantage of the past situation in case of occurrence of a similar event in the future (Ospina Avendano, 2020). Moreover, at this stage, the organization usually evaluates how they dealt with the crisis. At the end, even if a crisis is a negative event and not the best way to improve an organization, in some cases a situation like this can help the company to emerge stronger.

Similarly, another three-stage model is the one proposed by Gonzalez-Herrero and Pratt (Gonzalez-Herrero & Pratt, 1996): the first phase is the one of *Crisis Diagnosis* in which managers and employees notice the first signs of crisis and start monitoring the team to be ready to face the situation properly. The second stage is very similar to the model previously discussed and is based on *Planning* and involving the team to find the best solution in order to declare a state of emergency. Finally, *Implementation of changes and monitoring* focuses on the need to adapt new processes in order to identify and delete the causes of the crisis (Ospina Avendano, 2020).

Other important aspects to take into consideration during the different phases of crisis management include the image and reputation of an organization, which are two strictly related concepts.

During the lifecycle of a company reputation has a key role because is an indicator which shows how stakeholders perceive an organization. Usually, during a crisis the reputation is negatively affected, and a readjustment may be needed during the crisis response phase, the post crisis phase or both. Bring the organization back to its glorious years can be a hard task and the most common tool to succeed on this is the Attribution theory which tries to go back to the origin of crisis to connect the event to people responsible of such a negative situation occurred, by emphasizing the importance of communication and public relations during crisis management (Coombs, Crisis Management and Communications, 2007). Moreover, communication is a specific part of reputation management and building and maintaining relationships is very important during all phases (Holla, Ristvej, & Titko, 2018).

As it is clear from the discussion above, crisis management is a complex process and needs to be revised frequently especially whenever a change in the internal organization occurs; for example the plan must be updated when employees join or leave the company or new technologies are implemented (rockdovesolutions.com). All these measures are recommendations to increase the likelihood of success by communicating with the publics after a crisis but it is not a recipe to guarantee a winning strategy to get over a crisis (Coombs, 1995).

1.2.4 Communication During Crisis Management

A crisis situation creates the need for information and to fulfil it, a fundamental part of crisis management is the communication strategy adopted to inform people inside and outside the organization on how to handle the situation. This is an important element because, if properly organized, it can strongly affect and improve the image and reputation of a company previously ruined by the crisis. Timothy Coombs, professor at Purdue University in the USA, defines crisis communication as *"the perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization's performance and generate negative outcomes"* (Holla, Ristvej, & Titko, 2018).

Communication can be considered the core of a successful crisis management and should have an important role in every phase of the process in order to provide reliable and updated information to all the stakeholders, since lots of crises start with a false information or unverified news. In addition to this, a strongly connected element is the reputation, which may be improved or ruined as a consequence of the strategy and communication choices (Coombs, 1995). In fact, since a crisis is negative and can easily pollute the positive aspects of an organization's image, communication is a challenge to lessen the risks and consequences associated to the event. For all the reasons already mentioned, communication covers an important part in the overall crisis management program and its importance has been increasing during the last decades.

In order to adopt a communication strategy that suits the situation at best, first of all it is important to have in mind the people to be reached and the possible channels to be used. Traditional methods include the use of the firm's web site, conventional messages and e-mail used for a mass communication system. Nevertheless, some organization may decide to create a specific website for the crisis, in order not to place information that may compromise the idea that people have about the company in the original website. Realizing a separate website requires a good ability of anticipating the types of crisis an organization will face and the types of information needed (Coombs, 2007).

More recently, online social networking service and social media like Facebook, Instagram, Twitter etc. emerged as more efficient tool of transferring information during a crisis thanks to the velocity at which messages, photos and video can be shared all around the world. Moreover, these platforms make possible a more interactive way of communication by engaging users

(Velev & Zlateva, 2012). These online channels are used for all types of crisis, but they demonstrate to have a greater relevance when dealing with natural disasters: in the last years their frequency increased, including phenomena like tsunamis, floods, earthquakes and other natural disasters all around the world. In all these situations social media are important both before the occurrence of the event and after it happened. During the period before the crisis, social media can be helpful to help people to be prepared in case of emergency and find organizations that may help communities. Then, when a natural disaster hits, social media facilitate communication among families, reporters, and volunteers and the sharing of information in real time. Once the crisis is over, the role of communication channel is still important to discuss about what happened and coordinate for recovery efforts. All in all, social media is an efficient and easy way to keep in touch particularly in a time of crisis, and for this reason it has become a valuable means of communication in many places affected by natural disaster (Velev & Zlateva, 2012).

Handle a crisis can be a hard task but starting from communication and following the recommendation provided by some authors, it is possible to emerge stronger and contribute to the history of an organization even with the negative impact that a crisis may provide. Nowadays, almost everyone is connected to social media and Internet-based platforms and, adopting an online communication is surely an advantage to succeed. However, in an organization there may still be people who are unfamiliar with digital technology and prefer more traditional tools to receive information. In order to be efficient and reach all the people interested in the crisis situation, adopting a multi-channel communication approach would probably be the best decision.

1.2.5 Resilience: An Alternative Or Reinforcement For Crisis Management?

A concept strictly related to the crisis definition and particularly the crisis management already described, is the concept of resilience, which is frequently taken into consideration when talking about crises, catastrophes and how to deal with these phenomena. In fact, crisis management and resilience are two aspects of the same challenge – the challenge of adversity (Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017). In the previous paragraphs an overview regarding the functioning of crisis management was provided while, in the following, resilience will be taken into consideration in order to finally outline an approach involving both practices.

Nowadays, the term resilience is widely used in different fields and it can generally be defined as the ability to be happy, successful after something difficult or bad has happened. Dealing more in particular with resilience in economic terms, it can be defined as the quality of being able to return quickly to a previous good condition after problems. In dealing with crises and, especially, catastrophes, resilience should be promoted for a quick recovery of an organization and all its stakeholders (Boin & McConnell, 2007).

Having in mind the meaning of crisis management and resilience, it seems obvious that researches on the topic should be integrated to strengthen theories of organizational functioning under adversity. Crisis management relates to the ability to return organizations and systems to normal functioning after a disruption, while resilience describes an organization, system or individual ability to react and recover from duress or disturbances with minimal effects on stability and functioning (Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017). Moreover, resilience involves a series of features that help determining the effectiveness of an organization's response to crisis; among the most relevant: improvisation, coordination, flexibility and endurance. Multiple characteristics of resilience suggest the implementation and adaptation of a dynamic process for the resolution of a crisis, including interactions between an organization, its stakeholders and the environment while dealing with adversity (Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017).

The definition of resilience is quite complex, and it is important to consider some issues. Firstly, resilience develops over time and for this reason it is considered a process that has to adapt to the ongoing changes following a crisis and the interaction with the external environment, understanding the needs of the context and absorbing variations. Secondly, adversities can have different severity and different impact on the organizational context while, resilience usually is ordinary because it deals with daily problems occurring in one's occupational or professional career. One last issue considers the moment at which resilience is most important during the overall process of crisis that is called moment of resilience (Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017).

Furthermore, resilience may have a strong impact in other disciplines, for example psychology; in fact, resilience usually helps the development of emotional capabilities such as hope and optimism.

Taking into account all the aspects mentioned above, resilience can be defined as a process of adaptation and recovery with its own features, which can be brought to a fusion with the crisis management research. During the overall reaction plan it is important to have in mind that resilience is dynamic because it evolves over time as the actor involved interacts with the environment (Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017). Despite the numerous positive sides of implementing resilience in an organization, it may be a challenge because there are some necessary conditions that must be verified in advance. Firstly, people should be ready to face a catastrophe whenever it strikes without stress and anxiety and with a realistic risk assessment. Secondly, every organizational function should remain effective and work without ruining the working process due to a major investment in resilience. Moreover, local communities should actively participate in the preparation and implementation of contingency planning and business continuity plans, realizing for this purpose also partnerships that facilitate the response to a catastrophe (Boin & McConnell, 2007).

Resilience on one hand shows positive elements such as the enhancement of perseverance, functioning and reliability to difficult situations that enable actors to maintain functioning in the face of adversity. On the other hand there may be some downturns: first of all it must be taken into consideration the inability to learn and adapt and a resistance to change that is common in ancient organizations; then, a negative aspect of resilience is the costs associated to the functioning of the company aimed at restoring the positive past situation during a crisis. Crises and disasters do not always guarantee change and learning; to be successful some guidelines should be followed (Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017). In order to face a crisis in a resilient way, managers of an organization need to have cognitive and behavioural attributes in dealing with adversity and, they should continuously develop their capacities to facilitate resilient behaviour in times of crisis (Boin & McConnell, 2007). Surely, having past experiences in responding to crisis may be helpful for the development of resilience to subsequent adversities and, performing some recurrent tasks helps the resolution of difficulties. Expertise is a requisite that gives a great support when dealing with unexpected situations which ask for flexibility and improvisation. In fact, similarly to crisis management, time is probably the most important variable when analysing resilience, because crises may continue for an extended period and continuously emerge once one has been solved; for this reason it is important to always consider everyday unexpected occurrences and less-frequent major events. Furthermore, time is essential because it helps reducing negative emotions and learning from failure (Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017). Handle such critical situation in the shortest time possible asks for leaders who are able to define what still works and what needs improvement according to the resources available, and subsequently prepare a long-term restructuring plan (Boin & McConnell, 2007).

Now, it is clear that a proper crisis management and the ability of an organization and its managers to be resilient, are usually time and resource consuming but at the same time, lead to the success of a firm already established and sometimes can make it greater. The level of attention dedicated to crisis depends on individuals and organizations and their related roles, objectives and institutional environment (Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017). As explained in this paragraph resilience plays a positive role in the organization in case of adversity, even if this practice associated to crisis management has not been largely adopted in real cases until now. A lot of studies tried to explain the advantages of such practice, but the enactment of resilience is still difficult in practice and only in recent years some organizations tried to adopt this vision in the resolution of a crisis.

1.3 Adaptive Business Model As A Response To Crises

Starting from the definition of business model outlined in the first section of this chapter and then taking into consideration all the aspects of a crisis already mentioned, in this part a description of adaptive business model will be provided, since this is the most suitable model to adopt in a continuously changing environment characterized by a crisis or multiple recurrent crises. In fact, the introduction of innovations does not seem to be sufficient to survive in a continuously changing environment frequently hit by crises of different nature. To respond to these phenomena, it is important to evolve adaptively so that business models change consistently with the surrounding environment in economic, social and technological terms both through micro-adaptations and disruptive changes (Ricciardi, Zardini, & Rossignoli, 2016).

Dealing with crisis situations can be difficult for all organizations; in fact, the business model should be built in a flexible way so that it can easily be adapted to new changes without having to rethink about the whole system. In this light, the business model should create a linkage between the firm and its environment, leading to the development of a dynamic configuration able to react to a continuously changing social environment. As a consequence, adaptive enterprises are the ones able to change rapidly, to adapt and be flexible in order to try always to be efficient and productive. Hence, all the different aspects of doing business should be continuously taken into consideration, looking in particular at product innovation, customer relationships, infrastructure management and financial aspects to satisfy customer's needs and be in line with the continuously changing context of a crisis. Including all these aspects, an adaptive business model is defined as *"An adaptive architecture of an organisation based on rules, processes and structure which are able to react with changes in its environment"* (Ali, Soh, & Torabi, 2005).

The focus of this way of doing business is being flexible, adaptive and integrated not only as regard processes and technology but also by thinking about a connection point between culture and business strategy. For this reason, first of all business components must be identified considering structure, processes and rules to clearly understand the way an organization operates from the definition of objects to the realization of the final output through internal and external processes. Once all these aspects have been defined, the business structure model should be specified so that it is clear who are the people involved in the organization and the hierarchy of entities operating in the processes. Finally, one last step in the definition of the business model is the establishment of rules, which provide guidelines for the functioning of the overall system. All the most relevant elements to include in an organization design are at the basis for the creation of an adaptive business model, indeed it is continuously evolving and decisions are made day by day to keep the framework updated and adapt the strategy to always fit the upcoming needs. Nevertheless, for thinking and implementing an adaptive business model, making the best use of the organization's resources is key. Then, if properly realized in order to be flexible and adaptable, the business model can be easily reused in other organizations facing similar situations. However, it should be considered that, even when a company decides to adopt an already existing model, each organization needs to take into consideration the evolving business objectives and the culture and consequently customize a structure that is in line with the overall business strategy, leading in this way to an adaptive model which includes adaptive processes (Ali, Soh, & Torabi, 2005).

All things considered, for a better crisis management it is important for an organization to adopt an adaptive business model, which enables an easier overcoming of the difficulties. In particular, usually dynamic firms are also the ones that are more flexible and these features allow a more rapid adaptation to changing environment, that assures the survival of the company (Ricciardi, Zardini, & Rossignoli, 2016). Moreover, a crisis frequently generates a change in consumption habits that leads to a higher quality and differentiation requests both at product and service levels, making process adaptation necessary. All these aspects lead to the development of product and process innovation without changing the overall business model, but by simply making adjustments to the existing one; this is possible only if the company is able to maintain a dynamic and flexible system.

Nowadays, having adaptive business model is fundamental, since crises of different origins are becoming more and more frequent; as a consequence, flexibility should be the starting point of every organization that wants to be successful in a continuously changing environment. Furthermore, the adoption of this model can generate an increasing variety and variability satisfying in this way the needs of all customers in an innovative and rapid way.

Chapter 2

The Crisis Scenario Of Covid-19 In The Italian Context

This chapter will take into consideration the actual crisis scenario caused by a worldwide pandemic and will then focus on the situation in Italy. In particular, some data regarding the made in Italy in the pre-Covid situation and the subsequent impact of this phenomenon will be provided, analysing different sectors.

2.1 The Global Pandemic Of Covid-19

The current pandemic of Covid-19 is part of the so called "coronavirus diseases", which firstly appeared in China and, in particular, in the city of Wuhan, probably during autumn 2019, but confirmed only in December. Causes are still unknown even if there are some hypotheses that Covid-19 has animal origins, while on humans usually symptoms are very similar to those of flu. In January the virus started spreading also outside China; Wuhan was the first city to be locked down with the obligation to stay at home and wear a face mask to limit the contagion. At the end of January, the first cases were confirmed in Italy and measures of containment started being applied. On 11 February 2020, the World Health Organization established the name "COVID-19" for the disease, that stands for CO (corona), VI (virus), D (disease) and 19 (year of identification of the Virus) (Il Sole 24 Ore, 2020). At the end of February, the virus spread quickly in Lombardy and Veneto, which were declared quarantined. Soon, on 9 March 2020 lockdown has been declared in Italy and measures already adopted in the northern regions were extended to the overall country; movements have been forbidden if not properly justified. Italy was probably the European country adopting the most severe measures of containment: internal movements and travel between regions were banned and allowed only for some particular business reasons; schools, retail shops, restaurants and bar were closed and gatherings of people in public places were prohibited (Il Sole 24 Ore, 2020). All these restrictions have been in place until May 3, 2020. After, shops and other activities gradually reopened to slowly come back to a normal situation. The lockdown phase immediately caused some concerns, particularly in the health and economic fields, and the impact of the virus is still evident in the recovery phase. The first signals of this difficult period were evident also in the financial markets. On March 11 the Ftse Mib registered the worst session in its history. On the same day, the World Health Organisation recognised Covid-19 as a pandemic (Il Sole 24 Ore, 2020). According to the World Health Organisation, a pandemic is defined as "*an epidemic occurring worldwide, or over a very wide area, crossing international boundaries and usually affecting a large number of people*", considering that seasonal epidemics are not classified as pandemic (Heath, 2011). Numerous pandemics, caused by unknown viruses, affected human lives in the past and in recent times as well: the Spanish influence after the World War I and, more recently, the A/H1N1 influence and Sars-CoV-2 are just some examples. Similarly to past situations, the new pandemic of Covid-19 has a great relevance in different fields, ranging from health services, economic issues and other social concerns, and seems to be at the basis of a crisis. The presence of many asymptomatic people makes difficult to find out a vaccine in short time, the lockdown and many restrictions in the use of public places create difficulties in social and economic terms, particularly related to productive activities and the provision of services. In the following, the Italian context will be taken into consideration, looking in particular at the made in Italy and consequences for this branch and this Country.

2.2 Italian Focus In The Worldwide Crisis

Nowadays Italy is facing an economic crisis, which arose as a result of the containment measures necessary to face the health emergency during the worldwide pandemic. To have a clear idea of the impact of the virus, some sectors will be analysed compared to the pre-Covid situation, taking into account some relevant variables and indexes to continuously monitor the situation in such an evolving scenario.

Firstly, movements of people significantly decreased during the lockdown, many shops and schools have been closed, and smart working has been implemented for many categories of workers, forcing people to spend most of the time at home. As a consequence, the need for commodities and manufactured products has decreased while medical supplies have been increasingly requested. In fact, the current crisis has its roots on healthcare and this sector has been strongly affected worldwide, creating pre-conditions for changes in the dynamics of healthcare, also through a higher technological involvement (Nicola, et al., 2020).

It is clear that lockdown measures had a strong impact on the consumption habits of the population. In addition to the difficulties of the supply side, changes in the job markets increasingly affected the disposable income of buyers, leading to a drop of 10% in retail shops globally. Different sectors and different distribution channels registered a different impact and specific criticalities. For sure, physical shops were the most penalized due to their closure or due to the reduced movement of people going shopping (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020). In dealing with an emergency situation also the online channels had to adapt, especially because of the increasing orders of people preferring staying at home instead of going to physical shops. Indeed, taking into consideration the month of April 2020, there has been a downturn of almost 25%, and in particular -52% for non-food goods and an increase of 6% in the request of food (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020).

After the end of the critical phase of lockdown, most of the shops have reopened, while many workers are still working at home. Furthermore, public transports are still not widely used, while people restarted using cars as they were used to. Numerous flights have been cancelled during the lockdown period while from May, planes started to circulate again; despite that, there are still restrictions in reaching foreign countries and hinder the return to a pre-Covid situation. Similarly, tourism sector has been strongly affected during the last months, particularly due to the lack of tourists coming from foreign countries. Fortunately, the first data considering the summer season registered an increase in the number of presences in hotels and holiday apartments (Caporlingua & Zitti Pozzi, 2020).

One of the most affected sectors is the one of entertainment, due to the closure of restaurants, bars, cinemas, theatres and clubs during the whole period of lockdown. Considering data retrieved from "TheFork", even if restaurants recorded growth after the reopening, the numbers of booking registered a downturn of 40% compared to 2019 (Caporlingua & Zitti Pozzi, 2020). As a direct answer of restaurants and hotels closure, there has been a drop of 20% in agricultural commodities, affecting in this way also the primary sector (Nicola, et al., 2020). The food sector has been strongly influenced by the pandemic: in fact, Horeca channels registered a significant drop due to the closure of hotels, restaurants and cafés during the period of lockdown. In some cases, take away service was organised, making possible the consumption of ready food at home.

Another challenge regarding the food sector was faced by supermarkets, which were forced to adopt organizational changes as a result of people panic-buying and being afraid of food shortage. It happened that some aliments like flour, yeast, pasta, rice and detergents were out of stock in some supermarkets and, to face this emergency, some restrictions on the amount of each product that an individual can buy, were made (Nicola, et al., 2020). Moreover, to avoid rushing to get food and consequently overcrowded shops, sometimes changes on the opening hours were organized. Furthermore, due to the emergency, online food delivery, provided by electronic marketplaces, such as Amazon or digital and omnichannel retailers like Esselunga, Eataly, Coop and many others, registered an increase. Supermarkets that were already adopting this strategy, struggled with excessive bookings, while customers often found it difficult to get what they needed in a short time directly at home. From the beginning of the coronavirus health emergency until the end of lockdown, large-scale distribution registered an increase of 4,2% with the same number of shops; the main part of this increment was attributed to the north-eastern regions of Italy (Borsi, Zeru, Prinzivalli, Spera, & Malvezzi, 2020).

Despite the positive data regarding supermarkets, changes in the organisation of this sector were needed to move toward more digitalized processes. This need is confirmed by the new habit of buying consumer products online, with an increase of 144,6% in the period from the end of February to the beginning of May (Borsi, Zeru, Prinzivalli, Spera, & Malvezzi, 2020). Differently from the past, nowadays the medium age of new online consumers is increasing and the rate of people who tries for the first time the online channel instead of going to the supermarket registered an increase during the last months. To keep up with the new market trends, many supermarkets are adopting the "click & collect" service that makes possible to order the items at home and then collect the shopping directly to the supermarket, without having to spend time searching between the shelves; in the last months this service registered an increase of 205,4% compared to the previous year (Borsi, Zeru, Prinzivalli, Spera, & Malvezzi, 2020).

To have an overview of the actual crisis, another critical aspect should be considered: the job market, which registered a decrease in hiring and an increase in layoffs, which made possible during the last months not to terminate a lot of employment relationships (Caporlingua & Zitti Pozzi, 2020).

After analysing in general terms some of the most affected sectors, another important indicator of the Covid-19 situation is the magnitude of commercial exchanges between Italy and other countries. During the month of June 2020, European importations accounted for 17.147 million euro while exportations 18.704 million euro. Comparing the data with the same period of last year, there was a decrease of respectively 13,77% and 9,17%. The situation is even worse when extra European countries are taken into consideration; in fact, importations registered a -17,91% and exportations a -15,06% with respect to June 2019 (Caporlingua & Zitti Pozzi, 2020). During 2019 exports reached important values with an increase of 2,3%, in particular thanks to the pharmaceutical sector, beverages, fashion and metallurgy. The main markets for the export of Italian products are: Germany (12,2% of total Italian exports), France (10,5%) and the United States (9,6%), while the regions that export the most are: Lombardy (27%), Emilia-Romagna (14,1%) and Veneto (13,7%) (Italian Trade Agency, 2020). These regions are among the ones that have been more influenced by the pandemic due to the high number of infected people, and consequently making more difficult to maintain the results of the previous year. Overall,

machinery, fashion and agri-food products are the three sectors most exported, accounting for respectively 17,2%, 11,9% and 9,1% (Italian Trade Agency, 2020).
It is clear that the slowdown of international trade, bottlenecks in global supply chains and a decrease in domestic consumption, impact Italian companies and their export to varying degrees. In particular, export and tourism are fundamental for the economy of Italy, because exports represent a third of its GDP and together with tourism, represented the driver of recovery, still not completed, from the crisis of 2008 (Italian Trade Agency, 2020). Overall, during the second quarter of 2020 the Italian GDP suffered a decrease of 12,4% compared to the previous quarter, and of 17,3% compared to the same period of last year (Corriere della Sera, 2020).

2.3 The Importance Of Made In Italy

As mentioned in the previous paragraph, export represents a significant part of the Italian GDP and, for this reason, it is important to analyse more in detail the dynamics that regulate this market, in particular concerning the Made in Italy. In fact, in the last years it has been possible to overcome the recession thanks to the increase in the exportation that balanced the downturn of the internal demand (Fabi, 2020). First of all, defining the concept of "Made in Italy" is quite complex, since in the literature many explanations have been given by experts, but the term seems to be still ambiguous for many. Beyond the real meaning of Made in Italy, today it represents a lifestyle of people looking for quality and giving importance to the origins of the goods they buy. In particular, for some products, the origin is an important determinant in the purchase decision because it is considered strictly related to the cultural, social, economic and artistic identity of a country (Longhi, 2017). For this reason, the place of production of certain goods play an important role in the image and reputation of some products and brands, affecting in a positive or negative way the purchase decision.
The expression "Made in …" indicates a trademark of origin and usually is applied directly on the product or in its packaging. To define the origin of a product there are two criteria, but first of all a distinction between origin and provenance should be specified. In fact, the origin indicates the place in which raw materials are collected and where the final product is assembled, while the term provenance indicates the place from where the asset is shipped to other markets (Longhi, 2017). Moving from these assumptions, the *criterion of fully obtained goods* defines the country of origin of products for which the processes took place in one single country. Differently, the *criterion of last processing or transformation* is used in case a product

is realised in two or more countries (Longhi, 2017). These are general criteria that can be applied to every type of good independently from the country of origin, but the choice of producing in a country instead of another, at the end, can attribute specific features to the final product and change the customers' perceptions relative to the item. For example, among the most known, "Made in China" is usually believed to signal cheap but frequently innovative goods of poor quality, while on the opposite "Made in Italy" is usually signalling quality that may be referred back to the idea of handicraft products.

Nowadays "Made in Italy" is considered a real brand that means originality, creativity and quality regarding not only the products, but also the production and delivery processes. However, "Made in Italy" usually regards specific categories of products and all the positive features already mentioned cannot be generally linked to all the products realized in Italy. The specific sectors of this brand can be summarized with the three "F" that stands for Food, Fashion and Furniture while overall it is considered to be a publicly owned brand that must be protected by the Italian State (Longhi, 2017). The field that is more commonly associated to "Made in Italy" is the one of fashion that involves clothing, footwear, leather goods, eyewear, accessories and jewellery. It is characterised by creativity and high quality in the materials and processes and, for this reason, a lot of Italian fashion brands are considered luxury brand, charging high prices for good products. Recently, this sector was put under pressure by the rivalry of Asian brands, but so far, Italy has been able to dominate thanks to the knowledge in the processes and the passion and values that some well-established brands are able to communicate to their buyers.

Another pillar of "Made in Italy" is Food, and in particular the agribusiness sector that is considered to be a leader worldwide. Indeed, despite the increasing competition, Italy keeps having a relevant position in the international markets in particular thanks to cheese, wine, olive oil and biological food (Longhi, 2017).

The third "F" of Made in Italy is relative to the Furniture sector that comprises also lamps, tiles, pottery and ornamental stones (Longhi, 2017).

The main fields of Made in Italy already described are a symbol of the Italian economy and the products realized are a representation of the creativity and sophistication of the Italian lifestyle and a good synthesis of stories and cultures that have crossed the peninsula.

The development and affirmation of the "Made in Italy" brand has been possible thanks to the structure of the economy in the country. In fact, Italy is mostly characterized by small and medium firms, which are often family firms based on handicraft processes that aim at mixing tradition and innovation in the realisation of final products. Small to medium-sized businesses are typical of Italy and are usually organized in industrial districts grouping firms specialized in different handicraft production and characterized by specific competencies (Longhi, 2017). The history of Italian production districts began after World War II and further developed and consolidated in the 1960s and 1970s (Becattini, 1979). Thanks to the new demand for personal care and household products, new highly specialized productive areas were established. A key role for the development of districts was played by the presence of numerous small and medium sized enterprises with a specific know-how located in the district area (Redazione MondoPmi, 2019). A very strong link emerges between Italian manufacturing production and the province, with the production districts representing the evolution of local traditions in manufacturing processes and merchant practices (Passarelli, 2016). Indeed, districts are areas highly specialized in certain types of production, that group a lot of small businesses characterized by great skills and specialized in one or more phases of a production process and linked to each other by collaborative relationships (Becattini, Bellandi, & De Propris, 2014). Districts are typical of all Italian regions, but the ones of North-East and Central regions tend to prevail. Tanning, footwear, goldsmithing, eyewear, musical instruments, tiles, knitwear, clothing and textile activities are strongly concentrated in the districts, with over 50% of the companies located within the districts (Passarelli, 2016). The following chart (Figure 5), refers to 2015 and sums up the main Italian districts based on growth performance and profitability.

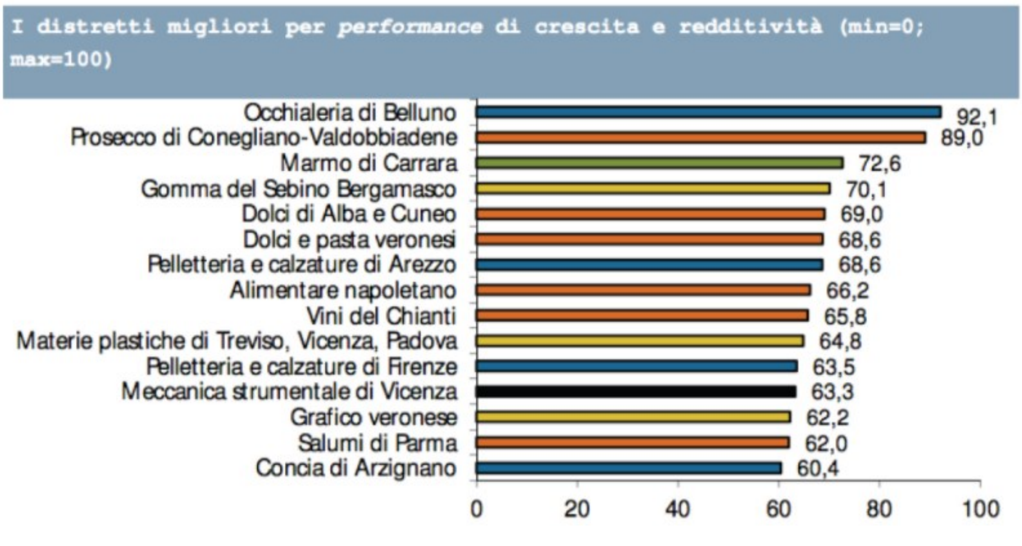

Figure 5: Best Italian districts (Passarelli, 2016)

The concept of district is well known and affirmed in the history, since the origin of this term refers to Marshall (Marshall, 1920) which in the second half of the 19th century defined this reality as "*a socio-economic entity consisting of a set of companies, generally belonging to the same production sector, located in a limited area, among which there is collaboration but also* *competition*". Despite the ancient origins, districts continue to represent a strength of the Italian production system, embodying both the excellence of production and the ability to innovate and being resilient during the different crises of the last years. This has been possible thanks to the organizational model of district that favours internal mobility between one company and another within the same district and the transition from companies in difficulty and companies in expansion. Moreover, the registration of patents and brands and the ability to export and invest in foreign countries are relevant elements concerning the Italian districts, which confirm the ability to stay updated with the market trends (Passarelli, 2016). In fact, the Italian industry, even if is based on small and medium firms recently has been able to leverage more and more on the exportation of final products in international countries (Fabi, 2020). In this light, it is evident that the industrial districts have been able to prove their resilience (Sedita, De Noni, & Pilotti, 2017) in crisis periods and adapt to a constantly evolving reality, always showing skills and traditions of Italian know-how, symbols of excellence appreciated all over the world (Passarelli, 2016).

Moving from its origins based mostly on local crafts and tradition, during the years Made in Italy has been forced to adapt to the technological changes to be able to compete with the international economies. As a result, nowadays Italian companies are becoming more and more specialized in technological items, in particular in the mechanics and automation sectors that involve the production of machineries, industrial equipment, means of transport and household appliances. These sectors have been added to the more traditional ones of Made in Italy moving a step forward to the smart factory that is at the basis of the "Industry 4.0" characterized by more efficient and flexible processes, less workers and the implementation of more technological instruments (Bettiol, Capestro, De Marchi, Di Maria, & Sedita, 2020). However, the adoption of technology in new sectors is not sufficient for the "Made in Italy" which is symbolized mainly by the traditional fields. Indeed, to keep being appreciated internationally, it is important to search for new ways of being successful in such a competitive context. Firstly, quality and originality should be the leading values both in the choice of raw materials and in the realization of products; then, differently from the past, nowadays, distribution and communication have an important role for the implementation of a successful marketing mix (Longhi, 2017). Adequate promotions and the enhancement of the product can improve the competitiveness of Italian small and medium-sized enterprises (madeinitaly.org). Examples of Italian brands that have been able to establish their name in already affirmed sectors, are Grom and Eataly; they are both part of the food sector and they leverage on quality to be successful.

Despite the positive distinctive marks of "Made in Italy" that may seem difficult to replicate, the attempts of counterfeiting are many and the brand is frequently used in inappropriate manner. This practice is particularly used in the fashion industry, since it is probably the easiest way to imitate the Italian style. However, also the agribusiness sector is strongly affected by this practice through the use of the so called Italian sounding that involves the use of images, colours and brand that easily remind the original features of Made in Italy and the cultural and productive features of Italy, but are not realized in the national territory. Most of the counterfeit goods come in Italy from China and, as a consequence, it is clear that materials are not as good as the Italian ones and realisation methods are not sophisticated (Longhi, 2017). For this reason, the brand "100% Made in Italy" can be released only to products entirely realized in Italy and it is an authenticity certificate. Moreover, ITPI is an institute for the protection of Italian producers and is in charge of assuring the real Italian origin of goods (madeinitaly.org).

2.3.1 "Made in Italy" During Covid-19

The pandemic of Covid-19 strongly impacted the Italian economy in many different sectors and consequences are still evident also after the end of the quarantine. The certificated brand "Made in Italy" takes advantage of its reputation worldwide and, despite being a milestone for the domestic economy of the peninsula, exportation of different products entirely realized in Italy is an important source of income for the country.

The outbreak of the global pandemic, the lockdown of many cities and the closure of the borders affected the "Made in Italy" both at national and international levels. In fact, looking at the food industry, in Italy high quality products certificated by this brand are used mainly in the Horeca channels and due to the higher price charged can usually be bought in specialized shops and not in all supermarkets. As a consequence, the closure of hotels and restaurants represented a threat for the sale of authentic Italian food. Other sectors of made in Italy were also affected, since people were forced to stay at home and many shops were closed. As a result, Italians partly changed their routines and, the changing habits led to a decrease in the number of sales in all sectors. An additional downturn, which made difficult the sales during this period, is that of the scarce use of online channels from many Italian brands, which, until now, had leveraged more on physical shops, in order to grant a valuable customer experience. Furthermore, tourism is a great opportunity for the "Made in Italy", and people from all over the world recognize the values of this brand, and are interested in buying original goods; lockdown caused a decrease in the incoming of people both for business and holiday reasons and there has been a subsequent impact in the economy.

A similar scenario can be depicted for the export of “Made in Italy” goods outside the Italian borders: movement of people and products has been difficult during lockdown and there was a decrease in demand.
The damages caused by the pandemic are countless and the impact is still significant in the months following the lockdown. However, the first data available are reassuring: the agribusiness sector, even if registered a decrease in demand, never stopped working during lockdown and made possible the affirmation of some positive signs (Dell'Orefice & Romeo, 2020). The main sources of advantage of this period came from two symbols of Italy: pasta and wine, which registered an increase in the export. Data regarding the first quarter of 2020, published by Istat, confirm the positive trend of 2019 for the pasta and an increase of 21% in the exportation was also registered in March 2020 compared to the previous year, most of them in European countries (Dell'Orefice & Romeo, 2020). Similarly, wine registered an increase of 5,1% in the exportation towards extra European counties during the first quarter of 2020; this is a completely unexpected trend because it overlaps with the most critical period of pandemic, during which hotels and restaurants were closed (Dell'Orefice & Romeo, 2020). US are the first importer of Italian wine, and the increasing demand of the first months of this year is justified by the fact that American clients and customers were afraid of difficulties in obtaining goods during lockdown and possible duties that may have been imposed as a consequence. Compared to other countries, these data are extremely positive and made possible the strengthening of the Italian market even in a difficult crisis scenario (Dell'Orefice & Romeo, 2020).
Another positive trend regarding the food industry was noticed in the durum wheat thanks to the extensions of cultivated areas. This is particularly positive because consumers are becoming increasing demanding and are more interested in the origin of raw materials, that should be of high quality (Dell'Orefice & Romeo, 2020). In addition, it should be noticed that the request for pasta keeps increasing both nationally and internationally and for this reason, Italy has been forced to import a higher amount of wheat from abroad in the period from July 2019 and February 2020 (Dell'Orefice & Romeo, 2020).

2.3.2 Possible Scenario For The Made In Italy In The Post-Crisis

Once the most critical phase has been overcome, it is important to take into account the “Made in Italy” in order to promote the Italian brand especially in foreign countries after the drop in demand that affected many fields in the lockdown period.
There are several predictions regarding the trends for the remaining months of 2020, some more positive than others; a realistic intermediate option outlines a decrease of 19,3% that will soon

be recovered in 2021 with an increase of 24,1% (Confartigianato Imprese, 2020). However, in the overall scenario, it must be considered that some Italian regions have been affected more than others by contagion rates, measures of containment and subsequent economic impact; among the regions that have suffered the most there are Lombardy, Veneto, Tuscany, Emilia-Romagna and Piedmont. Furthermore, all the data provided are doubtful since the situation is continuously evolving depending on the trend of contagions and the recovery measures (Confartigianato Imprese, 2020).
To boost the recovery of the different sectors of Made in Italy, traditional marketing initiatives like fairs and events have always played an important role because allowed potential buyers to get to know new products, while vendors could promote the main features by allowing customers to touch the materials and try the functioning of final products. In this way customers were completely involved in the decision process and could experience positive and negative features in the phase preceding the purchase decision. For all these reasons, online marketing strategies have never been highly adopted for communication and promotion of goods to new and potential customers nationally and internationally. Nowadays, events, fairs and any other gathering of people are no more allowed, and innovative ways of presenting and selling products should be depicted, also for the ones who had never exploited the technological tools before. This type of strategy will facilitate the survival of small and medium firms in the medium-long term, independently on the evolution of the health emergency. Virtual fairs and events or online presentations specifically designed for some categories of customers should be organized, in particular in the case of foreign companies willing to buy "Made in Italy" products. Moreover, the resumption of international tourism in the case of flattening of the contagion curve, will increasingly contribute to the recovery of the "Made in Italy" brand.

2.4 "Corona Canvas": Planning Business Models In An Uncertain Scenario

In the first chapter, an analysis of the main components of a business model have been provided, taking into account, in particular, the business model canvas. In the crisis scenario caused by the coronavirus pandemic, considering in particular the Italian situation, it is clear that some changes to the traditional ways of doing business should be depicted in order to outline an alternative business model useful for many companies in the recovery phase. Moreover, it should be taken into consideration that the time needed to come back to a normal way of doing business is not predictable since it depends on the future trends of the pandemic, monitoring the number of contagions and the interested areas. As a result, right now seems that the current Covid-19 situation is even worse than everyone expected at the beginning and, to cope with difficulties, a plan should be prepared for managing the next two to three years, since the crisis will last much longer than the previous and will have a greater impact in the economy (Mogalle & Kluth, 2020).

Goldman Sachs Chief Economist Jan Hatzius says: "*The global economy is not just experiencing a recession, but a sudden stop without precedent in post-war history*" (Mogalle & Kluth, 2020). In planning a business model in such a difficult and uncertain scenario, the leading idea should be the change from a growth mindset to a survival one. For most of the companies this perspective will be necessary since revenues have gone down and existing projects have been cancelled or postponed. Moreover, acquisitions of new projects and customers may be difficult because of lack of meetings in presence. In addition to this, new projects will be limited since private investors (Angels,Vcs) may prefer to focus on existing investments rather than undertake new programs (Mogalle & Kluth, 2020). It is clear that since the end of February in Italy, and even before in some countries, the situation has rapidly changed, and, as a consequence, in many cases business cannot be run as it was planned. Instead, it may be advantageous to think about possible solutions that can sustain the company during the critical period (Mogalle & Kluth, 2020). At the end, as Darwin said, those who survive "*are not the strongest or the most intelligent, but the most adaptable to change*" (Mogalle & Kluth, 2020).

Moving from these assumptions, it is important to consider past crisis experiences to try to learn something that may be useful in dealing with the current situation. Looking for example at the crisis broken out in 2008, many people at the origin had underestimated its severity and its duration and, for this reason, only short-term contingency plans were made. The strategy soon turned out to be inadequate since these plans were not sustainable for longer periods.

The choice of operating a strategic transformation during the crisis is based mainly on a digital transformation that takes form in the creation of a new market, through the development of a new value proposition and, therefore, of a new business model. There may be different strategies for the satisfaction of this purpose, leveraging both on products/services or processes, but the key element is the creation of a superior value for customers at a lower price with respect to competitors (Bagnoli, 2020).

The fear of contagion of the actual pandemic and the imposed social distancing caused drastic changes in production and consumption, and firms have been forced to reflect on the validity

of their existing business models by wondering whether such changes are temporary or permanent (Bagnoli, 2020).
In this light, to make predictions about the development of the actual crisis, it may be helpful to think about the worst possible scenario and adapt the well-known business model canvas to the “Corona Canvas” in order to analyse the current situation in a systematic manner (Mogalle & Kluth, 2020). The model is presented in Figure 6 and will be further described in the following.

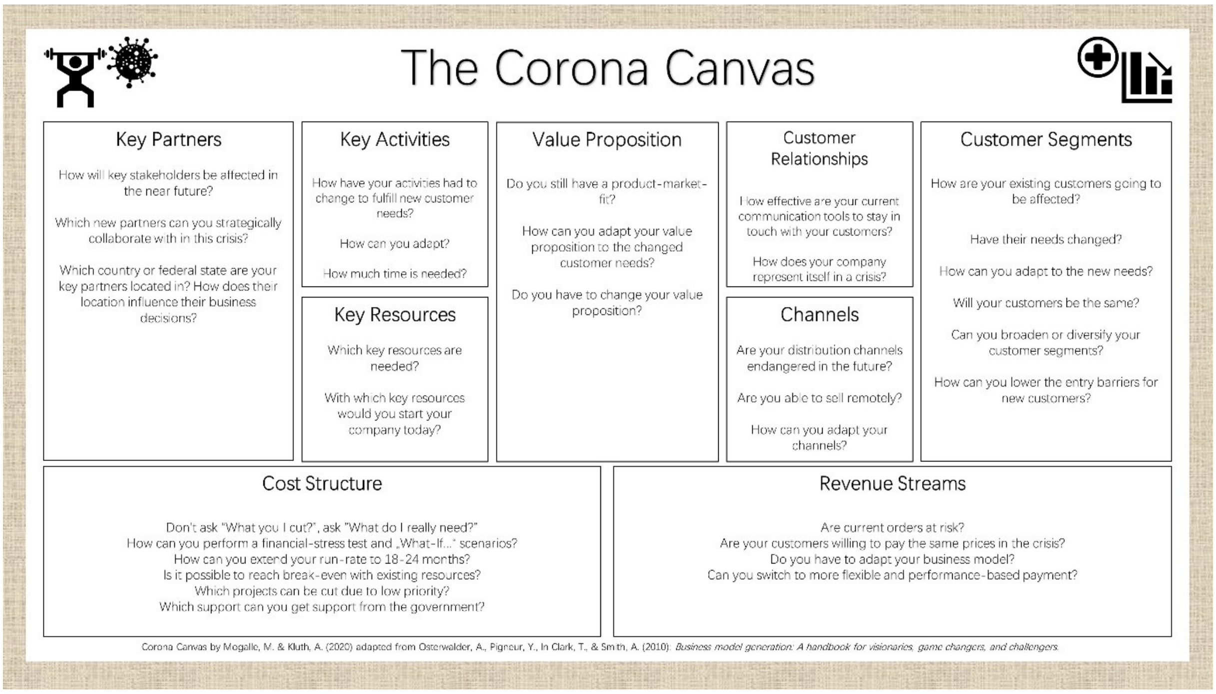

Figure 6:The Corona Canvas (Mogalle & Kluth, 2020)

The starting point for designing a new business model adapted to a crisis and, in particular properly suited for the Covid-19 situation, should be the understanding of customers’ attitude towards the changes occurred in order to think about a good value proposition. In fact, also the behaviour of existing customer segments may have changed toward a survival attitude and as a result they may be looking for different products (Mogalle & Kluth, 2020).
Looking more in detail at the components of a business model, channels are among the most relevant in this difficult period; since everything has turned digital now, some adjustments may be needed to the original way of using channels. Indeed, it is important for buyers to have the possibility to find what they need on online channels, both on the official websites of the brands and in websites like Amazon where different kind of products can be bought. Many shops already adopted this strategy in recent years, making it easier in this situation not to stop selling their goods in such an uncertain period, while, retailers that did not have an online store, found themselves without revenues from one day to another (BSMAC, 2020). However, the “Made

in Italy" brand, always put a greater relevance on the experience and for this reason in most of the cases online channels are still not highly developed, while they tend to prefer personal relationships and physical shops. Nowadays, a strategy like this seems not to be sustainable for the long term, since during the lockdown, people realised the benefits and gains in efficiency of digital (Mogalle & Kluth, 2020). As a result of the pandemic occurred worldwide, the best strategy to satisfy all the potential buyers, would be the omnichannel, involving both physical shops and digital and online channels. This strategy is born as a consequence of the necessity of customers to find the brand and related information in every point of contact needed. This asks for a strong integration between online and offline, assuring the advantages of physical shops and making possible to have a wider range of information through online shopping and social media (Borsi, Zeru, Prinzivalli, Spera, & Malvezzi, 2020). In this way, customer loyalty increases and helps the improvement of the perceived value of the brand. Moreover, firms adopting this strategy should think about some distinctions between the different channels, so that customers may be more involved in the purchasing decision thanks to different initiatives and promotions properly realized. Examples of this marketing strategy may involve the use of physical shops only for special events of the brand and the sale of particular collections, while in the website all the articles of the usual collections can be bought. Initiatives like this start being appreciated both by sellers and buyers even if require some adaptation efforts in the whole supply chain. In addition, thanks to the omnichannel, buyers can have more purchasing opportunities, making possible to buy online what is not present or out of stock in the stores (Borsi, Zeru, Prinzivalli, Spera, & Malvezzi, 2020). Thus, this approach is based on the creation of as much as possible points of contact between the brand and the customer, realizing a series of physical and digital touchpoints. Another advantage of omnichannel is the greater geographic coverage allowed and the extension of opening hours compared to the ones usually adopted by the shops (Borsi, Zeru, Prinzivalli, Spera, & Malvezzi, 2020).

Adapting to the changed habits of customers is important but attention towards the safety of workers and visitors should be predominant. In fact, while a lot of companies moved to smart working and, also after the lockdown, are still experiencing this method, retail shops, after the reopening, in some cases have been forced to reorganize their spaces with the installation of plexiglass separators. All these alterations will have an impact on the contacts with customers, who should get used to a different way of doing shopping.

In this light, an element strictly related to the channels is the customers relationships that, as a consequence of the current pandemic, will be based more on digital strategies through online communication on the company's website, videoconferences and virtual fairs and events.

As a result of the actual crisis and the needed changes in the strategy, revenue streams are likely to be affected too. Indeed, looking back to past crises, it is evident that during these situations, customers tend to be more cash-constrained and are usually more cautious and prefer to focus on the survival rather than investing in the future (Mogalle & Kluth, 2020). To make possible the existence of the firm also after the pandemic, nowadays managers should think about strategies that will allow revenues generation by satisfying the current customers' needs and the adoption of a more flexible business model structure.

Following the changing needs of customers requires the development of different products and services that may require the adaptation of the current key resources and processes. In some cases existing resources and processes are sufficient to fulfil the changing customer needs, while in other cases a set of different skills or assets may be needed and the existing resources and employees should be adapted or new ones may be required (Mogalle & Kluth, 2020).

During crises of all types, the cost structure may be a problem for the company; despite the decrease in revenues that is common in these situations, firms need to keep producing and costs cannot be avoided. As a result, the first thing a company should do is thinking about what is needed, being aware that cutting something will be inevitable when in difficulty. Indeed, projects with low priority may be abandoned, while the government during the critical phases may grant some advantages. However, having a look at past crisis periods, firing employees is common in situation like this, generating difficulties on the job markets also in the following years. Moreover, raising external money to finance a firm projects is quite hard during crises, since business angels and venture capital investors usually tend to focus on their existing portfolio companies rather than starting new investments; an alternative may be relying more on public funds while checking the liquidity of a company more frequently (Mogalle & Kluth, 2020).

The last building block of the Corona Canvas is the one of Key partner, which may have a relevant role in the crisis phase. First of all, stakeholders may look for something different compared to the past and, for this reason, the firm should try to understand how to keep them involved. Secondly, key partners, in difficult scenarios like the one caused by the current pandemic, may be helpful in order to collaborate for the creation of an advantage during the crisis.

The depicted framework is somehow radical in the extent of changes required but, after all, the current Covid crisis will leave footprints that will make necessary to forget the world as it was before. Before the pandemic, digitalisation was in process and the current crisis may have been an accelerator to make adaptations possible in the shortest time, also thanks to online ways of communicating (Mogalle & Kluth, 2020). The impact of the crisis may vary depending on the type of industry and the firm's dimension and taking into consideration these variables is important to properly adapt the changes needed. The Italian economy is mainly based on small and medium firms, frequently run at a family-level; moving to a more digital context may result more difficult for local firms that usually leveraged on traditional tools. However, Made in Italy is gaining an increasing relevance all around the world and adapting to the changes of the market is important in order to keep satisfying the needs of potential buyers.

2.4.1 The Need For Innovations For The Survival In The Post Crisis

The different aspects of the actual crisis, already described in the previous paragraphs, show a period characterized by rapid and radical changes affecting the economy worldwide. The future of existing companies will be a result of how managers deal with the actual situation and the choices adopted to compete in the long term (Bertoldi & Scalabrini, 2020). In order to do that in a successful way, some managerial theories help the identification of the best strategy and tools. According to Porter (Porter, 1980), for example, the structure of different sectors may change in the long term, resulting in different competitive conditions with respect to the present situation. This is the reason why companies should be able to adapt and evolve by focusing more on internal variables rather than relying on the structure of the overall sector or industry. In the actual pandemic scenario, what may result more difficult is the need to evolve in a short time represented by months and not years, as it is usually. In order to emerge, firms should rely on three key elements that usually change together: the range of action, key competencies and organization (Bertoldi & Scalabrini, 2020). These are interrelated aspects that in the Italian context help to reach the competitive advantage also thanks to the creativity, originality and adaptability useful for the innovation process of the "Made in Italy" brand. Firms that are ready to change and willing to adapt to the changing external environment and customers' needs are the ones which will succeed in the post crisis scenario, otherwise they will be stuck in a business model no more suited to meet the need of an evolving context.

The pandemic already made possible the development of fast innovations and researches to answer to the need of the present situation; the main interested fields so far has been the pharmaceutical and medical ones that needed to adapt due to the lack of medical devices. As a result, to keep being productive and being useful for the society, many firms reconverted production plants and started realizing what was more needed to face the sanitary emergency. Open innovation (Chesbrough, 2006) may become the predominant method to develop new products, processes and business models.

The main challenge presented by the pandemic is the implementation of technologic innovations to improve the customer experience and make the retailers succeed in the customers' satisfaction (Borsi, Zeru, Prinzivalli, Spera, & Malvezzi, 2020). In order to do that, some changes to the actual business models of Italian retails are needed. First of all, as already explained, the omnichannel integration seems to be a good strategy for many Italian brands that are willing to mix physical shops with digital initiatives. Moreover, in the majority of stores digital innovations, such as self-scanner through smartphone and other tools based on artificial intelligence should be developed and introduced. The adoption of this kind of devices will make possible to improve the customer experience also thanks to the addition of new customized services. Indeed, as a result of the omnichannel, new store formats have been created to ensure the in-store experience for customers (Borsi, Zeru, Prinzivalli, Spera, & Malvezzi, 2020). Thus, compared to the past, even in Italy, the adoption of certain innovations, especially in the digital field, is increasing because in difficult crisis situations like the one caused by Covid, it emerged that the continuous involvement of customer is a key element for the survival of a company. As a result, digital innovations have many advantages even if present some difficulties in practical terms; in fact some firms tend to be a bit "old" and find it difficult to change since the development of new skills and competences is needed and new digital roles should become part of the company (Borsi, Zeru, Prinzivalli, Spera, & Malvezzi, 2020).

Analysing more in detail the changes required by the current pandemic, other aspects should be taken into consideration. Since the diffusion of the coronavirus is fast and a vaccine to stem the infections has not been found yet, the Italian government drafted some general rules for the containment that shops subsequently adapted depending on the singular situations. Wearing facemasks and disinfect hands is mandatory in all shops as well as the maintenance of distances. Moreover, it is recommended to favour electronic payments in order to avoid contacts in the exchange of money. However, this small adaptations should be almost immediate in the majority of cases while there are other important problems to be faced, asking for greater innovation in the companies and a continuous updating of human capital (Ruffolo, 2020). Creating a network is essential for the diffusion of innovation in the small Italian companies and Academies for the professional training of workers should be strictly related to one another to grant the diffusion of specific knowledge (Ruffolo, 2020).

The long-term impacts of Covid-19 are still unknown, and consumer and retail players must ensure to stay flexible and invest in innovation while taking into account all possible scenarios to stay competitive in the long-term. In the future it is likely that the global value chain will be shorter and less international, hence more resilient to possible shocks (BSMAC, 2020).

Looking more in detail at the Italian context, on one hand the innovation is needed and may seem difficult to implement while on the other, this difficult period can be exploited more by small and medium firms for the development of strategic and digital changes. This kind of firms usually has a greater propensity toward innovation compared to larger firms that tend to be focused on their oligopolistic position in the market (Bagnoli, 2020). Despite the advantages that may derive from the dimensions of Italian firms, for the Made in Italy there are still difficulties to overcome. In fact, although many Italian companies have been able to reconvert their production in real time to satisfy the need for personal protective equipment and devices for the pulmonary ventilation, confirming in this way the known agility, there is still the risk that they will not be able to seize the most structural opportunities created by the crisis. First of all, Covid-19 highlighted the importance of Internet to assure institutional coordination, remote working and the maintenance of social relations. Then, the development of proper server has emerged as a consequence of this trend (Bagnoli, 2020).

Chapter 3

The Need To Readjust Business Models To Keep Up With Consumers Needs

In the previous chapters an overview of the actual crisis scenario and a general analysis of the different sectors of Italian economy have been provided, showing the impact of the Covid-19 pandemic in particular on the business model of companies.
In this chapter a deeper analysis of Italian firms operating in the Made in Italy will be provided, showing in practical terms the changes in the business models that have become necessary to deal with the emergency. Moreover, the analysis will focus not only on the firm level, but also on the needs and expectations of customers in such an evolving scenario. As a result, it will be possible to try to define a model properly designed to meet the needs of firms and customers asking for adaptation to the current situation.

3.1 Methodology

The purpose of this chapter is providing data and facts retrieved from real Italian cases in order to prove the consistency of the theoretical information provided in the previous chapters.
The analysis is conducted at the firm level and at the customer level, in order to find the main criticalities these two categories have to face during the Covid-19 crisis, and to identify possible key points that may lead to changes in the post crisis phase.
On the one hand, firms of many different sectors of the "Made in Italy" have been forced to change some aspects of their organisation. At first, the majority of companies encountered difficulties in facing the crisis, since it has been a sudden emergency that forced many organisations to abandon the existing plans and adapt to the current emergency situation. To analyse the problems faced and trying to understand the solutions proposed by many companies, a secondary data collection has been carried out, based on managers' interviews and other information available on the internet, from newspaper articles and the official websites of renown Italian brands. As a result of this analysis, it will become clear that the initiatives to face a crisis are countless and a classification is necessary to try to add to existing crisis

management theory some relevant aspects of the actual situation, that may be relevant in case of future crises.
On the other hand, customers' needs play a decisive role in the organisation of a company, both concerning the decisions about products and services to be provided and about the overall production process. For this reason, paying attention to the requirements of potential buyers is a key element for the reorganisation of companies. Indeed, general data regarding the buyers' consumption habits in different sectors are available on the internet, taking into account some of the most relevant variables. Moreover, to have a deeper understanding of the current situation, an online survey has been conducted. A questionnaire was addressed only to people living in Italy and to make it accessible to a greater number of people, it was written in Italian. The survey was administered through the internet, using google modules and then shared through WhatsApp, Instagram and Facebook. This method of administration is cheaper than providing paper questionnaires and makes possible to reach respondents from a wider geographical territory. Despite the numerous advantages of Internet and Social networks, there may be also some risks; in fact, the connection is now highly widespread among the majority of the population, but the adult/elderly population is not always able to properly use new information and communication technologies. The proposed questionnaire is available, both in the Italian and English versions in the Appendix. The questionnaire is composed of a variety of questions aimed at understanding the preferences and habits of Italians in doing shopping, during and after the Covid-19 economic downturn. To have a more complete understanding of the situation, the questionnaire includes questions retrieving information on the age, gender, educational level and profession of the respondents, in order to better identify different categories of consumers and their specific preferences. The online survey was not addressed to a limited target, because the purpose was to capture the consumption habits of the entire Italian population.
In the following, in order to delineate the current scenario, some reactions of Made in Italy firms will be described, followed by the presentation of the survey results, which illuminate on customers' needs, and lead to the definition of the features of a business model able to satisfy the needs of the moment, under the constraints of the resources available.

3.2 Reactions To The Crisis Of "Made in Italy" Companies

The Italian situation described in the previous chapter makes clear the difficulties encountered by the firms in the last months as a consequence of the pandemic. However, despite the crisis,

a lot of “Made in Italy” enterprises found alternative ways to survive and maintain a valuable brand name in the lockdown period. Initially, the impact was sudden, and organisations of all sectors had to think about significant changes in order to keep satisfying the customers and hopefully being profitable.
In the majority of cases, the main difficulty was the forced closure of physical shops and the need to adapt quickly to a digital strategy based on online tools. However, since the current crisis has its origin in health causes, many known Italian brands in the last months tried to contribute in various ways to help the health structures that were on the front line to face the emergency. As a result, in the following, some strategies adopted during the lockdown will be analysed more in detail, taking into consideration the changes and innovations needed in the production processes and in other important components of the business model. The crisis made clear that the priority in the last months was fixing the health situation, consequently, many firms adapted their strategy to sustain the emergency in many ways. Some Italian entrepreneurs simply decided to make donations to hospitals and other healthcare structures, while others realised specific foundations to respond to the emergent needs. Furthermore, a lot of “Made in Italy” companies were able to reconvert quickly their production and realise what was mostly needed in such a difficult period, or diversifying the production through the design of some new products or services. This strategy was adopted mainly by fashion industries that, instead of producing clothes, started producing facemasks and other medical equipment. As a consequence, there has been an urgent need to reorganise related aspects of the business model, looking at the present requirements and the resources available.
In the following, some of the most interesting cases will be analysed more in detail.

3.2.1 Donations To Support The Health Emergency

Donations have been the most immediate way to give a contribution in facing the crisis for many Italian companies operating in different sectors. Individual entrepreneurs and companies of various sizes have immediately allocated money to support health facilities and operators at the forefront of the fight against the virus. Moreover, instead of donating money, many Italian companies preferred to provide personal protective equipment such as facemasks, gowns, disposable gloves and disinfectant. With all these moves, there has been the support of numerous “Made in Italy” brands, interested more in the health of their country of origin rather than in their business in a situation in which all sectors found themselves in difficulty.
Donations from “Made in Italy” brands of the fashion industry are countless and only the more relevant will be mentioned.

Among the big players of the fashion industry, Gucci has launched a crowdfunding campaign with Intesa Sanpaolo in favour of the Italian civil protection department, while globally, it supported the World Health Organization through Facebook matchmaking campaign (Crivelli, 2020). This initiative involved all members of the Gucci community, asking them to participate in fundraising to mitigate the crisis through the purchase of the necessary medical equipment. “We Are All In This Together” (Figure 7) is the claim that accompanied Gucci’s crowdfunding campaigns and all the community has been invited to donate on the official website, through Instagram stories or Facebook.

Figure 7:Instagram post to support Gucci donations

In a letter Marco Bizzarri and Alessandro Michele, CEO and artistic director of Gucci respectively, expressed some important values that are at the basis of this choice:

“This pandemic calls us to an unexpected task, but it is a call to which we respond with determination, by supporting the overtime work of the health professionals, doctors and nurses who are at the forefront of the fight against the COVID-19 epidemic every day, in Italy and in the rest of the world. By supporting each other and helping those of us who are most vulnerable, we will be able to overcame this crisis: united, even more than before”

(Desiderio, 2020)

In a similar vein, Miroglio Group decided to engage all its community in the effort of giving a valuable contribution. Indeed, some brands of the group, such as Caractère, Fiorella Rubino, Elena Mirò, Motivi and Oltre, on their e-commerce websites launched a solidarity campaign in support of the ongoing health emergency: for each item purchased online, a mask will be donated to the Piedmont region, which will allocate them to those in need (Ruggeri, 2020). All the initiatives of the group during this emergency have been gathered through the hashtag #orgogliomiroglio.

Armani should be mentioned as one of the most known contributors during the pandemic. In fact, he initially donated cash, allocating over 2 million euros to some Italian hospitals and adding a letter of thanks addressed to all health professionals; only later started donating disposable gowns intended for individual protection. With the donations and with the following words addressed to health professionals, Giorgio Armani proved to be extremely sensitive to the difficult situation that Italy has faced in the last months.

"It is moving to see you engaged in your work with the difficulties and great efforts that the whole world now knows. And above all to see you cry. I think this feeling is related to my desire to pursue my career as a doctor when I was young and looking for my own path. The whole of Giorgio Armani is sensitive to this reality and is close to all of you: from the stretcher bearer to the nurse, from general practitioners to all the specialists in the sector. I am personally close to you. Giorgio Armani" (quifinanza.it, 2020).

In this context every contribution is precious, and it is worth mentioning the initiative promoted by Calzedonia in collaboration with Intesa Sanpaolo. During quarantine eleven thousand underwear items were delivered to hospitals in Lombardy and Veneto, to be distributed to Covid-19 patients who were unable to receive what needed from families. The donation is part of "Golden Links: I legami sono oro" project, promoted by Intesa Sanpaolo (Corriere Della Sera, 2020).
Gildo Zegna, CEO of Ermenegildo Zegna, also expressed the values and mission of the brand that should be pursued to overcome the Coronavirus crisis at best:

"At Zegna we believe that our actions today determine our tomorrow. The pandemic we are facing is a call for everyone to act. Each of us must do his part to counter this global emergency" (Fondazione Zegna, 2020).

With this in mind, the Zegna family has decided to donate 3 million euros to the Italian Civil Protection, to support nurses, doctors, researches and volunteers from all over Italy. Moreover, the group participated with a donation to the purchase of ventilators and medical masks for some hospitals (Fondazione Zegna, 2020).
Numerous Italian fashion brands further contributed, mainly with cash donations, to overcome the worst phase of the crisis, by destinating the majority of money to Covid departments in hospitals and research into the virus and a possible vaccine. Valentino, Bottega Veneta, Benetton, Moncler, Luisa Spagnoli, Fila should be mentioned for the support while the words of Mario Moretti Polegato and Enrico Moretti Polegato, presidents of Geox and Diadora

respectively, probably contain the thought of many Italian entrepreneurs who, like them, have decided to make their own contribution.

"In this historic moment that Italy and Veneto are experiencing, it is a moral duty to support our doctors and nurses, every day at the forefront of the fight against an invisible yet so fearful enemy that makes us all equal, vulnerable, helpless" (Ceron, 2020).

The greatest aids seem to have come from the fashion world, but there have also been many contributions by Made in Italy brands from other sectors. A relevant example of the food industry is Barilla, which immediately intervened with different kind of donations. At first, a donation of 2 million euros was addressed to the hospital of Parma, the Civil Protection and the Parma Red Cross; Luca Barilla, Vice President of the Barilla Group explained his charitable deed with the following words:

"It is a difficult moment in which it is important to remain united and help each other. With this donation, all Barilla people want to express their closeness to doctors and nurses by making a concrete contribution to all those who work day and night to ensure health care for those in need of care" (barillagroup.com, 2020).

Figure 8:#italiacheresiste - donation and special thanks to the doctors (barillagroup.com, 2020)

In addition to thanking the medical staff (Figure 8), the company has also shown recognition to its collaborators who have continued to work in such a difficult period in order to grant the availability of Barilla products to all the people who wished it (barillagroup.com, 2020).
The Barilla group also donated an additional amount of 500.000 $ in favour of "The Cure Alliance" which is a non-profit association including scientists and innovators who are working

to find a therapy for Covid-19 (barillagroup.com, 2020). Luca Barilla explained this further donation with the following words:

> *"Scientific research is the most important tool of well-being and progress for humanity. Today more than ever it is necessary to help resolve this terrible crisis that is affecting the whole world, as quickly as possible"* (barillagroup.com, 2020).

However, donations from the Barilla group were not just monetary; in fact, at a later stage the company gave support to families in difficulty, firstly by donating IT tools and teaching materials for children forced to follow lessons from home (barillagroup.com, 2020), and finally, thanks to Mulino Bianco, it donated breakfasts to the poorest people (barillagroup.com, 2020). Now, it should be evident that donations of different nature and coming from companies operating in different sectors, have characterized the past months in Italy to support the difficult crisis both in sanitary terms and not.

3.2.2 Reconversion Of Production

Another widely adopted strategy as a consequence of the Covid-19 crisis has been the diversification and reconversion of production. Fashion brands of "Made in Italy" have been leading actors in the affirmation of the change and soon started realising facemasks and white coats, while putting aside the original production. In fact, the health emergency has led to a sharp rise in the demand for products to defend against contagion, both medical equipment for personal protection, and disinfectants and plexiglass spacers for shops and public spaces.
Firms decided to partially or totally convert their production to meet the growing demand: multinationals or big firms have almost always carried out partial conversions while small and medium enterprises introduced products that, on the one hand ensured continuity in production that otherwise would have been interrupted, while on the other hand has meant a real revolution in the business (Costa, 2020). Indeed, Randstad Professionals conducted a survey on a sample of 100 Italian companies that decided to partially or totally convert their production, in order to understand which were the sectors most affected by this phenomenon and the professional figures most sought by the ones who did not interrupt the new production (Costa, 2020). At the end, as Maria Pia Sgualdino, Head of Randstad Professionals (randstad.it, 2020), explains "for the majority of sectors, the conversion was only a temporary way to help the healthcare system in its emergency peak and maintain business continuity". However, for some sectors, in particular textiles and chemicals, the new production is opening up stable business opportunities in the post Covid-19 (Costa, 2020). The sectors interested in the conversion process are multiple

and Italian companies that adopted this strategy to face the emergency are mainly belonging to the textile (33%) and fashion (26%) sectors. Shifting to a different production was easier for these sectors because they already owned machineries, raw materials and workforce to realise individual safety devices. Companies in the plastic (7%), chemical (7%), cosmetics (6%) and manufacturing (6%) sectors, medical devices (5%) and automotive (4%) manufacturers have also chosen to change their production to cope with the emergency (Costa, 2020).
At the moment it is quite difficult to establish the nature of the transformations adopted by defining the extent and duration, because the crisis is still on process and many companies have not yet returned to their usual business. The survey of Randstad Professionals reveals that for the majority of industries, reconversion was only a temporary way to help the healthcare system in peak emergency and to maintain business continuity. However, it is not always like this, since in some sectors, like the chemical and textile ones, the new production seemed to pave the way to new stable business opportunities in the post Covid-19, particularly through new communication and distribution channels that highlighted the need for new professionals (randstad.it, 2020). Furthermore, it is highly probable that chemical plants that started producing alcohol-based disinfectants for hospitals during the most critical phase, will keep producing these products for personal use also after the emergency. Similarly, companies in the plastic sector will have to maintain the production started during the lockdown at least for a few more months. In fact, with the reopening of stores, there has been a great demand for plexiglass spacers needed to reorganize the spaces and keep the distances. On the other hand, the cases of companies operating in the fashion and automotive sectors are different since it is more likely that, after the emergency, they will return to their core business. However, since the crisis is still ongoing, these are only predictions and the situation may vary from case to case.
On March 26, 2020, the “Cura Italia” decree allocated 50 million for the conversion of companies interested in producing medical devices, in particular respirators, face masks and other materials needed to deal with the health emergency. As a result, several companies from biomedical lines and other sectors started to apply for this contribution (quifinanza.it, 2020).
In the following, some of the most relevant cases of “Made in Italy” firms that converted their production will be analysed in detail. As mentioned above, among the most important players there are companies operating in the fashion industry, which reconverted their usual production by changing and adapting machinery, logistic and internal organisation. It is important to notice that materials and production lines are often similar in the case of textile companies, thus the reconversion may have resulted easier. However, other firms found it convenient, because despite the costs incurred to adapt the production processes, this strategy has made possible the diversification of business in a period when order blocking weighted heavily (quifinanza.it,

2020). The conversion has not been immediate in all cases and, as reported by the research of Randstad Professionals, frequently meant a swift toward new jobs and the research of new professional figures (randstad.it, 2020).
All in all, the choice of reconverting the production, on the one hand has allowed many factories not to completely stop production, while on the other hand many Italian brands have decided to undertake this change for a charity purpose.

Armani

During the Covid-19 Giorgio Armani has been one of the most active entrepreneurs, and the initiatives proposed to face the emergency were many. Indeed, Giorgio Armani expressed his idea in the following statement:

"We will have to find new solutions to restart the economy and culture because in the crisis there is always an opportunity. We need to work together, because only through a collective will and commitment, it is possible to restart and think about the future" (quifinanza.it, 2020).

With this thought Armani was able to highlight some important pillars that will be key in the recovery phase. Finding new opportunities and working together for the achievement of common projects are values on which the restructuring of a business model will be based. The most revolutionary initiative promoted by the brand was announced on March 26, 2020, when the Armani Group ordered the conversion of all its Italian production plants into the production of disposable gowns for the individual protection of healthcare workers committed to face the Coronavirus (armani.com).

Calzedonia Group

The Group comprises many Italian brands: Calzedonia, Intimissimi, Intimissimi Uomo, Tezenis, Falconeri, Signorvino and Atelier Emé. When the pandemic broke out, the president Sandro Veronesi immediately decided to contribute to the public effort, affirming:

"Since we do not produce items of primary necessity, it seemed right to try to do everything in our power to protect the health of our customers and employees as much as possible" (calzedoniagroup.com, 2020).

Calzedonia Group is one of the Italian companies that reacted more quickly to the emergency with the closure of all its stores, anticipating government decrees, and concrete charitable deeds. At first, the purpose of the company was to sustain and protect the people who were fighting the virus every day. In fact, from March 23, 2020, company's facilities and resources were made available for the production of facemasks and white coats to be donated to institutions in need. This project required the conversion of some production plants; in Italy only the Avio (TN) and Gissi (CH) plants have been converted while plants owned by the group but located in Croatia, Sri Lanka, Serbia and Ethiopia were completely adapted to the production of medical devices. During the most difficult phase, such protective items have been donated to hospitals, civil protections, municipalities and ONLUS located in Italy (calzedoniagroup.com, 2020). Once the main criticalities have been faced, the production of facemasks was needed to grant the safety also of people working for the Calzedonia Group and all the customers. Nowadays, the majority of facemasks realized by the group are certified for medical use and are destined to specific institutions mentioned above. However, to try to satisfy the huge number of requests, they also started producing not certified facemasks to be used to limit the risk of contagion only when the maintenance of distances cannot be assured (calzedoniagroup.com, 2020)

Despite the fact that the group operates mainly in the textile and fashion sectors, the conversion of production required some investments: in particular machineries for the creation of a semi-automatic line had to be bought and workers had to be trained according to the new type of production.

Miroglio Group

The company is organized in different divisions and comprises 11 fashion brands characterized by certain common values but each with original features. In addition, the textile sector is another important component of the group that deals with raw material of high quality processed in different plants. Finally, the last business part of the group is the society specialized in logistic, which aims at optimization of processes through the use of technology (mirogliogroup.com). The core of the group is fashion and, despite being widely known internationally, it has a strong Italian identity. The mission of the group clearly indicates the main elements of interest and justify the choices undertaken during the Covid-19 crisis:

> *"Seize the best opportunities and create the ideal conditions for the development of products and services throughout the fashion supply chain, with the experience of those who – for over a century – have been creating, producing and selling"* (gruppomiroglio.com).

In fact, starting from the usual way of doing business of the group, the difficult pandemic situation somehow created new opportunities and the company decided to respond by converting its production to the production of facemasks. The reaction of Miroglio Group came immediately after the request of medical devices by the Piedmont region. Facemasks have been made of cotton and elastane, so that they could be washed and reused several times, and as affirmed by Alberto Racca, CEO of the group:

"All this was possible thanks to Miroglio's know-how, which runs through the entire fashion supply chain, from fabric treatment, creation and logistics" (press.miroglio.com, 2020).

For the first supply for the Piedmont region, the cost was borne personally by Giuseppe Miroglio, third generation of the Miroglio family, and by some associations in the area.

If there will be requests for the supply of masks also in the following months, *"Miroglio is open to expand its production by forging partnerships with all the players involved in the fashion chain"* announced the CEO (press.miroglio.com, 2020).
After the emergency of the lockdown period, the group, thanks to its knowledge, in the month of June has extended production to surgical masks, making possible to further exploit product diversification. However, as a consequence of the strategy adopted, an industrial expansion has been necessary and a new department of excellence at the Pollenzo – Bra (Cuneo) plant has been established. Here, an automated production of masks has been activated in a controlled bacterial environment.
It is clear, that, while at first the production of facemasks was activated by emergency, nowadays, facemasks started representing a new product typology of the group, realized in a specific Business Unit. Indeed, Stefano Mulasso, M360 business unit manager, affirmed:

"Thanks to the plant already in operation and to the new line that we will soon inaugurate we expect to produce 7 to 10 million surgical masks by the end of the year. 500,000 surgical masks will be destined for Miroglio Group employees who work at the offices and our 900 stores, while we will be able to distribute the others on the market at a price below 50 cents each" (press.miroglio.com, 2020).

The following step of this kind of production has been the realization of printed surgical masks that has been possible thanks to the collaboration between the M360 business unit and Sublitex, a group's company specialized in transfer printing through water free and energy saving processes. These surgical masks can be totally personalized with the desired colours, logo and prints; examples are shown in Figure 9.

Figure 9: Miroglio's personalized surgical masks (press.miroglio.com, 2020)

With this move, the group shows their understanding of customers' necessity of safeguard their health without giving up on fashion. Facemasks have now become an accessory and, for a group operating in the fashion sector, it is important to keep this new market trend into account.
It is clear that, while at first the reconversion of production plants was driven by the need to keep up the production in a difficult period, while at the same time satisfying the need for masks; now the production of facemasks represents a totally new business unit satisfying the need for diversification. In fact, the purchase is addressed also to private individuals that can buy the mask online and choose the desired style: plain or printed.
For the Miroglio Group the crisis represented an opportunity to exploit product diversification; obviously they had to face some investment costs, but the strategy proved successful. Moreover, as Stefano Mulasso, M360 business unit manager, declared:

> *"Thanks to the new machinery we purchased, a few days ago we started a new line totally dedicated to the production of printed surgical masks. Our research does not end here, we are always attentive to new possibilities and ready to challenge ourselves continuously"* (press.miroglio.com, 2020).

This Italian brand is a great example of innovation and adaptation; in fact, the group has been able to immediately respond to the emergency by converting the production and subsequently take care of the development of a new dedicated business unit.

Zegna Group

Apart from the donations made by the group, which have already been mentioned, the main organisational change in the group was represented by the conversion of production. In fact, Zegna converted its production plants in Italy and Switzerland to produce protective gowns for medical and hospital personnel in the Piedmont region. This has been possible thanks to a collaboration with Prativero S.p.A, which is based in Biella; the company has provided the nonwoven fabric needed for the realisation of gowns. It has been necessary for the achievement of the project.

"Let's take care of each other. Let's overcome this emergency together." (Molinu, 2020).

With this statement Gildo Zegna, CEO of the Ermenegildo Zegna expressed the need to collaborate to realise something useful to face the emergency.

FCA Group

The group, leader in the automotive industry in Italy, in the pandemic situation immediately tried to take a significant position by adopting various initiatives. The reconversion of production is probably the project that required a major effort for the company, since new competencies and an overall reorganization were needed. In fact, at first the conversion has affected a factory in China that since March started making masks. The choice was immediately communicated to the employees by a letter of the CEO, Mike Manley who clarified the need to donate medical devices to rescuers and health workers.

"In these exceptional times we are evaluating how to use FCA's ingenuity and skills to help the community" (F.Q., 2020).

With this statement the CEO on one hand expressed his will to give a concrete help in the crisis, while on the other it is understood the need to continue producing in a period in which the demand for cars has dropped drastically. Considering this trend, the conversion of the Asian plant was recently followed by the conversion of other production plants in Italy. The facilities of Mirafiori (Turin) and Pratola Serra (Avellino) have been adapted to the production of surgical masks that have started between the months of August and September 2020. In total, 25 lines have been set up in Turin and 19 in Pratola Serra with the aim of realizing 27 million masks every day, to be distributed in the national territory through the civil protection and destined to employees of Italian sites of FCA (quifinanza.it, 2020). For the conversion of production, more than 600 workers have been enrolled, and it has been necessary to introduce new industrial machines and prepare new production processes in the shortest time possible (quifinanza.it, 2020).

Menarini Group

The pharmaceutical company Menarini Group coherently with its values and the interests towards innovations, particularly in the field of healthcare, during the pandemic emergency converted part of its production plant in Florence to manufacture disinfectant gel to be donated to hospitals and other healthcare organisations. The reason for this choice is clarified by Elcin Barker Ergun, Chief Executive Officer of Menarini Group:

"Doctors and healthcare professionals are the true 'heroes' in the fight against COVID-19 and through our donation of disinfectant gel we hope to be able to help them work in greater safety" (menarini.it, 2020).

The production of disinfectant gel has been totally donated and in few weeks the company has been able to increase the produced quantity from 20 to 100 tons per month. The implementation of this change has been possible thanks to the knowledge of the group and its internal research and development division.

Bulgari

"I believe as a major economic actor and symbol of Italy, Bulgari has a responsibility to contribute to the national effort to help prevent, fight and eradicate Covid-19. Thanks to our fragrances expertise we have been able to develop together with ICR a "hand cleansing gel with sanitizer" which will be manufactured in our Lodi Factory already making our high-end perfumes and hotels amenities. Aware of the difficult situation we are experiencing, we believe it is our duty to contribute with our know-how and production facilities and we thank the Italian Civil Protection Department who will take care of the collection and distribution" (bulgari.com, 2020).

With this statement Jean-Christophe Babin declares the partial conversion of its production in order to realize hand sanitizer gel. It has been possible thanks to the collaboration with its historical fragrances partner, ICR (Industrie Cosmetiche Riunite, Lodi) and the plan of the luxury brand has been the production of hundreds of thousands of bottles (Figure 10) (bulgari.com, 2020).

Figure 10: Bulgari production of hand sanitizer gel (bulgari.com, 2020)

With the outbreak of the health emergency, Bulgari, one of the leading brands in the luxury sector worldwide, decided to make its contribution by reconverting the Lodi plant to produce sanitizing gel to be donated to doctors and hospitals (Nasso, 2020).

3.2.3 Other Reactions To Support Italy During The Health Emergency

Donations and conversion of production plants for the realisation of personal protective equipment were the most immediate reactions from the Made in Italy companies eager to make their contribution to the health emergency, which crossed Italy starting from February 2020. However, in addition to these, there have been other ways to give support during the most critical period of the pandemic.

A good strategy when facing a crisis is creating a collaborative network of companies in order to support each other and overcome the criticalities by proposing common solutions. The Covid-19 pandemic arrived as a sudden phenomenon putting into difficulty the entire health system and companies of different sectors were forced to temporarily close or reorganise themselves in compliance with the distancing. In this complex and unexpected scenario, car manufacturers have deployed their knowledge to help Siare in the manufacturing of pulmonary respirators (ilsole24ore.com, 2020). Siare engineering is the only Italian manufacturer of pulmonary ventilators based in Crespellano, in the Bologna area. To respond to the request of producing 500 ventilators per month for four months, the company has been forced to stop its business with foreign countries and focus only in the Italian market. Moreover, in this effort, Gianluca Preziosa, CEO of Siare affirmed:

"We are talking to Fiat Chrysler, Ferrari and Marelli to try to understand if they can help us in the production of electronic components" (Vesentini, 2020).

As a result, to meet the great demand, Ferrari and FCA gave their support in the production of components and in the assembly of Siare respirators by making available their knowledge and expertise (Carli, 2020). In addition, a partnership like this would also allow Siare to gain greater bargaining power with the world players of components, which a small company is struggling to grab due to the scarcity in the global supply chain (Vesentini, 2020). The advantages of creating a collaborative network during a crisis situation are many but it is important to evaluate the efforts required by each company in order to create equilibrium to solve the criticalities.

Moreover, taking a cue from the actual crisis, it seems to be important to involve and reward employees who have been committed to the company and kept working even during a difficult situation. This is particularly relevant in the actual pandemic and specially, during the past lockdown, because in the last months but sill today, going to work may represent a potential risk of contagion. Although in the workplaces the right safety measures to contain the virus have been adopted, given that the current crisis has health origins, the commitment shown by workers must be adequately rewarded. Indeed, there are several Made in Italy companies that in this period have paid more attention to their workers, showing them their importance and repaying them with incentives. Most of the companies taken as an example are part of the food sector and this can be justified by the fact that this type of activity was considered essential and not subject to closure. As a consequence, food industries continued their production even during lockdown and the presence of workers have been fundamental.

Lavazza, an Italian brand known internationally, has deployed all its forces to ensure the continuity of all its activities and processes and has decided to grant a bonus to its staff. The 650 employees who work in the Italian factories, located in Turin, Gattinara (VC) and Pozzilli (IS), were rewarded with a monthly amount of 250 euros gross in March and April, on the basis of the work actually performed by each "in presence" (eldomtrade.it, 2020). The Lavazza group, together with its collaborators, wished to give a positive signal and a concrete commitment, in the belief that with a joint contribution, Italy can get out of the emergency and restart.

Another Made in Italy brand important in the Italian food culture is Rana, which is leader in the fresh pasta market. Also in this case, the plants remained open during the most critical phase and the actions taken during the coronavirus emergency were similar to those of Lavazza. In fact, in addition to the donations that, as seen in the previous paragraphs, have been made by many of the Italian brands, Rana also decided to reward its workers who made possible the continuity in production. Firstly, the CEO Gian Luca Rana launched an extraordinary plan of 2 million euros to increase the wages of 700 employees of five Italian plants who guaranteed continuity in food supply even in this difficult situation. Moreover, since the difficulties encountered in the critical period do not concern only the field of work, but in many cases difficulties were also encountered in the family context, extra measures were adopted: a 25% increase in salary for each day worked and an extraordinary monthly ticket of 400 euros for babysitting costs. Finally, to demonstrate the importance given to the workers by this Made in Italy company, an insurance policy was stipulated in favour of all employees of Pastificio Rana, including those in smart working, in the event of contagion from Covid-19, to further strengthen the safety and prevention procedures already implemented by the company to deal with the emergency (giovannirana.it, 2020).

3.3 Business Model Changes Generated By The Crisis

In the previous paragraphs a series of reactions of Made in Italy companies have been outlined: it emerged that numerous brands promptly intervened to support the health emergency, setting aside their business and adapting their daily activities to the needs of the moment. For sure, the magnitude of these changes on the one hand made possible to keep up the production in a difficult period, while on the other hand represented a huge difficulty for firms that had to rethink internal organisational routines and to implement new ways of doing the business. The emergency at first made necessary an immediate adaptation of the business model, mainly with a survival attitude in a scenario characterized by health problems, among the others. Now that the most critical phase seems to have been overcome, the new challenge that firms, and in particular Made in Italy companies, are called to face is the adaptation of their business model according to the needs emerged in the last months, in order to be ready to operate in a different way according to the new habits posed by the "new normal".

Some companies are still thinking about the most effective changes to implement in order to be profitable and keep satisfying their customers and employees, while others have been more quick in understanding the adjustment required to face the crisis and already started the process of adaptation of the business model. In the previous paragraphs and in the previous chapter many aspects of the current crisis were considered. The pandemic impacted different aspects of the business model depending on the type of company: communication and distribution channels, suppliers, customers, employees and any other type of stakeholder may have been influenced in different ways by this situation. The choice made by some companies is that of exploiting the discontinuity created by the crisis to carry out a strategic transformation. A transformation or strategic innovation takes place in the creation of a new market, through the development of a new value proposition and, therefore, of a new business model (Bagnoli, 2020). As a result, there is not a single path to be followed, because every company has its own history and values and the type of changes should be properly designed.

Armani, as one of the greatest Italian fashion brands who took an immediate position after the outbreak of the pandemic, by intervening with donations and reconversion of production, has already taken steps to make some changes to the business model. Giorgio Armani is convinced that the entire world must build a new future after the coronavirus and must do so in the name of ethics (Buffo, 2020). The designer wrote an open letter to express his thoughts and in particular he pointed the finger at fast fashion. In fact, he believes that *"Luxury cannot and must not be fast"* and he highlights his idea of timeless elegance (Zargani, 2020).

"The moment we are going through is turbulent, but it also offers us the unique opportunity to fix what is wrong, to regain a more human dimension. It's nice to see that in this sense we are all united" (Zargani, 2020).

Giorgio Armani is aware of the necessity to re-evaluate the overall value chain of the company business model. A first significant change announced at the beginning of the emergency is that summer collection of the brand was intended to remain in the boutiques at least until the beginning of September (Zargani, 2020). Nowadays, this is unusual, because fast fashion has replaced this way of working, especially in the fashion industry. However, Armani expressed his disappointment by saying: *"I don't work like that, and I find it immoral to do so"* (Zargani, 2020).

The change will not be immediate, but the initiatives of Armani move a step forward in this direction. The impact of longer collection instead of fast fashion is evident: relationships with suppliers and customers will be affected, and less collections will probably impact the quantities of raw materials required, the price and the subsequent frequency of contacts. Moreover, fewer collections mean also lower costs in terms of product design, launch events and many other related aspects. Although going back to this way of working may present many advantages, customers at first may be disoriented because recently they were used to continuously look to new collections, while organising fashion in this way may seem a return to the past that requires an adaptation period from customers.

Another initiative adopted by Giorgio Armani when the health emergency hit Italy in February 2020, has been the presentation of his new collection behind closed doors in Milan. He further argued the importance of location in a fashion show in his letter, making clear the importance of clothes over location (Zargani, 2020).

Giorgio Armani has put his face to represent what are the biggest problems that the fashion world in recent times had to face and he expects to be listened to the ones that understand the need to change something in the fashion industry. Armani presented the challenges of the fashion and luxury world in a period of crisis where criticalities further emerged, and the actual pandemic has probably been the tip of the iceberg in highlighting that changes to the business model are needed.

In addition to the problems already considered by Armani, the Calzedonia group focused its attention on the need to develop an omnichannel business model in order to always catch the attention of customers. The main idea of the group is working on the distribution channels for the transformation of the business model, so that physical sales channels and e-commerce distribution channels will be integrated. For the realisation of this goal, the group has the desire

to internalise the entire value chain linked to online sales processes. For this reason, logistics, customer service, administration, realisation of digital contents and website pages and all the activities related to communication have always been managed in-house. Accessibility is a characteristic value of the group both in terms of geographical distribution of the shops and ability to supply products with an excellent quality-price ratio, capable of satisfying an increasingly large slice of consumers. Starting from 2012, the online stores of the group's fashion brands were activated and today the four websites of the Calzedonia group are reached by a total of 400.000 visitors per day. Therefore, transformation of distribution channels is in process and accessibility is getting easier thanks to digital showcases active 24 hours a day, 365 days a year.
It is clear that the transformation process of the business model had already been started before the Covid-19 crisis and the group has a strong belief that advanced technology is the basis for correct information management to face future challenges related to omnichannel in the best possible way. The pandemic simply accelerated the Calzedonia e-commerce process and nowadays the group is convinced that the brand should communicate beyond the channels, focusing on people. For this reason, in particular during the Coronavirus, it emerged that another business area that should be updated to the latest changes is the one looking at customers. Indeed, investments on customer relationship management play an important role in the strategic choices of the group (calzedoniagroup.com).
The need to rely more on digital channels emerged also in other realities during the pandemic. Looking at the food industry, Barilla has been able to provide its products in stores even in the most critical phase but, given the delicate situation, the company felt it had to pause communication, finding a way to communicate with consumers through the brand in a renewed way. This somehow represented a change in the usual way of operating the business model, and from this idea the group developed the #italiacheresiste campaign to group all its customers, coherently with the values of the brand. Moreover, Barilla during lockdown leveraged more on social channels to entertain Italians who were forced to stay at home. The tv campaign, instead, was realised in a different way with the purpose to involve the entire country with a brand which usually symbolises Italian people and making everyone feel proud of what was being done in that critical period. With concrete gestures Barilla showed its closeness to an entire nation in trouble, adapting its business model, particularly on the 'channels' building block. Gianluca Di Tondo, chief marketing officer of Barilla Group, further strengthened this idea with the following declaration:

“Communication is one of the main marketing levers and historically one of the most appreciated in a company like Barilla and therefore there is every intention of returning to communication as soon as possible. However, as you can well understand, the emergency is not over, it will be a marathon and above all it will bring great changes within our society. So, before thinking about how much we have to think above all about when and how” (brand-news.it, 2020).

Other companies in the food sector had to rethink their business model during the Coronavirus, and the case of Lavazza should be analysed. The group’s slogan was *“Distanti il giusto, uniti nel gusto”* because in Italy coffee is not just a drink, it is a way to socialise. In fact, as declared by Igor Nuzzi, regional director of Italy and Switzerland of Lavazza Group:

“Never as in this period, in which we have been forced to give up our most pleasant rituals, we have realised how much coffee represents an important moment of sociality for everyone. Let’s start over from coffee in a new way: we want our partners to be able to restart safely and in the best possible way, without feeling alone. This is why we felt obliged to stand by them, providing a series of simple and concrete tools to support them in the restart of the business and to reaffirm our closeness” (foodserviceweb.it, 2020).

For this reason, at the reopening of bars and restaurants after the lockdown period, the Lavazza group decided to support these activities with the realisation of a ‘restart kit’, containing everything that can be useful for bars to restart safely and to offer their customers a pleasant and quality coffee experience. To start moving towards a new normal, Lavazza provided customer bars with a box containing service and communication materials, such as aprons, glasses for take away and the creation of social graphics to be used on their communication channels. Moreover, this kit contained some guidelines for the reopening, concerning in particular cleanliness and hygiene of the places, internal reorganisation of spaces to respect the distances and recommendation to prefer contactless means of payment. In addition to this, particular attention was paid to the importance of involving the consumers through social communication (foodserviceweb.it, 2020). All these elements confirm the willingness of Lavazza Group to keep up with the Covid-19 time, thinking about possible business model changes regarding both the company itself and the customer bars.
Those mentioned up to now are just some relevant examples of the changes taking place as a consequence of the pandemic. Starting from these “Made in Italy” brands, it may be interesting to have a look at the changes that have taken place in all Italian supermarkets and other retail activities in the last months both in the stores and on their online distribution channels. In many

cases, the spaces have been reorganised to make social distancing possible, the opening hours have been changed and the online sales channels have been developed, thus changing the relationships with suppliers and customers. Changes of this magnitude have therefore made necessary to adapt the business model and value chain of many Italian companies. Some, used to changes and innovations, have been able to respond quickly to these needs, others are still working on it.

3.4 Consumer Reactions To The Crisis

In order to analyse the changes occurred in the last months as a consequence of the Coronavirus pandemic, the overall market dynamics should be taken into consideration. In the previous paragraphs the functioning of companies and retail activities has been analysed, looking in particular at the examples of real "Made in Italy" firms. Some criticalities emerged and, while some companies promptly reacted to the situation, others need some guidelines to do so. To avoid rushing to conclusions, in this section the behaviour of customers during this difficult period is taken into account. This will help providing a complete scenario of the market during the actual crisis, both on the demand side and the supply side. In fact, understanding the needs and habits of potential buyers is key in the organisation of the business of a company: meeting the requests of consumers is the way to be successful and generate profits.

As already mentioned in the first paragraph of this chapter (3.1 Methodology), the information and data on consumption available in many magazines and websites were further investigated through the administration of a closed-ended questionnaire; this methodology has made easier the analysis of the data obtained. Thanks to its diffusion in the social channels, 182 people answered the questionnaire and the results are illustrated in this section.

The questionnaire was addressed to any Italian individual and, initially, questions about personal data, such as age, gender, educational qualification and profession, were asked. Respondents are aged between 15 and 77 years, but maybe due to the method chosen to disseminate the questionnaire, the 43,3% are aged between 20 and 24. However, interesting peaks were also recorded near the age of 40 and in the range between 49 and 51. The 35,7% of the interviewees is male while the 64,3% is female. Moreover, for the purposes of this research, it was interesting to consider the educational level and the current profession in order to verify possible correlations between different responses. The graph in Figure 11 shows the distribution of educational qualifications.

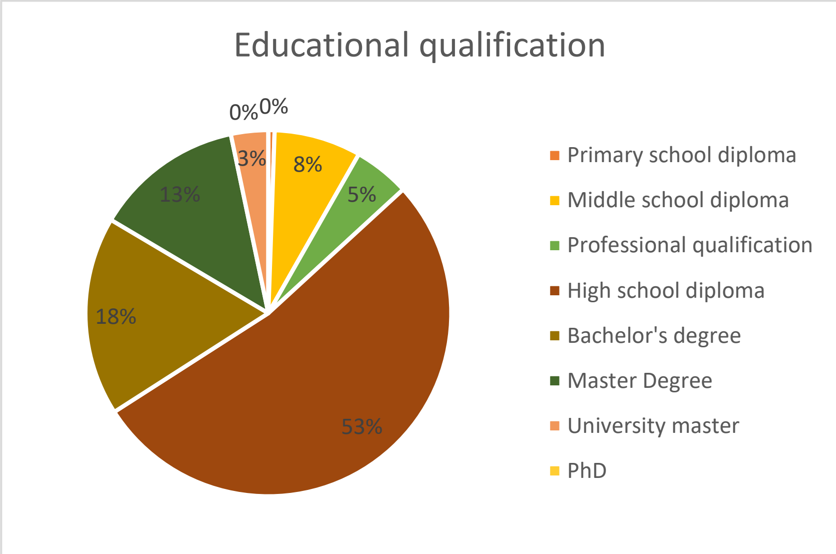

Figure 11:elaboration of data regarding educational qualification

Visualising professions in a graph is instead more complex as the professions that emerged from the people interviewed are many. For this reason, it is sufficient to point out that 69 (37,9%) are students and 42 (23,1%) are employees. All these general information help knowing better the characteristics of the sample that answered the questionnaire, and may then be useful to classify different typologies of buyers.

The questions that investigate personal data of each individual are followed by others of various kinds interested in in-depth analysis of consumer behavioural aspects. Moreover, this part of the poll aims at understanding thoroughly opinions and preferences of potential buyers, both regarding products and services. The questions investigate the purchasing habits of the Italian population in the period preceding the pandemic, during the lockdown and in the following months, paying particular attention to the "Made in Italy" sector.

3.4.1 Changes In Consumption Habits Due To The Pandemic

Similarly to the analysis of firm's reactions, also for consumers the main point of interest is understanding the changes that have become necessary in response to the pandemic and comparing the behaviours to the ones people were used before the emergency.

With reference to the pre-Covid data, some opposing dynamics are highlighted: a severe contraction in the purchases of consumer goods, more than 30% in the case of clothing and furnishing, a net increase in food spending, which grew overall by 10%, with a peak of 26% for the online component (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020). To try to confirm these trends considering a sample, questions were asked in such a way as to understand the products and services of interest as well as the preferred sales channels, with a particular focus on online distribution channels. In addition, the questionnaire focused on the origins of products purchased and the importance of "Made in Italy" as a significant brand of the country and full of connotations related to quality.

Questions were formulated from general to particular in such a way as to first understand the general trends of the Italian population and second to look in detail at the individual sectors.

For this reason, before analysing in detail the transformations underway, it was considered essential to ask the interviewees directly their opinion on the impact of the pandemic and in particular of the lockdown period, to understand whether these events had an impact on consumer purchasing habits. The results are represented in detail in figure 12.

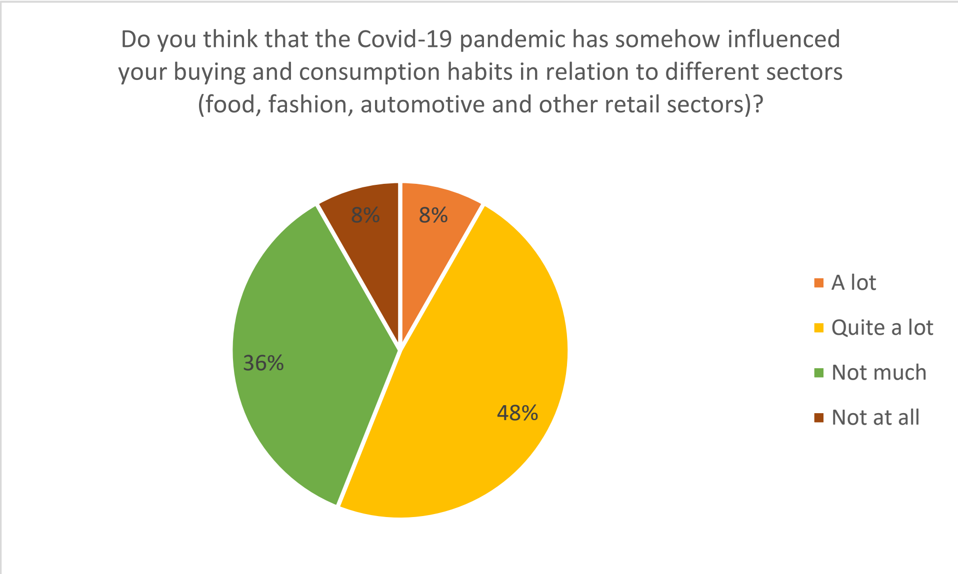

Figure 12:Impact of pandemic on consumer purchasing habits

The pie chart shows that most of the consumers who answered the questionnaire declare that the pandemic has in some way changed their consumption habits; however, it is important to notice that the largest portion of respondents affirmed that the impact has not been relevant. In fact, only 8% thinks that the pandemic has made significant changes to the consumption habits, while the same percentage declares not to have perceived any change. Moreover, given the familiarity of the new generations in the use of technology and in the purchase of goods of all kinds through e-commerce, one might think that the answer to this question depends in part on the age of the individual. However, the analysis of data did not reveal a dependence on age and the reasons underlying a change in purchasing habits are various and are summarised in Figure 13.

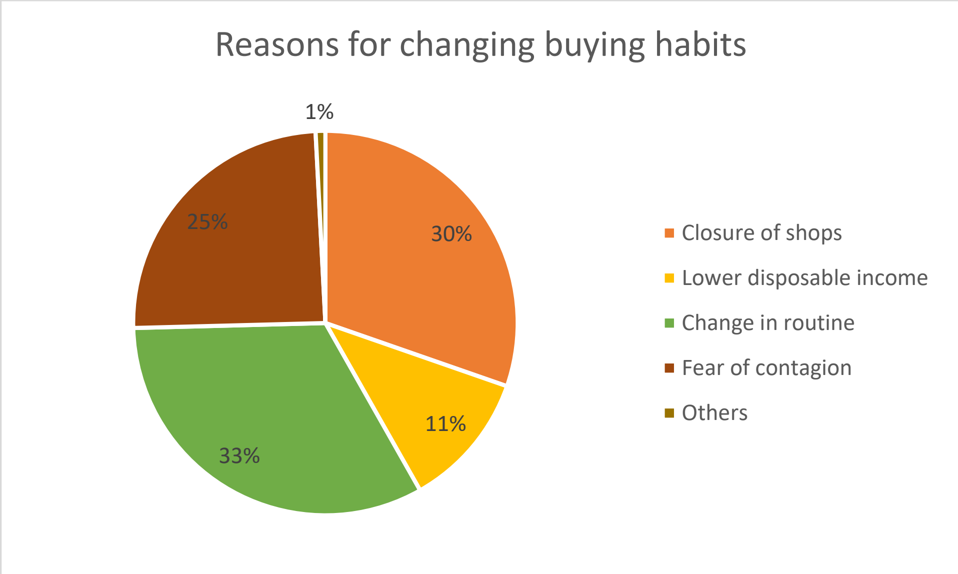

Figure 13: Reasons for changing buying habits

This question allowed multiple responses since for each individual the change may have different reasons. Change in routine is the most common motivation, being mentioned by the 47% of the responses; this is justified by the fact that people of different age forced to stay at home during lockdown, not going neither to school nor at work, thus suffering a strong impact. Another related aspect has been the closure of many shops during the lockdown, that for 43% of the responses represented a limit in the willingness to buy. The data for April showed a reduction in retail trade on annual basis of over 25%, with a particularly negative trend for non-food goods (-52%) and modest growth for food (6%) (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020). Moreover, the 35% of the responses mentioned that a decisive aspect in the change of purchasing habits was represented by the fear of contagion and therefore the consequent need to reduce the frequency of shopping. While stores selling non-essential goods were closed, this trend particularly emerged when buying food; in fact, supermarkets have never been closed during lockdown but in the majority of cases people perceived the necessity to reduce their frequency of going shopping. As a result, 85,5% of respondents to the questionnaire said they had reduced their frequency of shopping at supermarkets, organising themselves to go about once a week as suggested by the national provisions instead of thinking about spending faster but on a daily basis. However, this seems to have been only a temporary trend as 50% of those who had become accustomed to a different way of shopping, stated that at the end of the lockdown, they returned to go to the supermarket several times a week. Therefore, it emerged that adapting to new habits is difficult for most consumers who returned to their usual habits as soon as possible.

During the lockdown, the emergency was perceived by the majority of population who therefore sought alternative ways to meet the daily shopping needs. In addition to the need to contain infections, the reorganisation of the method of access to supermarkets has represented a constraint for many; in fact the entrance was allowed to a maximum number of customers at a time and this in some cases led to long waiting periods to access it. Moreover, once inside, in the most critical period it happened to find the shelves mostly empty as, on one hand the large chains struggled to obtain food in a timely manner, while on the other hand, most consumers did great stock of food (especially for long-life foodstuffs) for fear of total closure. To cope with these problems, many respondents declared that they had resorted to alternative methodologies in food supply. Some supermarkets in the local area guaranteed the home shopping service, but while before the lockdown there were few requests, in the emergency period there was an overload in the requests, which, in some cases, led to inefficiencies. Considering the sample of the questionnaire, it was asked if they entrusted this service and the answers obtained are summarized in the graph in Figure 14.

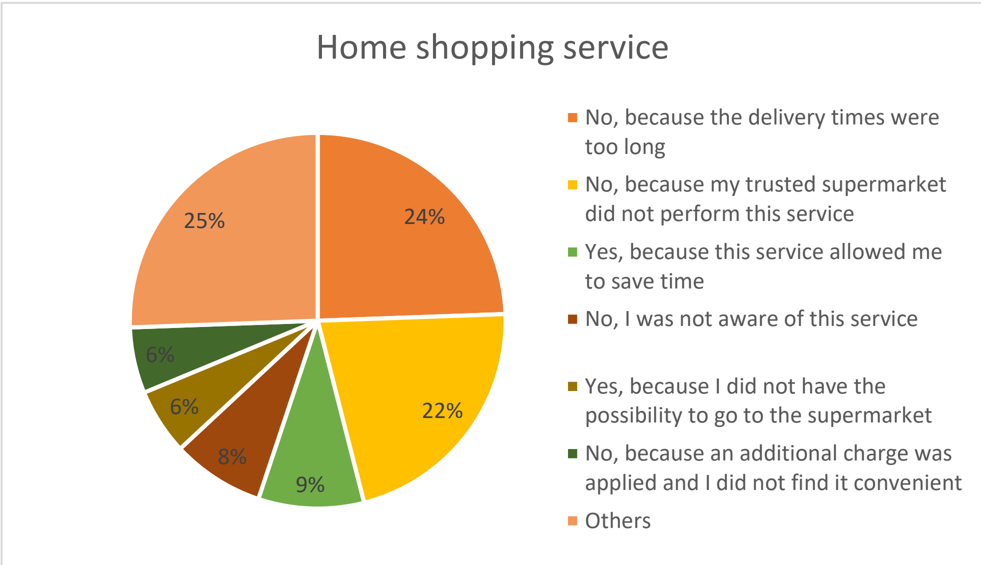

Figure 14: Motivations for choosing or not the home shopping service

Although during the lockdown the requests for the home shopping service increased, looking at the chart above, it can be stated that about 15% used the service. The majority of those who decided to try this shopping modality did it for time reason (9%) while the remaining 6% did not actually have the opportunity to go to the supermarket.

That of home shopping could be a useful service especially in critical situations such as the current health emergency that has led people to stay at home, however in Italy it still presents some critical issues that emerged also from the answers of the consumers interviewed. Firstly, 24% of people said they had given up on the service because delivery times were too long; in fact, during the lockdown waiting times on average were around two weeks. Moreover, this additional service has not yet been adopted by many supermarket chains and this lack was highlighted by 22% of respondents who declared that they did not join the initiative because they were loyal to a supermarket that did not offer this service. In addition to these main reasons, 6% of consumers declared that they did not use the service to avoid the additional charge that was applied. Among other reasons, what seems to have pushed consumers not to consider the service was the proximity to a supermarket and the possibility to personally go to the supermarket to choose the products. Interestingly, the 8% of respondents was unaware of this service, meaning that in the period of greatest interest, this service was not sufficiently advertised.

In this confused scenario, it is worth noting the increase in interest in the home service offered by restaurants and pizzerias, to which 60% of Italians claim to have resorted at least once during the lockdown period. The trend is interesting because among the interviewees 52% declared that they did not use this service in normal situation pre-Covid.

3.4.2 Online Purchases Before And After The Lockdown

As already highlighted in dealing with the changes that have become necessary in the business models, distribution channels are a dominant component of the transformation. In fact, e-commerce is increasingly relevant, even if the consumer purchase path is rapidly evolving towards methods that provide a strong convergence between online and offline, to offer the consumer an integrated and flexible shopping experience (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020). If before the lockdown buying online was mainly a habit of younger people, the closure of shops and the need to stay at home has pushed more and more people of all ages to adapt to this purchasing method, thus accelerating the changes that were already taking place. To get an idea of the percentages of online sales before the lockdown, the graph in figure 15 represents the answers provided by the respondents to the questionnaire.

Figure 15: Shopping online before lockdown

The answers obtained show that the majority of people used to shop online even before the pandemic, but they did not choose this as the only method of purchasing goods. In fact, the 42% of respondents used online channels only sometimes. Although this is the trend of the majority of the population, it is good to note that at the antipodes there are those who always used the shop online and those who never did. Looking at these portions of the chart, 3% always buy items online, while 9% never tried it before the pandemic. As anticipated before, these results are strictly related to the age of individuals; in fact, the questionnaire revealed that those who say they always buy online are aged between 21 and 24 and are predominantly male. On the contrary, those who have never shopped online are predominantly women between the age of 49 and 70. According to official data from Statista and the B2C e-commerce observatory of the Milan Polytechnic, it appears that online purchases still represent just 7% of total purchases but in any case explain half of the growth of Italian retail in 2019 (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020).

Considering the sample interviewed, the graph in figure 16 takes into consideration the different types of online purchases and the question in the questionnaire allowed multiple answers.

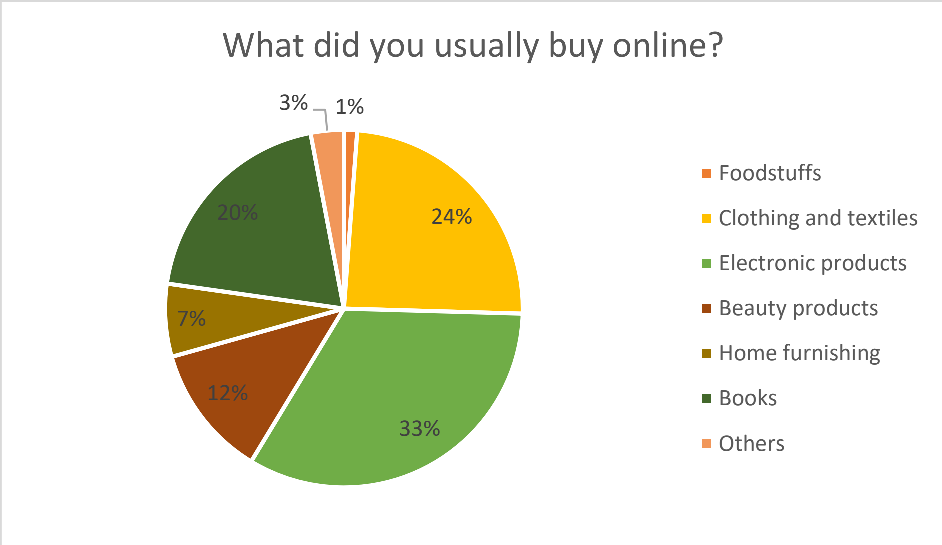

Figure 16: Type of online purchases before the lockdown

Analysing the result obtained, the majority of respondents said they buy electronic products (33%) and clothes (24%) online, while only 1% buy food.

These general trends regarding the pre-Covid situation, should now be compared with the trend in purchasing and consumption habits observed since the beginning of the pandemic. Figure 17 reports the answers of consumers who participated in the survey, when asking the frequency of shopping online during the lockdown.

Figure 17: Shopping online during lockdown

It appears that 79% of respondents in the most critical phase of the current health emergency have made at least one online purchase. However, from the trend underway before the pandemic, as shown in figure 15, an even higher percentage could be expected in online shopping channels. Instead, it emerged that during the lockdown 21% of respondents never bought online. Similarly to what was previously noticed in the graph in figure 15, also in this case people who have not made purchases are in adulthood, mainly between 40 and 70 years old, regardless of gender. On the other hand, the ones who declared to buy on the internet several times a week, vary in age, unlike what was shown by the graph that took into account the pre-Covid situation.

The following figure 18 analyses the types of online purchases during the lockdown, similarly to what was represented by the graph in figure 16.

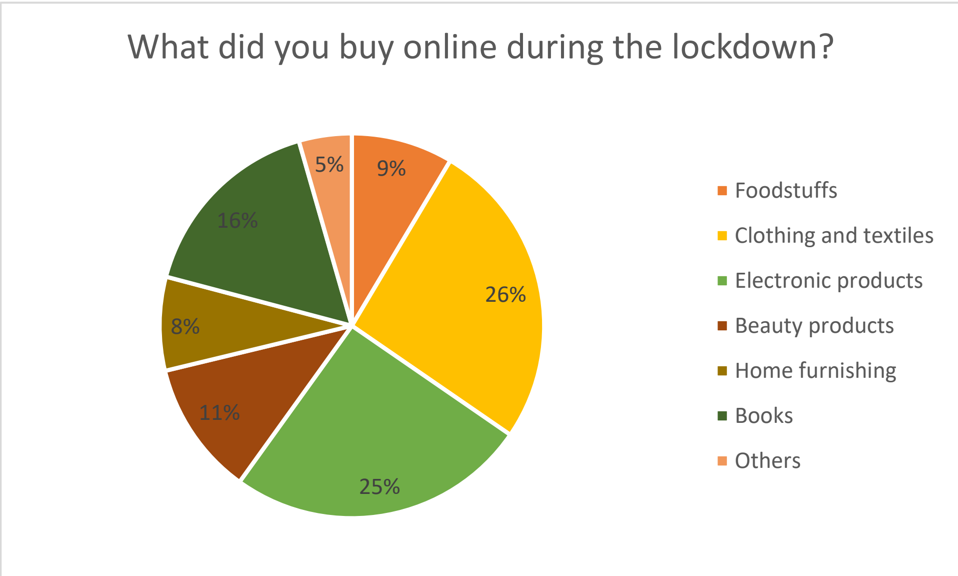

Figure 18:Type of online purchases during the lockdown

Comparing the results with the pre-Covid situation, electronic products and clothes keep representing the preferred items to buy online. However, there has been a decline in the percentage of purchases of electronic products (25%), while the purchase of clothes grew (26%). In addition to this, foodstuffs underwent a significant increase from 1% before Covid-19 to 9% during the lockdown. The other categories taken into consideration recorded values similar to those prior to the lockdown. It is interesting to notice that, in this case, the 5% representing other types of purchase largely includes purchases of sport equipment and other gym-related products.

All the trends that emerged from this chart, compared to the one prior to the pandemic, seem to align with new habits to which people have had to get used in the emergency period. In fact, an increase in the purchase of food on online platforms is justified by the problems already explained: long queues to access supermarkets and difficulty in finding some products on the shelf among the major ones. Moreover, the closure of shops selling non-essential products was reflected in more online purchases in some categories, especially clothing. Finally, the need to buy sport equipment is one of the most evident signs of the change of habits of Italians; people forced to stay at home to work or study, adapted the spaces available to maintain a routine similar to the one they were used to. As a consequence, for many individuals, sport is an essential daily activity and found useful to buy fitness equipment to continue training. From this comparison, it is clear that the weeks of lockdown, saw an exponential growth in the number of orders placed online compared to the same period last year: +129% on average in Italy (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020).

The online purchase during the lockdown involved various product categories that will be better analysed later, justifying the fact that Covid-19 has suddenly revolutionised the way families buy (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020). Looking at the different distribution channels, there is a wide variability, with sales of companies operating on small surfaces down by over 35%, large-scale distribution down by 16% and e-commerce growing by over 25% (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020).

However, while the role that online distribution channels played during the pandemic is clear, it is interesting to analyse consumer behaviour even after the most critical phase has ended and stores have reopened their doors. Asking consumers about their preferences through the questionnaire, it emerged that 5% of Italians prefers to always buy online, regardless of the type of purchase, while 36% usually goes to the store. Finally, the majority of consumers, representing 59% of the total, makes purchases both in store and online, depending on the type of purchase. To date, it is therefore difficult to determine whether there will be a definitive affirmation of e-commerce and home delivery or the customer will not renounce to the physical shopping and/or consumption experience by personally going to the store (Bagnoli, 2020).

The different product categories and different distribution channels have undergone impacts of varying extent, highlighting specific criticalities. Physical stores have been the most penalised due to the closure or drastic reduction in mobility across the country. However, e-commerce also had to deal with the difficulties associated with the interruption of the supply chains and the need to operate in emergency mode (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020). To better understand the criticalities emerged, the different sectors will now be taken into consideration for a more specific analysis.

Food purchases

From the previous chart it emerged that there has been an increase in the percentage of online food purchases during the lockdown and data on this will now be further developed. The graph in figure 19, takes more in detail the frequency of online food purchases.

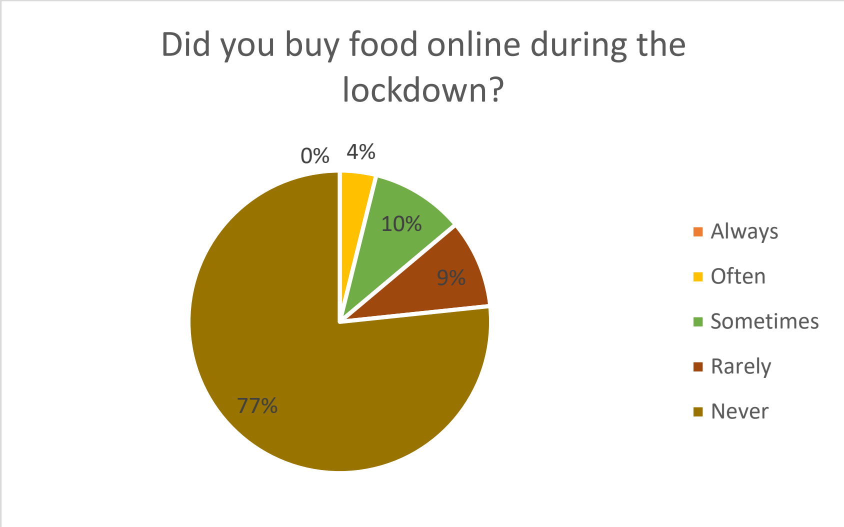

Figure 19: Online food purchases during lockdown

As already highlighted, people who got used to the habit of buying food online still represent a minority, while 77% have not tried this distribution channel even in the period of greatest emergency. However, it should be noticed that none of the people who answered the questionnaire always buy food online, being physical food shops and supermarkets a preferred channel for Italians in general. Food expenditure of Italian families, still occurs through modern distribution channels, with a predominant role of supermarkets and hypermarkets (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020).

Moreover, it may be interesting to analyse the motivations that led people to buy or not food online, to try to better understand the current market trends and forecast possible future attitude towards online food purchases. Figure 20 and 21 below analyse in detail the various reasons, allowing us to understand the common thought regarding the purchase of food online.

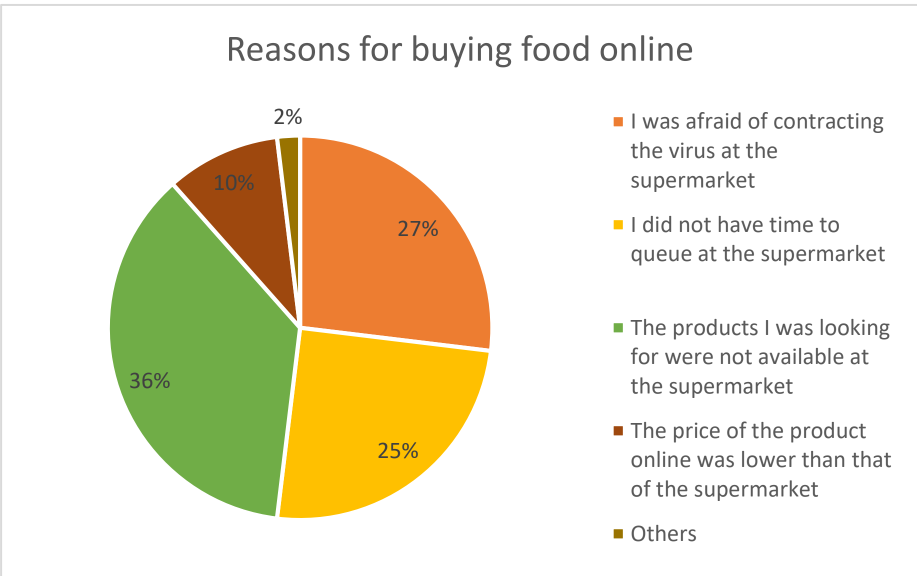

Figure 20: Reasons for buying food online

Among the ones who tried to buy food online during the lockdown, 36% of people declared to do so due to the lack of needed products on supermarket shelves, 27% did it for health reasons, particularly to avoid contracting the virus, while 25% of respondents used this strategy to avoid queues at the supermarket. All these reasons seem to be in line with the criticalities already analysed in previous paragraphs and may be considered the main motivations for the change of consumer habits when it comes to food.

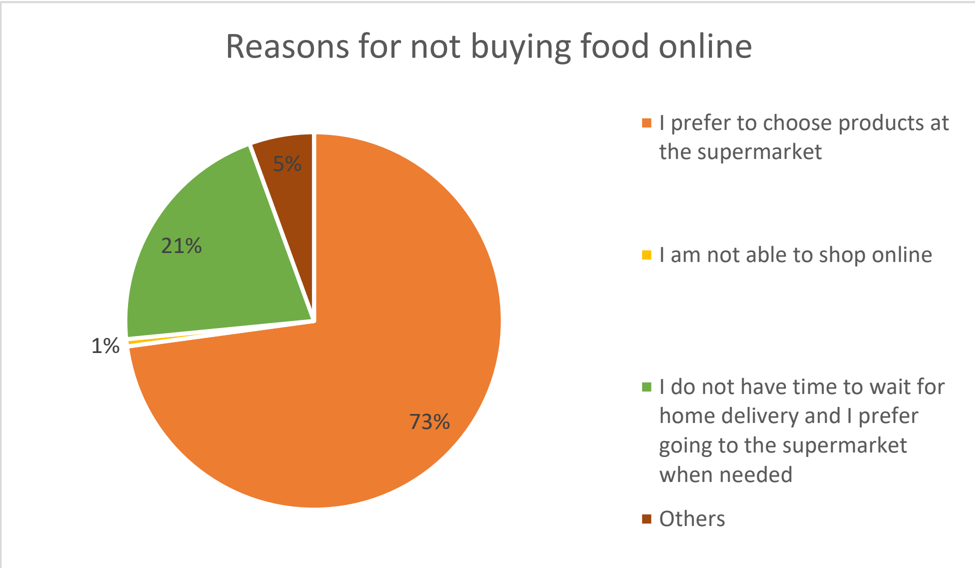

Figure 21: Reasons for not buying food online

On the contrary, people who decided not to buy food online, mainly did it because they prefer going to the supermarket and personally choose the products (73%). In addition to this, 21% of respondents signalled the limit to have to wait the food at home while they prefer having what is needed immediately. Among other reason it should be highlighted that the majority said they avoided online channels to encourage local activities and buy products at km 0.

Clothes purchases

The closure of shops during the lockdown had a strong impact on the fashion industry, both for big fashion brands and for local clothing stores. This problem has been partly addressed by examining the business models of some major Made in Italy brands in a previous paragraph of this chapter. However, many Italian consumers seem to have found a solution by buying clothing online and the trend will be further analysed in the following by taking into consideration the answers to the questionnaire. Figure 22 firstly makes clear the percentage of buyers who have used online channels to buy clothes and it emerges that 42% tried it at least once during lockdown.

Figure 22: Online clothing purchases during lockdown

The possibilities of buying clothes on the web can be many: in fact, nowadays the most known fashion brands but also minor clothing shops have their own e-commerce that makes possible to buy products online and receive them at home or collect them in the shop. Moreover, there are numerous multi-brand websites that often offer a wide range of products at an advantageous price, examples can be Zalando, Amazon, Privalia, Asos and many others. Finally, one last alternative may be represented by the purchase of second-hand clothes through dedicated online platforms. To understand the most popular way of using online channels for the purchase of clothing, the answers collected by the questionnaire are summarized in the graph in figure 23.

Figure 23: Methods of buying clothing online

Looking at the results it emerges that when it comes to buy clothing online, 63% of respondents usually rely on multi-brand websites instead of ordering the items on the official website. The reason why a consumer decides to do it may be multiple but 56% of those who bought clothing online during lockdown decided to buy on multi-brand platforms because they offered a more advantageous price. Secondly, 27% preferred this type of website because they guarantee faster delivery than official websites. Among minor reasons, the lack of an official website of some brands and the greater possibility of choice of products offered by multi-brand websites emerged.

Figure 18 showed that 26% of respondents to the questionnaire stated that they had purchased clothing online during lockdown; at this point it would be interesting to understand if it was only a temporary necessity given by the emergency situation or if this trend could become a habit of Italians after the pandemic. Some insights to this can be found in figure 24.

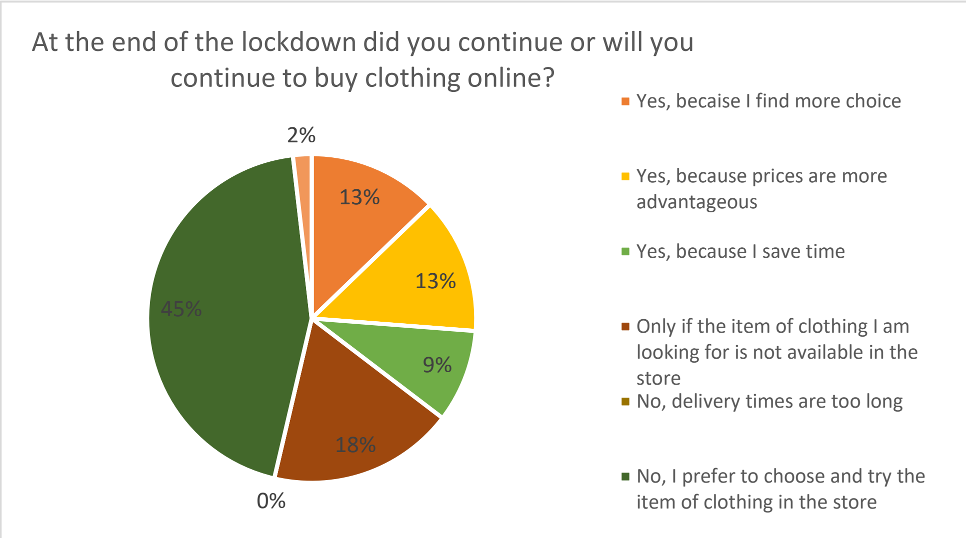

Figure 24: Purchasing of clothing after the lockdown

The chart above shows that 45% of people still prefer to choose and try the item of clothing in the stores, but this seems to be the only reason that pushes consumers today to prefer the store to online distribution channels. On the other hand, the positive aspects of buying online seem to be many and have been highlighted by people of different ages, even if most of the individuals in favour of buying clothing online are between 20 and 30 years old and in any case not higher than 50. As a consequence, buying clothing online is slowly gaining momentum among Italians, especially among the youngest, while people over 40 generally still tend to prefer in-store purchases.

Purchase of technological products

At the beginning of this section, when analysing the most purchased products online during the lockdown, a significant role was also played by technological products. In fact, 40% of respondents to the questionnaire replied in an affirmative way to the question asking if they had purchased technological products online during the lockdown. However, looking at the answers obtained and available in figure 25, this trend seems to have already been well established before the pandemic.

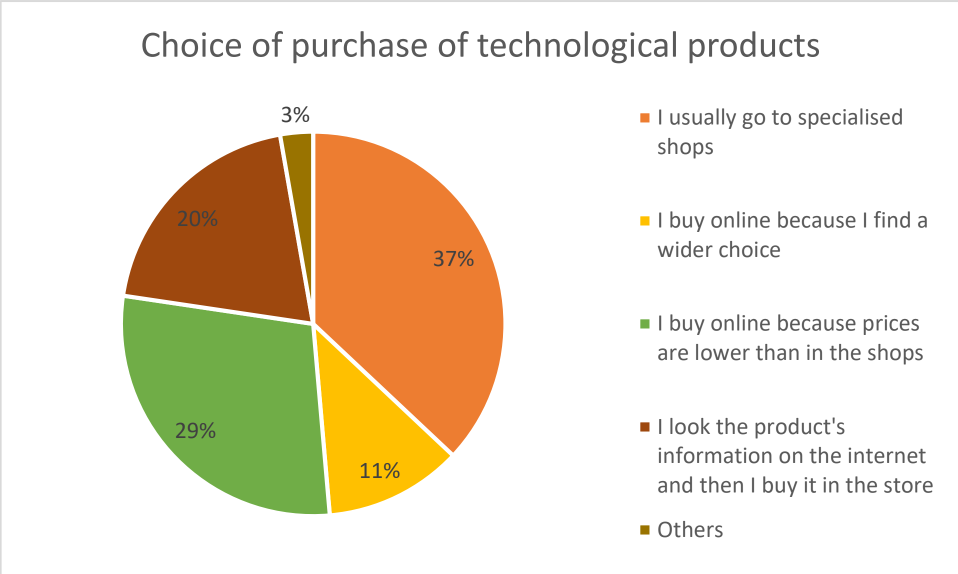

Figure 25: Choice of purchase of technological products

In fact, while 37% usually goes to specialized technological shops, the others always take into consideration the possibility to buy the product online; the result is that 29% prefers buying these items online because of the lower price and the 11% does it to find a wider choice. In addition to this, 20% of respondents uses internet to get information about the product needed and then, goes in the store to buy.

3.4.3 Made In Italy Perception Before And After The Lockdown

The area of origin plays an important role especially for some types of products; in particular Italians tend to prefer Made in Italy products, which are synonymous with quality, thanks to the long history of craftmanship of the country and attention to details and raw materials. All these elements may have had an important impact in the cultural aspect during the Covid-19 pandemic, since the closure of national borders in some cases made difficult the transfer of goods between one nation and another. Moreover, although it has been repeatedly stated by the competent authorities that goods are not means of transmission of the virus, many feared that products from certain areas could increase the spread of the coronavirus. Among those who could have had the greatest repercussions following these false beliefs, there is the Chinese population, which was immediately identified by many as a carrier of the virus, due to the area from where it first spread.

This paragraph therefore seeks to clarify the habits of Italians in this regard before and after the Covid-19, taking the respondents to the questionnaire as a sample. The chart in figure 26, firstly considers the habits of consumers in a normal situation, before the pandemic.

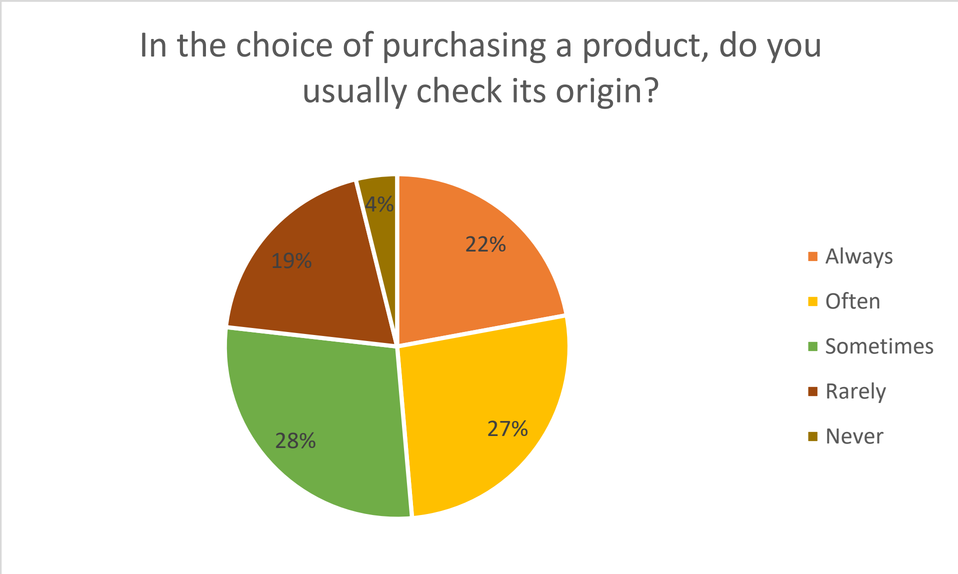

Figure 26: Checking the area of origin before purchasing

The representation of results indicates that most consumers usually check the area of origin of the product before purchasing, while only 4% say they never do it. However, many control the area of origin only for some types of products while they do not consider it important for others. Figure 27 indicates which are the products for which Italians pay more attention to the origin.

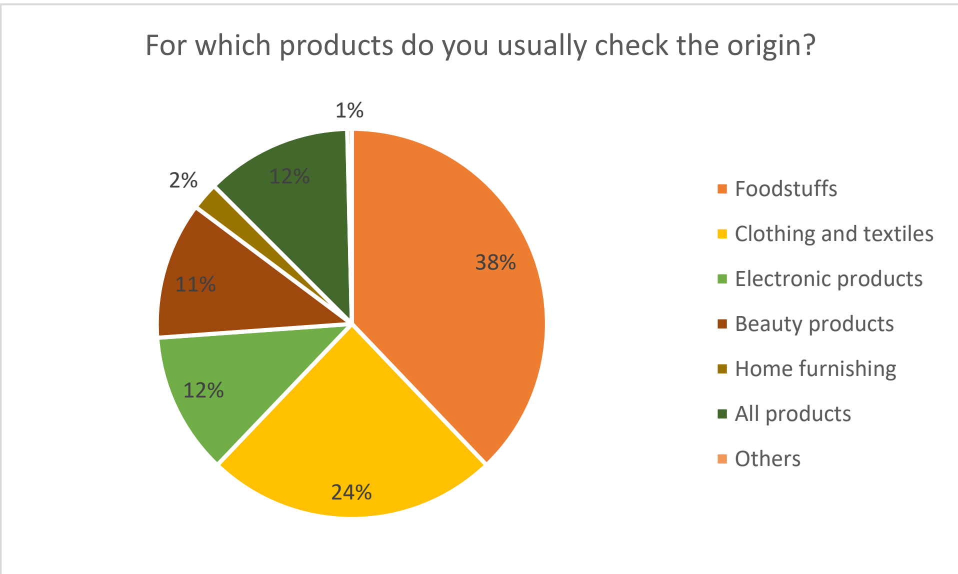

Figure 27: Products for which consumers usually check the origin

Looking at the chart, it is evident that 38% of respondents declared to pay attention to the origin of food; this is justified by the excellence of Made in Italy food that is difficult to replicate for both taste and quality. In addition to this, the 24% usually pays attention to the origin of clothes, while a smaller percentage is interested in the origin of technological products, beauty products and home furnishing. Finally, the most attentive consumers who say they check the origin of each product represent 12%.

Considering a normal situation before the coronavirus outbreak and looking in more detail at the data collected, 40% of consumers said they prefer Made in Italy products for their superior quality. An additional 28% tended to choose Made in Italy products even before the lockdown for safety reasons; this is particularly true for food. On the other hand, only 4% of respondents declared not to be interested in Made in Italy products due to the excessive price charged, while 25% do not always choose Italian products, it depends on other variables such as the type of purchase and the importance attributed to it. While figure 27 highlighted the products categories for which consumer usually check the origin, in figure 28 a deeper analysis of the origin is represented, looking more in detail at product categories for which Italian consumers tend to prefer Made in Italy.

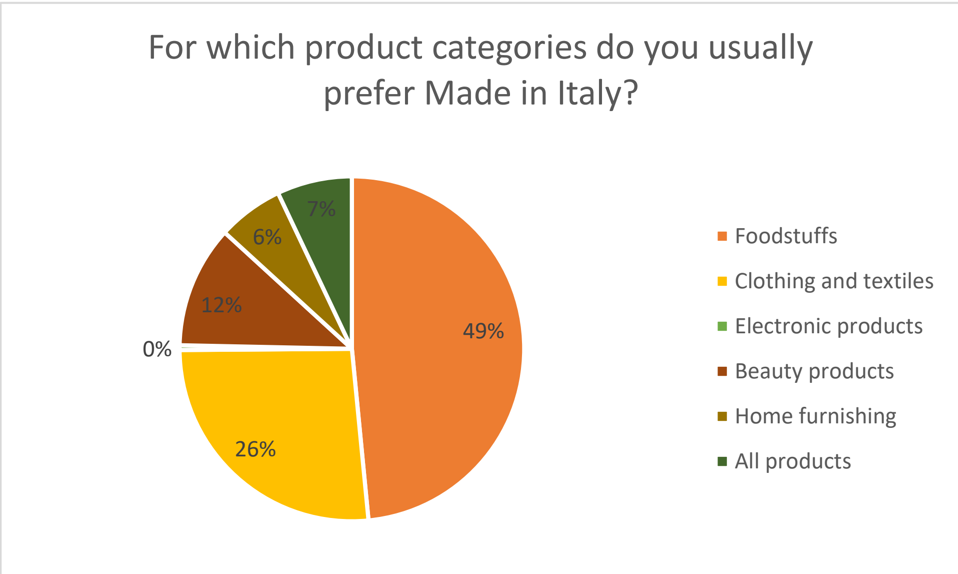

Figure 28: Made in Italy preferences before coronavirus

It emerges that 49% of respondents is interested in Made in Italy food and 26% in Made in Italy clothing. A minor importance is given to technological products Made in Italy even if 12% of respondents previously declared to be interested on the origin of this category. All in all, the consumers always attributing a superior value to Made in Italy products before the pandemic were only 7%.

To better understand consumer behaviour in this difficult historical period, the data analysed so far must be compared with the trends analysed for the period of the lockdown. An initial analysis shows that the 54% of respondents states that they have not paid more attention to the area of origin of the products than in the period prior to the pandemic; on the other hand, 35% declared that they preferred Made in Italy. Furthermore, paying attention to the area of origin, 8% was willing to pay a higher price for a safer product. Moreover, 3% of consumers during lockdown paid more attention to the origin of the products because they were afraid of contracting the virus in contact with Chinese products, despite the numerous warnings ensuring their safety. The following figure 29 shows the product categories for which consumers paid more attention during the lockdown, and should be compared with figure 27, indicating the behaviour of consumers towards the origin of products prior to the pandemic.

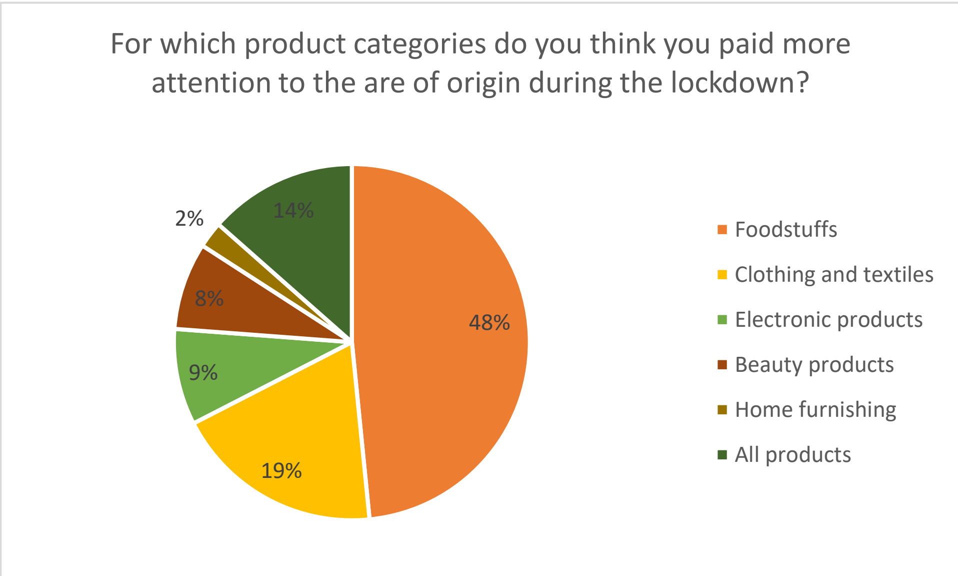

Figure 29: Products for which consumers paid more attention to the origin during the lockdown

As it has already emerged in the situation prior to the pandemic, Italians give great importance to the origin of food before the purchase and, for this reason, 48% of respondents declared that they paid more attention to the origin of food during the lockdown. This is the only product category that seems to have undergone significant changes following the lockdown, while the remaining categories are at percentages similar to those of a normal situation. This trend can be partly justified by the changed routine adopted during the quarantine because food represents the only essential product category. In fact, while the others may be purchases to which less importance is attributed, food especially in this historical period has returned to be a need to which everyone pays greater attention.

Once understood the importance that many consumers have attributed to the provenance of products in this difficult phase of the pandemic, it emerged that Made in Italy products still enjoy higher values for which consumers are sometimes willing to pay a higher price. In fact, even once the lockdown has ended, 74% of consumers declare that they continue to prefer made in Italy products mainly to encourage the resumption of local activities, while 18% do so because they seek greater security.

3.5 Post-Crisis Scenario

The crisis, initially arose as a health emergency, has rapidly spread geographically, affecting other sectors. To date, it cannot yet be considered bypassed, as the number of infections is continuously variable and in autumn it returned to follow an increasing trend. Consequently, some restrictions have been applied and it is important to follow some containment rules to avoid a new lockdown. Surely, the experience of the past months will help to face with greater awareness and with the appropriate means the difficulties that may arise shortly, both in medical field and in other sectors. Even when the pandemic will be finished, it will remain a sense of fear and mistrust, paying more attention to hygienic-health aspects. In this sense, consumers will even be willing to pay more for more guarantees (Borsi, Zeru, Prinzivalli, Spera, & Malvezzi, 2020).

The qualitative and quantitative analysis carried out in this chapter, both with reference to companies and consumers, allowed to detect some trends in progress in particular in the retail world. Today the challenge is to effectively intercept the different needs of an increasingly segmented market with specific needs to satisfy (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020). In particular, it emerged that for reasons of convenience, time savings and the possibility of avoiding crowded places, many consumers have shifted their preference towards online purchases. However, it is still early to say that this is a permanent change as it is still to be considered an experimentation phase given the emergency situation. The post-crisis world could require the retail sector to thoroughly rethink business models (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020), as already highlighted in the most critical phase. Indeed, even before the spread of the pandemic, some trends were consolidating, and the emergency seems to have accelerated these changes. For this reason, companies are strongly invited to redefine their value proposition, following some fundamental guidelines. Firstly, it will become fundamental to define new products/services that respond to changes in consumer lifestyle habits, more focused on the domestic dimension, on different ways of socialising also through the diffusion of technologies that was unthinkable until a few months ago (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020).

An aspect closely related to this point concerns the choice of distribution channels: on the one hand the analyses carried out revealed the need for e-commerce channels capable of satisfying the consumer's needs at any time and guaranteeing rapid delivery of the ordered product. On the other hand, this is not enough, because consumers are becoming more demanding and look for a valuable shopping experience with services and promotions specifically customized, particularly on physical shops. As a consequence, an omnichannel strategy will result the best option to satisfy customers at any time, by integrating the experience and product offer of the store with social media and e-commerce. In store, greater efficiency and flexibility in the configuration of spaces is needed to offer potential customers a unique in-store experience, promoting the creation of an exclusive relationship that generates loyalty (Montanino, Carriero, Cipollone, Dell'Aquila, & Giuzio, 2020). Looking at the in-store consumer experience, payments methods are another point to be revised as the need to reduce contacts during the health emergency, has accelerated the emergence of electronic payment methods. If on the one hand, Italian consumers increasingly require the presence of several integrated distribution channels, on the other hand the situation in recent months has shown a low propensity to the purchase of food online.

For all the reasons already mentioned, it is important that companies think about the validity of their business model by facing the strategic challenges imposed by the Covid-19 crisis, with particular attention to digitalisation, with the aim to return to a new normal situation. Will the Made in Italy companies be able to face this challenge? Although many Italian companies have converted in real time their production to make up for the lack of personal protective equipment, confirming their well-known agility, there is still the risk that they will not be able to seize the most structural opportunities created by the crisis, highlighting in particular the importance of the internet (Bagnoli, 2020). Moreover, Made in Italy firms should redesign their clientele mainly represented by international customers, focusing more on locals through customer loyalty programs. This challenge, therefore, requires to redesign the offer of brands taking into account the imposed constraints, such as social distancing and the need to think again about the local customer (Bagnoli, 2020). However, the Covid-19 crisis highlighted also the importance to redesign customer segments based on some behaviours analysed during the emergency: according to the generations, the needs are different both in terms of economic availability and consumption habits; that is why an omnichannel strategy proves to be the most suitable strategy to satisfy all the potential buyers.

All things considered, the crisis has an impact not only on individual building blocks, but also on the relationships between these and therefore, on the entire business model. As a consequence, the pandemic crisis has accentuated the need for all companies to redefine the business model through a new value proposition, within a new market space, while maintaining the central aspects of the corporate identity by adapting them to time and space (Bagnoli, 2020).

Conclusions: Main Results, Contributions And Limitations Of The Research

The coronavirus that is afflicting the whole world, at first pointed out critical issues in the health sector and then gave rise to a real generalized crisis. The crisis that Italy is still going through today began suddenly and unexpectedly, creating problems and difficulties in the organisation of many activities for both individuals and companies. In fact, non-essential stores have been closed during the most critical phase while at their reopening they had to be prepared to the new containment measures. Similarly, essential activities, like supermarkets and pharmacies, despite not being closed, had to make some adaptations since the beginning of the emergency. Indeed, plexiglass spacers had to be installed to grant the maintenance of distances and in some cases opening hours have been changed to avoid people crowding in the shop.

The Covid-19 situation had an impact in the entire business model, affecting the relationships with suppliers and customers but also the ones among workers. In fact, one of the biggest changes has been the use of the internet both for the communication and the distribution channels. While many organisations had already implemented these innovations before the crisis, others were forced to find a valuable alternative in the shortest time possible, making available products and services through online channels. All these adaptations on one hand were necessary to keep the company alive during an emergency phase, while on the other were needed to satisfy customers ‘requests in a period in which physical shops were mainly closed. What emerged from the analysis carried out in the third chapter of this paper is that many Made in Italy companies promptly reacted to consumer requests, by adapting their business model and providing what was needed through the e-commerce. To better understand the changes needed in this historical period, companies should listen to the needs of consumers in order to provide them with a value proposition in line with the needs of the moment.

The questionnaire submitted to a sample of the Italian population, highlighted the growing propensity for online purchases by individuals of all ages, trend accelerated by the ongoing health emergency. Indeed, last spring during the lockdown many people have not given up on purchases despite the closure of shops but have resorted to e-commerce for purchases of various kind. Moreover, it emerged that while before the crisis, buying online was predominantly a habit of younger people, the emergency situation in recent months has also prompted people over 40 to resort to online purchases, in some cases for the first time, in other cases more frequently than usual. At the basis of this trend, there is clearly a change in the habits of the consumer who, finding himself having to stay at home for a long time, has consequently adapted

his habits to the period; the closure of the shops also contributed significantly to accelerating certain changes now underway.
However, considering the results obtained, it is possible to highlight some critical issues that are still present. Firstly, while big known Italian brands have their own website, small local shops in most cases had never felt the need before; this has therefore translated into a difficulty both in satisfying loyal customers and in continuing to sell despite the closure of the shops. In addition to this, a large percentage of the people involved in the questionnaire stated that they did not rely on the brand official website, preferring multi-brand websites that guarantee greater choice at a lower price: this is not always positive for Made in Italy brands that could see their image and values ruined in this way. Another aspect to take into account is the importance attached by many Italian customers to the experience in the shop that makes possible to touch and try the items before buying, developing in this way personal relationships and customised services which are fundamental aspects of the Made in Italy. However, involving customers in store has now become more difficult and virtual fairs, and personalised events for the different types of target customers moved to more digital strategies during the lockdown. Considering all the aforementioned aspects, the omnichannel is the best strategy to reach the needs of all customers, linking the experience of online and offline channels.
Although online sales seem to have had great growth in the lockdown period, it emerged that the Italian population continues to be reluctant to buy food online, preferring to go to supermarkets in person to be able to see and choose products. Moreover, in the purchase of food, the origin of products is considered important and many of the interviewees declare that they prefer Made in Italy products, being willing to pay a higher price for quality and safety. On the other hand, the percentage of those interested in Made in Italy decreases when it comes to other product categories.
According to the results found, it is clear that most companies have had to adapt their business model to new consumers demand and new regulations imposed by the health emergency. However, the most immediate reaction was a great solidarity between companies and entrepreneurs to support the whole country in this difficult period due to the coronavirus. This is how people's health and the well-being of the country took a dominant position during the emergency, setting aside the core business of many companies engaged in sectors considered less important in the most critical phase. While companies engaged in the food and chemical-pharmaceutical sectors have found themselves having to accelerate their pace, companies in other sectors have often found alternative ways to make themselves useful and continue to produce. Many Italian entrepreneurs initially donated money to support health care, while companies subsequently took further steps, converting their production to make personal safety

devices and other donations of necessary health equipment. These gestures show the solidarity and resilience of many Made in Italy companies, which despite the difficult situation are fighting for the country and the survival of their brand. In addition to the traditional methods of crisis management, the situation triggered by Covid-19 has laid the foundations for new strategies in dealing with the emergency, underlying the importance of being flexible in setting up the business model and being able to promptly grasp changes of the market. Moreover, it is important for companies to be ready for sudden changes in the way they operate, exploiting the resources and knowledge available and developing as much as possible relationships with partners, suppliers and customers. In fact, the situation that Italy and the whole world is going through has demonstrated the importance of mutual solidarity and the need to collaborate, in order to be able to face the critical issues of this historical period more quickly.

To date, the situation is still critical but in addition to the negative aspects that this certainly presents, it can be seen also as an opportunity if faced properly. Indeed, in recent months the crisis has accelerated the emergence of the use of new technologies and the internet and the need to continue investing in e-commerce has emerged strongly. This is a great opportunity in particular for the future of retail.

All things considered, keeping up with the times by promptly updating the business model and introducing innovations where necessary, seems to be the winning strategy for Made in Italy companies in every sector. The crisis caused by the Covid-19 pandemic has therefore led to rethinking some models already used previously, readapting them to these days in which the key for the future seems to be the internet and e-commerce. This contribution, therefore, leads to an evolution of crisis management, basing it mainly on digital strategies.

What has been stated so far is based on the evidence found in recent months, paying particular attention to the lockdown period that the entire Italy experienced last spring. However, the emergency cannot be considered over yet, since recently, particularly in October, there has been a growing number of infections leading to fear again the worst for the country's health and the economy in general. To conclude, the scenario analysed is continuously evolving and the considerations made so far could be further developed by analysing the future trend of the current crisis. In any case, according to what has been observed so far, it can be stated that companies today must be increasingly able to adapt to market changes by creating flexible business models that allow them to face more easily the increasingly recurring crises that Italy and the whole world find themselves living. Moreover, in dealing with a crisis is always important to maintain a positive attitude and adopt an interdisciplinary approach that helps seeing the crisis not only as a terrible period, but more as a learning experience which brings great opportunities for the future; only in this way Italy will be able to emerge stronger.

Appendix

A1. Italian Version: Questionario Sulle Abitudini Di Acquisto E Consumo Degli Italiani

Il Covid-19 ha fortemente influenzato l'economia del nostro Paese e l'organizzazione di molti settori in Italia. L'obiettivo di questo questionario è capire le abitudini di acquisto dei consumatori durante il lockdown e possibili conseguenze nei consumi in seguito alla pandemia in Italia.

SESSO □ M □ F

ANNI (COMPIUTI) ______________

TITOLO DI STUDIO:

- Licenza elementare
- Licenza media inferiore
- Qualifica professionale
- Diploma di scuola superiore
- Laurea triennale
- Laurea specialistica
- Master universitario
- Dottorato di ricerca

PROFESSIONE:

- Artigiano
- Commerciante
- Agente/rappresentante
- Dirigente/funzionario
- Forze armate/guardia/vigile
- Impiegato
- Imprenditore
- Insegnante/ricercatore
- Libero professionista
- Operaio
- Pensionato
- Personale Medico
- Studente
- Disoccupato
- Altro: specificare________________________

1. Pensi che la pandemia di Covid-19 abbia in qualche modo influenzato le tue abitudini di acquisto e consumo in relazione a diversi settori (food, fashion, automotive and other retail sectors)?
    - Molto
    - Abbastanza

- Poco
- Per niente

2. Se pensi che le tue abitudini di acquisto e consumo siano cambiate durante il lockdown, quali sono i fattori che hanno contribuito maggiormente? (Più risposte possibili)
    - La chiusura dei negozi
    - Una minore disponibilità economica
    - Un cambiamento nella routine
    - Timore del contagio
    - Altro: specificare ___________________________________

3. Prima del lockdown eri solito fare acquisti online?
    - Sempre
    - Spesso
    - Qualche volta
    - Raramente
    - Mai

4. Cosa eri solito acquistare online? (Più risposte possibili)
    - Generi alimentari
    - Abbigliamento e tessili
    - Prodotti di elettronica
    - Prodotti beauty
    - Arredo casa
    - Libri
    - Altro: specificare ______________________________________

5. Nella scelta di acquisto di un prodotto sei solito controllarne la provenienza?
    - Sempre
    - Spesso
    - Qualche volta
    - Raramente
    - Mai

6. Se controlli la provenienza, per quali prodotti sei solito farlo? (Più risposte possibili)
    - Generi alimentari
    - Abbigliamento e tessili
    - Prodotti di elettronica
    - Prodotti beauty
    - Arredo casa
    - Tutti i prodotti
    - Altro: specificare_______________________

7. Nella scelta di acquisto, prima del lockdown eri solito preferire prodotti made in Italy?
    - Sì, perché la qualità è superiore
    - Sì, perché mi sento più sicuro
    - No, perché sono troppo costosi
    - No, la provenienza per me non è importante

8. Se alla domanda precedente hai risposto sì, per quali categorie di prodotto sei solito preferire il made in Italy? (Più risposte possibii)
    - Generi alimentari
    - Abbigliamento e tessili
    - Prodotti di elettronica
    - Prodotti beauty
    - Arredo casa
    - Tutti i prodotti
    - Altro: specificare________________________________

9. Durante il lockdown hai fatto acquisti online?
    - Più volte a settimana
    - Una volta a settimana
    - Una volta ogni due settimane
    - Una volta al mese
    - Mai

10. Se durante il lockdown hai fatto acquisti online, cosa hai acquistato? (Più risposte possibili)
    - Generi alimentari
    - Abbigliamento e tessili
    - Prodotti di elettronica
    - Prodotti beauty
    - Arredo casa
    - Libri
    - Altro: specificare ____

11. Durante il lockdown hai acquistato generi alimentari online?
    - Sempre
    - Spesso
    - Qualche volta
    - Raramente
    - Mai

12. Se hai acquistato generi alimentari online quali sono i motivi? (Più risposte possibili)
    - Avevo paura di contrarre il Virus al supermercato
    - Non avevo il tempo di fare la fila al supermercato
    - I prodotti che cercavo non erano disponibili al supermercato

- Il prezzo del prodotto online era inferiore a quello del supermercato
- Altro:specificare_______________________________

13. Se non hai acquistato generi alimentari online quali sono i motivi? (Più risposte possibili)
    - Preferisco scegliere i prodotti al supermercato
    - Non so fare acquisti online
    - Non ho il tempo di aspettare la consegna a domicilio e preferisco recarmi al supermercato al bisogno
    - Altro: specificare__________________________________

14. Durante il lockdown hai ridotto la frequenza con cui andavi al supermercato?
    - SI
    - NO

15. Se alla domanda precedente hai risposto sì, al termine del lockdown hai ripreso ad andare al supermercato con una maggior frequenza rispetto al periodo di lockdown?
    - SI
    - NO

16. Durante il lockdown hai usufruito del servizio di consegna della spesa a domicilio offerto da alcuni supermercati?
    - Sì, perché non avevo la possibilità di recarmi al supermercato
    - Sì, perché questo servizio mi consentiva di risparmiare tempo
    - No, non ero a conoscenza di questo servizio
    - No, perché il mio supermercato di fiducia non effettuava questo servizio
    - No, perché veniva applicato un sovrapprezzo e non lo trovavo conveniente
    - No, perché i tempi di consegna erano troppo lunghi

17. Prima del lockdown eri solito sfruttare i servizi a domicilio per la consegna di cibo ordinato a ristoranti o pizzerie?
    - Più volte a settimana
    - Una volta a settimana
    - Una volta ogni due settimane
    - Una volta al mese
    - Una volta ogni 3 mesi
    - Un paio di volte all’anno
    - Mai

18. Durante il lockdown hai ordinato cibo in ristoranti o pizzerie con consegna a domicilio?
    - Più volte a settimana
    - Una volta a settimana
    - Una volta ogni due settimane
    - Una volta al mese

- Mai

19. Durante il periodo di chiusura dei negozi di abbigliamento hai acquistato abbigliamento online?
    - SI
    - NO

20. Se hai acquistato abbigliamento online:
    - ho fatto l'ordine direttamente dal sito del marchio/negozio di mio interesse
    - mi sono affidato a siti con un'ampia scelta di marchi (Zalando, Amazon, Privalia, Vente-privee, Asos…)
    - mi sono affidato all'acquisto second-hand presso privati e/o piattaforme dedicate (Subito.it, Ebay…)

21. Se non hai acquistato direttamente dal sito del marchio/negozio di tuo interesse, qual è stato il motivo?
    - Il negozio non ha un sito ufficiale
    - Il prezzo era maggiore rispetto ad altri siti
    - I tempi di consegna erano più lunghi rispetto ad altri siti
    - Altro: specificare ______________________________

22. Al termine del lockdown hai continuato o continuerai ad acquistare abbigliamento online?
    - Sì, perché trovo più scelta
    - Sì, perché i prezzi sono più vantaggiosi
    - Sì, perché risparmio tempo
    - Solo se il capo che cerco non è disponibile in negozio
    - No, i tempi di consegna sono troppo lunghi
    - No, preferisco scegliere e provare il capo in negozio

23. In seguito alla riapertura di attività produttive e commerciali:
    - Tendo a preferire gli acquisti online
    - Preferisco recarmi in negozio per l'acquisto
    - Dipende dal tipo di acquisto

24. Durante il lockdown prestavi più attenzione all'area di provenienza dei prodotti prima dell'acquisto?
    - Sì, perché temevo di contrarre il virus a contatto con prodotti made in Cina
    - Sì, preferivo pagare un prezzo maggiore per avere una maggiore sicurezza
    - Sì, tendevo a preferire prodotti made in Italy
    - No

25. Se hai risposto sì alla domanda precedente, per quali categorie di prodotto pensi di aver prestato maggiore attenzione alla zona di provenienza durante il lockdown? (Più risposte possibili)
    - Generi alimentari
    - Abbigliamento e tessili
    - Prodotti di elettronica
    - Prodotti beauty
    - Arredo casa
    - Tutti i prodotti
    - Altro: specificare______________________________

26. Al termine del lockdown tendi a preferire l'acquisto di prodotti made in Italy?
    - Sì, per favorire la ripresa delle attività locali
    - Sì, perché garantiscono una maggior qualità e sicurezza
    - No, perché il prezzo è troppo elevato rispetto a prodotti simili
    - No, la provenienza del prodotto per me è indifferente

27. Per quanto riguarda l'acquisto di prodotti di elettronica (pc, smartphone, tv, tablet,…):
    - Solitamente mi rivolgo a negozi specializzati
    - Acquisto online perché trovo una più ampia scelta
    - Acquisto online perché i prezzi sono inferiori rispetto ai negozi
    - Assumo informazioni online sulle caratteristiche del prodotto e poi mi reco in negozio per l'acquisto

28. Durante il lockdown hai acquistato prodotti di elettronica online?
    - SI
    - NO

A2. English Version: Questionnaire On The Habits Of Purchase And Consumption Of Italians

Covid-19 has strongly influenced the economy of our country and the organisation of many sectors in Italy. The goal of this questionnaire is to understand the purchasing habits of consumers during the lockdown and possible consequences in consumption following the pandemic in Italy.

GENDER □ M □ F

YEARS ______________

EDUCATIONAL QUALIFICATION:

- Primary school diploma
- Middle school diploma
- Professional qualification
- High school diploma
- Bachelor degree
- Master degree
- University master
- PhD

PROFESSION:

- Artisan
- Merchant
- Sales representative
- Director/Official
- Armed forces/Guard/Traffic warden
- Employee
- Entrepreneur
- Teacher/Researcher
- Self-employed
- Workman
- Retired
- Medical personnel
- Student
- Unemployed
- Other: specify________________________

1. Do you think that the Covid-19 pandemic has somehow influenced your buying and consumption habits in relation to different sectors (food, fashion, automotive and other retail sectors)?
    a. A lot
    b. Quite a lot
    c. Not much
    d. Not at all

2. If you think your buying and consumption habits changed during the lockdown, what factors contributed the most? (Multiple answers possible)
    a. The closure of shops
    b. A lower economic availability
    c. A change in routine
    d. Fear of contagion
    e. Other: Specify __________________________________

3. Did you shop online before the lockdown?
    a. Always
    b. Often
    c. Sometimes

    d. Rarely
    e. Never

4. What did you usually buy online? (Multiple answers possible)
    a. Foodstuffs
    b. Clothing and textiles
    c. Electronics products
    d. Beauty products
    e. Home furnishing
    f. Books
    g. Other: specify ______________________________________

5. When choosing to purchase a product, do you usually check its origin?
    a. Always
    b. Often
    c. Sometimes
    d. Rarely
    e. Never

6. If you check the origin, for which products do you usually do it? (Multiple answers possible)
    a. Foodstuffs
    b. Clothing and textiles
    c. Electronics products
    d. Beauty products
    e. Home furnishing
    f. All the products
    g. Other: specify ______________________________________

7. In the purchase choice, before the lockdown did you usually prefer made in Italy products?
    a. Yes, because the quality is superior
    b. Yes, because I feel safer
    c. No, because they are too expensive
    d. No, the origin is not important to me

8. If you answered yes to the previous question, for which product categories do you usually prefer made in Italy? (Multiple answers possible)
    a. Foodstuffs
    b. Clothing and textiles
    c. Electronics products
    d. Beauty products
    e. Home furnishing
    f. All the products
    g. Other: specify ______________________________________

9. Did you shop online during the lockdown?
    a. Several times a week
    b. Once a week
    c. Once every two weeks
    d. Once a month
    e. Never

10. If you shopped online during the lockdown, what did you buy? (Multiple answers possible)
    a. Foodstuffs
    b. Clothing and textiles
    c. Electronics products
    d. Beauty products
    e. Home furnishing
    f. Books
    g. Other: specify ______________________________________

11. Did you buy food online during the lockdown?
    a. Always
    b. Often
    c. Sometimes
    d. Rarely
    e. Never

12. If you bought food online what are the reasons? (Multiple answers possible)
    a. I was afraid of contracting the virus at the supermarket
    b. I did not have time to queue at the supermarket
    c. The products I was looking for were not available in the supermarket
    d. The price of the product online was lower than in the supermarket
    e. Other: specify________________________________

13. If you have not bought food online what are the reasons? (Multiple answers possible)
    a. I prefer to choose products at the supermarket
    b. I do not know how to shop online
    c. I do not have time to wait for home delivery and I prefer to go to the supermarket when needed
    d. Other: specify___________________________________

14. Did you reduce the frequency of shopping at the supermarket during the lockdown?
    a. YES
    b. NO

15. If you answered yes to the previous question, did you resume going to the supermarket more frequently than in the lockdown period at the end of the lockdown?

a. YES
b. NO

16. Did you use the home shopping delivery service offered by some supermarkets during the lockdown?
    a. Yes, because I did not have the possibility to go to the supermarket
    b. Yes, because this service saved me time
    c. No, I was not aware of this service
    d. No, because my trusted supermarket did not perform this service
    e. No, because an additional charge was applied, and I did not find it convenient
    f. No, because the delivery times were too long

17. Before the lockdown, did you usually use home delivery services for the delivery of food ordered to restaurants or pizzerias?
    a. Several times a week
    b. Once a week
    c. Once every two weeks
    d. Once a month
    e. Once every 3 months
    f. A couple of times a year
    g. Never

18. 18. Did you order food in restaurants or pizzerias with home delivery during the lockdown?
    a. Several times a week
    b. Once a week
    c. Once every two weeks
    d. Once a month
    e. Never

19. During the closing period of clothing stores, did you purchase clothing online?
    a. YES
    b. NO

20. If you have purchased clothing online:
    a. I placed the order directly from the website of the brand / shop of my interest
    b. I relied on sites with a wide choice of brands (Zalando, Amazon, Privalia, Vente-privee, Asos ...)
    c. I relied on second-hand purchases from private individuals and / or dedicated platforms (Subito.it, Ebay ...)

21. If you did not purchase directly from the site of the brand / store you are interested in, what was the reason?
    a. The store does not have an official website
    b. The price was higher than other websites
    c. Delivery times were longer than other websites
    d. Other: specify ________________________________

22. At the end of the lockdown did you continue or will you continue to buy clothing online?
    a. Yes, because I find more choice
    b. Yes, because the prices are more advantageous
    c. Yes, because I save time
    d. Only if the garment I'm looking for is not available in the store
    e. No, the delivery times are too long
    f. No, I prefer to choose and try on the garment in the store

23. Following the reopening of production and commercial activities:
    a. I tend to prefer online shopping
    b. I prefer to go to the store to purchase
    c. It depends on the type of purchase

24. During the lockdown, did you pay more attention to the area of origin of the products before purchasing?
    a. Yes, because I was afraid of contracting the virus in contact with products made in China
    b. Yes, I preferred to pay a higher price for more security
    c. Yes, I tended to prefer made in Italy products
    d. No
25. If you answered yes to the previous question, for which product categories do you think you paid the most attention to the area of origin during the lockdown? (Multiple answers possible)
    a. Foodstuffs
    b. Clothing and textiles
    c. Electronics products
    d. Beauty products
    e. Home furnishing
    f. All the products
    g. Other: specify______________________________

26. At the end of the lockdown do you tend to prefer the purchase of made in Italy products?
    a. Yes, to encourage the resumption of local activities
    b. Yes, because they guarantee greater quality and safety
    c. No, because the price is too high compared to similar products
    d. No, the origin of the product is indifferent to me

27. As regards the purchase of electronic products (PCs, smartphones, TVs, tablets, ...):
    a. I usually go to specialized shops
    b. I buy online because I find a wider choice
    c. Purchase online because the prices are lower than in the shops
    d. I take online information on the characteristics of the product and then I go to the store to purchase

28. Did you buy electronic products online during the lockdown?
    a. YES
    b. NO

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