



Building Market Resilience: Applying Crisis Learnings to the Iran War

April 2026

EXECUTIVE SUMMARY

Why read this report?

Key findings

INTRODUCTION

Entering fourth major disruption to consumer markets

LEARNINGS FROM PREVIOUS CRISES

Financial crisis of 2008: Long-term downtrading

Key industry performance in 2008/2009

COVID-19: Digital acceleration and wellness as prevention

Impact of COVID-19 on travel, beauty and food

Ukraine 2022: The energy tax on consumption

Impact of invasion of Ukraine on travel, beauty and food

CONSUMER BEHAVIOUR SHIFTS AND CRISIS RESPONSE

Common learnings from 2008, COVID-19 and invasion of Ukraine

Shifts in consumer behaviour in past crises: What will endure for war in Iran?

How companies navigated previous crises and what that could mean for Iran

CURRENT IMPACT OF THE WAR IN IRAN

Compounding challenges: Energy, inflation, and supply disruptions

The Iran crisis: High prices and restricted consumer activity

Current Iran war impact: The world remade

Commodity prices affected by production and supply volatility

Current commodity status and war impact: Oil and its derivatives

Current commodity status and war impact: Fertilisers and gases

SELECTED INDUSTRIES IN FOCUS

Industry-specific impacts: Travel, health, and food under pressure

Travel: The greatest operational shock since the global pandemic

Beauty: Maintaining stability in GCC while fragrances see continued consumer interest

Food: The industry's attempts to shift focus to volume growth are being derailed

Consumer health: Segmented risk planning to manage the fall-out

CONCLUSION

Strategic implications for consumer-facing businesses

Company Mitigation strategies

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For more information on this report, further enquiries can be directed via this link www.euromonitor.com/building-market-resilience-applying-crisis-learnings-to-the-iran-war/report.