



2023 Retail Executive Outlook Survey

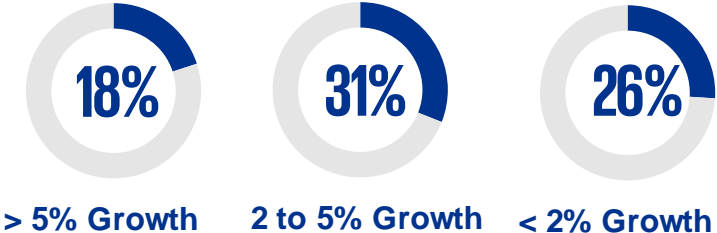
January 2023



2023 Retail Executive Outlook – Growth and Economy



Growth in 2023



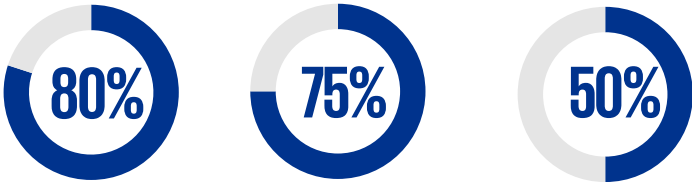
Sales Channels,
expected increase
in traffic

- E-commerce (51%)
- In-Store (39%)



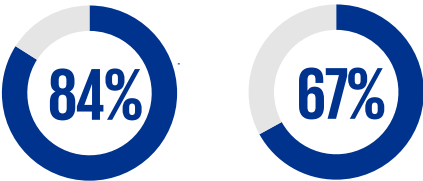
Inflationary Impact & Response

Top 3 Concerns in response to inflationary environment



Operating Costs Product Input Costs Eroded Margins

Top 3 Actions in response to inflationary environment

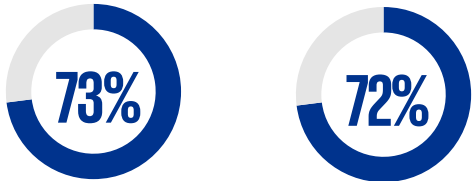


Finding Cost Efficiencies Renegotiating Purchase Contracts

Price Increases
declined as a response
by 16 points to **56%**



Economic Outlook



In a recession now or within next 6 months Recession will last less than 1 year

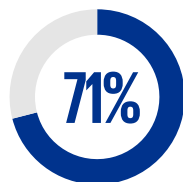
Top 3 Metrics to monitor recessionary environment

1. Store Traffic (61%)
2. Purchase Frequency (58%)
3. Average Basket Size (53%)

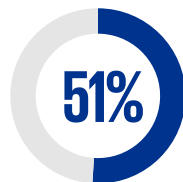
2023 Retail Executive Outlook – Strategy & Operations



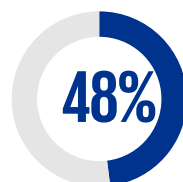
2023 Strategic Initiatives



Supply Chain Efficiency



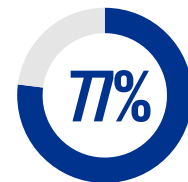
Better Customer Experience



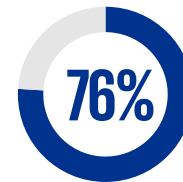
Improve Top-Line Growth



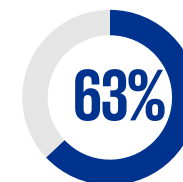
Investing for the Future



Technology and Digital



Equipment

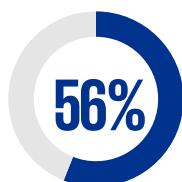


Warehouse and Distribution

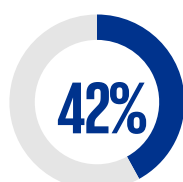


Supply Chain

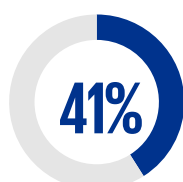
Top priorities to improve the supply chain in 2023



SKU rationalization



Modifying Distribution networks

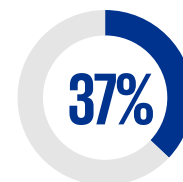


Develop New Logistics Capabilities



Workforce Optimization

Headcount Actions

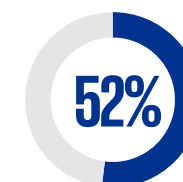


Decreasing Headcount

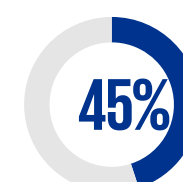


Increasing Headcount

Focus Areas to Improve Culture



Greater Opportunities for Advancement



Educational and Self-Help Benefits