

Retail Recovery Playbook

Retail Council of Canada, in partnership with the Boston Consulting Group are leveraging global best practices for a diverse range of retail formats with the fundamental aim of ensuring a safe environment for employees and customers. [Go to download](#)

Slide 1: Increase eCommerce fulfillment capabilities to support higher demand
Context & rationale:
• COVID-19 related shutdowns have led to a channel shift towards eCommerce that is expected to sustain even as stores re-open
• As a result, retailers have experienced increased demands on their distribution centers (DCs) and shipping centers that support eCommerce

Slide 2: Store network: Three step process global retailers are using to determine when & what stores to reopen
Re-opening assessment → Execution
1. Store network
• Determine which stores and sequencing when to re-open
2. Omnichannel capabilities & fulfillment
• Manage 'new normal' network operations
3. Returns management
• Prepare for returns given new channel dynamics

Slide 3: Optimize inventory on-hand and reduce spend on new purchases: Two options to consider
1. Assess liquidity & implement governance
• Assess liquidity constraints & set the foundation for liquidity management

Slide 4: Context: Many retailers are taking action to weather COVID's immediate-term economic impacts
COVID causing severe economic impacts—and ongoing uncertainty
Coronavirus: IMF sees worst global recession since 1930s, Canada's economy to shrink 6.2%
Canada's GDP shrank by 9% in March amid COVID-19: StatCan
Canada lost nearly 2 million jobs in April amid COVID-19 crisis: Statistics Canada
Montreal Retail Setback Shows Canada's Rocky Path to Reopening
Pandemic has companies dropping earnings guidance, and some say it should be mixed altogether

Action	Percentage
Requested credit from financial institution	60%
Deferred rent	29%
Cancelled contracts	27%
Decreased maintenance costs	19%
Attempted to liquidate	13%
Postponed merger/acquisition	12%
Other	8%
Other	5%
Other	5%

Slide 5: 1. Assess liquidity & implement governance
• Assess liquidity constraints & set the foundation for liquidity management

Key BC Health Guidance

- COVID-19 is mainly spread from person-to-person through respiratory droplets. The key is to maintain a minimum of 2 metres of physical distance.
- Increase the frequency of cleaning and disinfection of high touch surfaces to at least twice daily or more if possible.
- Place signage on front doors to instruct customers and employees not to enter the premises if they are ill or experiencing symptoms of respiratory illness.
- For more information:
 - <http://www.bccdc.ca/health-info/diseases-conditions/covid-19/employers-businesses/food-businesses>
 - <http://www.bccdc.ca/health-info/diseases-conditions/covid-19/community-settings/malls-stores>

WorkSafeBC Recommendations for Retail

- Employers must develop a Workplace COVID-19 Safety plan. It will outline policies in place to reduce the risk of COVID-19 transmission. The plan (or a summary) must be posted both: in a place visible to employees, suppliers and customers; and, on your web site.
- WorkSafeBC recommendations:
 - <https://www.worksafebc.com/en/about-us/covid-19-updates/covid-19-industry-information/retail>
 - <https://www.worksafebc.com/en/about-us/covid-19-updates/covid-19-returning-safe-operation/retail>