Between March 16 - 18, 2020, NRF surveyed member companies to understand the evolving nature of the challenges posed by the coronavirus, also known as COVID-19, and the specific implications for the retail supply chain and store operations.

Visit NRF’s resources page for more information and updates.
Over 90 NRF retail and associate member companies provided their perspective.

1. Respondents face challenges on a number of fronts from ensuring the safety of their employees and customers to keeping on top of the rapidly evolving nature of the situation.

2. The majority of respondents have already seen an impact for their retail store operations. Declining foot traffic has been the most prevalent issue to date but many anticipate they will see staffing shortages and the need to close doors.

3. Sixty-five percent have either already experienced an impact to their supply chain or expect an impact within the next 30 days.

4. Strategies to mitigate the supply chain impact vary considerably. The most popular tactics are identifying secondary suppliers and alternate delivery options.
Concerns and challenges posed by COVID-19
Respondents are dealing with challenges on a number of fronts. Simply keeping up with the rapidly evolving situation is a key issue for many. Others mention the need to keep their employees and customers safe and understanding how to prevent the spread of disease. And, many are also dealing with the potential implications from store closures and the loss of sales.

"Managing the ever changing situation. Constant information updates."
-- Retailer

"Doing what’s best for both our team members and our customer to keep them safe."
-- Retailer

"Store closure/foot traffic reduction and supply chain implications."
-- Retailer

Source: NRF Member Supply Chain and Retail Operations Survey, March 2020
Key areas of concern

Where are you experiencing or expecting to experience an impact to your retail store operations?

Source: NRF Member Supply Chain and Retail Operations Survey, March 2020
Impact on retail store operations
Is the coronavirus already impacting or expected to have an impact on your retail store operations?

- **87%** already impacted
- **8%** expect an impact in the next 30 days
- **2%** expect an impact after 30 days
- **1%** no, and don’t expect an impact
- **2%** unsure

The majority of respondents have already seen an impact on their retail store operations at this point.

Source: NRF Member Supply Chain and Retail Operations Survey, March 2020
## Store impact by country

Where are you already experiencing or expecting to experience an impact to your retail store operations? (Among those with stores in the country/region)

<table>
<thead>
<tr>
<th>Region</th>
<th>Already experiencing</th>
<th>Expect to experience</th>
<th>Do not expect to experience</th>
<th>Unsure</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>84%</td>
<td></td>
<td></td>
<td>11%</td>
</tr>
<tr>
<td>Asia (excl. China)</td>
<td>73%</td>
<td></td>
<td></td>
<td>9%</td>
</tr>
<tr>
<td>Europe</td>
<td>77%</td>
<td></td>
<td></td>
<td>18%</td>
</tr>
<tr>
<td>Africa</td>
<td>17%</td>
<td>33%</td>
<td>17%</td>
<td>33%</td>
</tr>
<tr>
<td>United States</td>
<td>89%</td>
<td></td>
<td></td>
<td>11%</td>
</tr>
<tr>
<td>Mexico</td>
<td>33%</td>
<td>20%</td>
<td>20%</td>
<td>27%</td>
</tr>
<tr>
<td>Canada</td>
<td>73%</td>
<td></td>
<td></td>
<td>13%</td>
</tr>
<tr>
<td>South America</td>
<td>25%</td>
<td>25%</td>
<td>17%</td>
<td>33%</td>
</tr>
</tbody>
</table>

Source: NRF Member Supply Chain and Retail Operations Survey, March 2020
What type of impact are you currently experiencing or expecting to experience on your store operations?

- Declining foot traffic: 81% Already experiencing, 13% Expect to experience
- Staffing shortages: 47% Already experiencing, 34% Expect to experience
- Closing locations: 46% Already experiencing, 29% Expect to experience
- Inventory shortages: 22% Already experiencing, 39% Expect to experience

Source: NRF Member Supply Chain and Retail Operations Survey, March 2020
Supply chain implications
Current extent of supply chain impacts

Percent already experiencing or expecting to experience supply chain impacts as a result of COVID-19

- Already impacted: 42%
- Expect an impact in the next 30 days: 23%
- Expect an impact after 30 days: 9%
- No, and don’t expect an impact: 8%
- Unsure: 19%

Forty-two percent of respondents have already seen an impact to their supply chains as a result of the coronavirus. Another 23 percent are expecting an impact in the near future.

Source: NRF Member Supply Chain and Retail Operations Survey, March 2020
What type of impact are you currently experiencing or expecting to experience on your supply chain?

Types of supply chain impacts

- General slowdowns: 57% already experiencing, 36% expect to experience
- Vendors operating at reduced capacity: 38% already experiencing, 50% expect to experience
- Delays in shipments: 37% already experiencing, 47% expect to experience
- Delays in finished products: 30% already experiencing, 50% expect to experience
- Transportation: 26% already experiencing, 51% expect to experience
- Delays in raw materials: 16% already experiencing, 42% expect to experience

Source: NRF Member Supply Chain and Retail Operations Survey, March 2020
Strategies to address supply chain impacts

Which of the following actions are you implementing or considering?

<table>
<thead>
<tr>
<th>Action</th>
<th>Already implemented</th>
<th>Implementing in next 30 days</th>
<th>Implementing after 30 days</th>
<th>Interested but no immediate plans</th>
<th>Not interested/Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying secondary suppliers</td>
<td>30%</td>
<td>12%</td>
<td>7%</td>
<td>17%</td>
<td>34%</td>
</tr>
<tr>
<td>Expediting/changing shipping options</td>
<td>28%</td>
<td>11%</td>
<td>7%</td>
<td>18%</td>
<td>37%</td>
</tr>
<tr>
<td>Shifting production</td>
<td>24%</td>
<td>16%</td>
<td>7%</td>
<td>13%</td>
<td>42%</td>
</tr>
<tr>
<td>Stockpiling</td>
<td>24%</td>
<td>9%</td>
<td>21%</td>
<td>42%</td>
<td></td>
</tr>
<tr>
<td>Granting extensions to factories</td>
<td>13%</td>
<td>9%</td>
<td>7%</td>
<td>20%</td>
<td>51%</td>
</tr>
</tbody>
</table>

Source: NRF Member Supply Chain and Retail Operations Survey, March 2020
Sixteen percent of impacted respondents expect that their vendor factories will be running full capacity within the next 30 days. Nearly half (45%) expect that they will be back at full capacity in the next 31 to 90 days.

Source: NRF Member Supply Chain and Retail Operations Survey, March 2020
Shortages and out-of-stocks

Are you experiencing or expecting shortages as a result of COVID-19?

- Already experiencing: 29%
- Expecting in the next 30 days: 20%
- Expecting after 30 days: 16%
- No, and don’t expect: 14%
- Unsure: 22%

Are you experiencing an impact from consumers stocking up on items?

- Yes: 29%
- No: 59%
- Unsure: 11%