

**TOP**  
 **10**




# 2015 BY THE NUMBERS

 **41,000** PEOPLE ATTENDED 22 CONFERENCES AND NETWORKING DINNERS

 MEMBERSHIP INCREASED TO **19,000**

**60+**  COUNCILS, COMMITTEES AND TASK FORCES

 **80,000** MEDIA MENTIONS

**\$650,000+**  IN SCHOLARSHIPS AWARDED TO MORE THAN 250 STUDENTS AND CURRENT RETAIL EMPLOYEES

 **15,000** MEETINGS ON CAPITOL HILL WITH 450 MEMBERS OF CONGRESS

 PARTNERED WITH **52** COLLEGES AND UNIVERSITIES COMMITTED TO SHAPING THE NEXT GENERATION OF RETAIL LEADERS

**15,000**  MILES DRIVEN, EIGHT STATES VISITED AND MORE THAN 80 RETAILERS MET WITH ON THE RETAIL ACROSS AMERICA ROAD TRIP

 **\$1.2M** RAISED AT THE NRF FOUNDATION INAUGURAL GALA

## A LETTER FROM KIP TINDELL AND MATTHEW R. SHAY

The theme of this year's annual report is NRF's Top 10. We didn't have a problem filling that list, but narrowing down our accomplishments to what had the most impact for you, our members, was a challenge. From victories on Capitol Hill to leading the conversation on the economy to helping support and encourage the next generation of talented retail leaders, 2015 was a year of firsts and unprecedented growth in the way NRF serves retailers across the country.

Perhaps the biggest accomplishment of the year for our import-dependent industry was enactment of Trade Promotion Authority, which will make it easier to complete trade agreements around the globe. We also won improvements to the Affordable Care Act, showed that government-mandated minimum wage increases would decrease job creation and that overtime expansion would limit career opportunities. We educated lawmakers that chip-and-signature credit cards provide only half the security of chip-and-PIN cards and worked to ensure that patent reform legislation will truly protect retailers. And while not all issues were resolved by year's end, we set the stage for robust debate during the upcoming election year and in the new Congress. Facts and figures to back up rhetoric

are essential for winning on Capitol Hill. That is why we launched the new NRF Retail Research and Analysis Center, a multimillion-dollar initiative that has already begun to yield crucial new data demonstrating that retail wages are as competitive as those in any industry, showing the value of retail on a resume and documenting the outsized influence retailers have in shaping our nation's workforce.

The stage for many of these accomplishments was set at Retail's BIG Show, which once again reached record attendance with tens of thousands of retailers from around the globe. And we celebrated retail careers by hosting the first-ever NRF Foundation Gala, which drew a who's who of retail executives, honored the 25 inaugural members of The List of People Shaping Retail's Future and raised nearly \$1.2 million for the foundation's scholarship

programs and efforts to show the next generation of workers the wide range of professional opportunities available in our industry.

As the growth and progress in NRF programs demonstrate, we continue to look for opportunities to add value for our members. We would not exist without you, nor could we do what we do without your engagement and support.

**Kip Tindell**  
Chairman of the Board  
National Retail Federation  
Chairman and CEO  
The Container Store

**Matthew R. Shay**  
President and CEO  
National Retail Federation



# WORKED TO KEEP COMMERCE FLOWING

From the passage of Trade Promotion Authority to driving the conversation on the impact of the West Coast ports slowdown, NRF's efforts in 2015 were paramount to making sure that retailers could continue to provide goods and services to their customers.

## TRADE PROMOTION AUTHORITY

NRF helped coordinate a major grassroots and lobbying campaign that led to passage and enactment of Trade Promotion Authority, which gives Congress input on trade deals in return for a yes-or-no vote on

final approval rather than allowing amendments that could amount to renegotiation. TPA cleared the way for President Obama to finalize important trade talks with key partners around the Pacific as well as Europe. The

legislation was a critical step toward new free trade agreements that will ensure that U.S. retailers remain competitive in the global economy while providing benefits to U.S. workers and consumers.

## WEST COAST PORTS SHUTDOWN

NRF's repeated demands for the White House to become involved in a lengthy labor dispute that slowed down West Coast ports succeeded when President Obama sent Labor Secretary Tom Perez to join dockworkers and port management at the negotiating table, resulting in a five-year contract that ended the slowdown and restored stability to retail supply chains. NRF continued

its efforts by pushing Congress to pass legislation that would help keep ports — and the supply of retail merchandise — running smoothly in the future.

## TRADE MATTERS STUDY

NRF commissioned the "Trade Matters" study, which shows that 6.9 million retail jobs are related to international trade and provides a state-by-state breakdown of the economic benefits. Many members of Congress, including former House Speaker John Boehner, cited NRF's study as part of their support for the U.S. trade agenda.

**1 IN 4**  
AMERICAN JOBS  
ARE SUPPORTED BY  
THE U.S. RETAIL INDUSTRY



IN 2015, U.S. TRADE  
SUPPORTED NEARLY

**6.9 MILLION**

**U.S. RETAIL AND  
RESTAURANT JOBS**

SOURCE: Lorem ipsum  
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# BATTLED GOVERNMENT OVERREACH

NRF was retail's voice in countless conversations about the role of government in business, providing real-time and real-world data and stories about the impact of regulations on retailers and their employees.

## OVERTIME

NRF led the retail industry's efforts against the Obama Administration's plan to expand overtime and helped rein in proposed regulations issued by the Labor Department that could have gone even further. Studies commissioned by NRF found that the proposal would drive up employers' costs while resulting in little if any increase in take-home pay for most workers, that the majority of retail managers and assistant managers oppose the plan because it would limit career opportunities and that low-wage areas around the country would be disproportionately affected by the one-size-fits-all salary levels. The numbers were so convincing that the Small Business Administration highlighted NRF's research in its response to the plan. NRF worked closely with members of Congress in efforts to block the proposal from going into effect, and took Alabama business owner Terry Shea to Capitol Hill to testify on how overtime expansion would harm her gift shop, Wrapsody, and its employees.

“NRF HAS PUT PERHAPS THE MOST ENERGY  
OF ANYONE INTO THE OVERTIME FIGHT.”

- Washington Post

## NRF BATTLED GOVERNMENT OVER REGULATIONS ON MULTIPLE ISSUES

- Won repeal of two key provisions of the onerous Affordable Care Act, one that would have required companies to enroll workers in health insurance plans whether workers wanted them or not, and one that would have forced mid-sized employers into the expensive small-size insurance market.
- Backed legislation to overturn a National Labor Relations Board ruling that would make unionization easier by considering large companies “joint employers” with subcontractors and franchisees.
- Showed that an increase in the federal minimum wage would harm job creation, and that many retail workers like the flexibility of “predictive scheduling” despite criticism from Big Labor.
- NCCR, NRF’s chain restaurant division, co-sponsored a new ad campaign led by the Smarter Fuel Future coalition to help drive home the impact of the Renewable Fuel Standard to key policymakers on Capitol Hill.

## PROPOSED OVERTIME REGULATIONS THREATENED AMERICA’S RETAIL AND RESTAURANT MANAGERS, THEIR CAREERS AND CUSTOMERS



The U.S. Department of Labor planned to redefine existing provisions of federal overtime rules. Rigid requirements for the time they spend on certain duties during the workday would have prohibited managers from participating in specific tasks. To better understand the impact of these changes, NRF commissioned a survey of American retail and restaurant managers.

**75%**  
OF RETAIL AND RESTAURANT MANAGERS SAID THEY WOULD LOSE THEIR ABILITY TO LEAD BY EXAMPLE

SOURCE: Rethinking Overtime: How Increasing Overtime Exemption Thresholds Will Affect the Retail and Restaurant Industries

“RETAILERS BELIEVE IN CREATING BETTER OPPORTUNITIES FOR THEIR EMPLOYEES. BUT THEY BELIEVE THAT CAREERS, NOT TIME CLOCKS, ARE THE ANSWER.”

- NRF President and CEO Matthew Shay, *Sun Sentinel*

Terry Shea, Co-Owner, Wrapsody Inc. testified before the House Small Business Committee on behalf of NRF.



# FOUGHT FOR THE CUSTOMER EXPERIENCE THAT RETAILERS WANT TO DELIVER

From data security and EMV credit card implementation to predatory patent trolls, NRF worked to ensure that retailers can provide safe, seamless transactions and experiences.



## CHIP-AND-PIN CARDS

NRF and the retail industry have called for chip-and-PIN cards, which store customer data on a computer microchip embedded in the card and require use of a secret number rather than a fraud prone signature.



62%

The percentage of consumers who prefer to use chip-and-PIN cards rather than chip-and-signature cards.



63%

The percentage of consumers who believe chip-and-PIN cards provide more data security than chip-and-signature technology.



83%

The percentage of consumers who, believing chip-and-PIN is more secure, also say it would be worthwhile even if they had to have a different PIN for every card.

SOURCE: Online survey of 2,035 U.S. adults ages 18 and older, conducted for NRF by ORC International.

## CREDIT CARD SECURITY

NRF has said for years that fraud-prone credit cards using easy-to-copy magnetic stripes and easy-to-forge signatures should be replaced with cards that store data on computer microchips and require a secure, secret PIN instead of a signature. But when U.S. banks began rolling out “EMV” cards in the United States in 2015, they were chip-and-signature cards rather than the chip-and-PIN cards used almost universally around the world. NRF responded with research and a massive communications campaign showing that chip-without-PIN is only a partial step toward improving credit card security and that U.S. shoppers deserve the same level of protection seen by consumers in other nations. NRF Board member Keith Lipert testified before the House Small Business Committee, saying small businesses like Keith Lipert Gallery, his Washington, D.C., gift shop, are being pressured into

buying expensive new card readers without receiving the full level of security that could be provided.

In October the FBI issued a warning that new chip cards are only partially protective and should be used with a PIN, rather than a signature, in order to really reduce fraud, only to have the original strongly worded document retracted and replaced with a more general statement after heavy lobbying by the financial services industry. NRF Senior Vice President and General Counsel Mallory Duncan

responded to the turnaround, calling it a “watered-down public service announcement that was scarcely a public service.” Shortly afterward, FBI Director Comey testified before Congress that the agency does believe consumers and retailers are best served with credit cards protected by both a chip and a PIN.



Overstock.com General Counsel Mark Griffin testified before the House Judiciary Committee.

## PATENT REFORM

NRF formed and led United for Patent Reform, a new multi-industry coalition ranging from retailers to technology companies to fight against frivolous lawsuits filed by “patent trolls.” NRF and the coalition held two major Capitol Hill fly-ins, conducted scores of lobbying visits and worked closely with the sponsors of both House and Senate patent reform legislation to ensure that it would truly protect retailers and not be watered down by patent attorneys.

## H2 NEEDED

The Hill newspaper once again named NRF Senior Vice President for Government Relations David French one of the top trade association lobbyists in Washington, D.C. The paper said French is among those who have “climbed to the top of their profession” and cited his work in leading NRF’s public policy team on credit card swipe fee reform, fixing the Affordable Care Act and addressing the way clothing imports are treated under international trade agreements.





# PUT RETAIL FRONT AND CENTER

NRF ensured that retail, the nation's largest private-sector employer, is recognized as an industry powerhouse and a major player in Washington, D.C.

“ MOST PEOPLE THAT PUT A BILL FORWARD ARE WELL-INTENTIONED, BUT THEY DON'T ALWAYS KNOW THE CONSEQUENCES OF THAT INTENTION.”

- Royal River Natural Foods Owner and America's Retail Champion recipient Tina Wilcoxson's interview in the *Portland Press Herald*

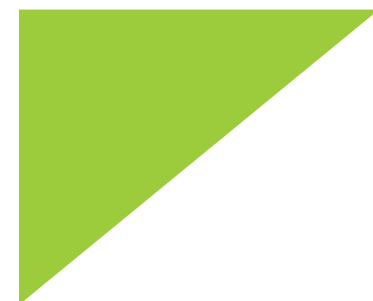
## RETAIL ADVOCATES SUMMIT

In July NRF hosted the Retail Advocates Summit, which brought 150 of the top retail advocates to Capitol Hill for meetings with lawmakers on critical issues like overtime, Internet sales tax collection and data security. In addition to advancing NRF's policy objectives, this annual meeting celebrates activism by local retailers, builds strong relationships with key state associations and helps to remind lawmakers that one in four jobs are tied to retail.



## RETAIL'S NIGHT OUT

In May NRF celebrated retail's entrepreneurial spirit with the inaugural Retail's Night Out. More than 2,000 people came to shop at the one-night-only pop-up event in downtown Washington, D.C., which featured 25 local merchants and national brands. The event also included a VIP reception at NRF headquarters with more than 200 D.C. influencers.



# RETAIL'S NIGHT OUT



## STATE OF THE UNION SOCIAL MEDIA COVERAGE

In January NRF took to Twitter for real-time commentary on what retailers were buying — and returning — from the President's agenda for the nation, receiving accolades for its creative use of social media.



# ESTABLISHED THE NARRATIVE FOR RETAIL'S STORY

No one tells the industry's story better than the people who work in retail — NRF provided the platform.



TEXAS  
February 23-27



KENTUCKY  
April 6-10



NEVADA  
June 8-12

## RETAIL ACROSS AMERICA

In 2015 NRF's Retail Across America road trip traveled nearly 15,000 miles, making stops in eight states and visiting more than 80 retailers to find the most powerful stories on how retail provides jobs, drives innovation and gives back to communities.

MASSACHUSETTS  
August 12-14



MAINE  
August 19-21



MINNESOTA  
November 2-6



VERMONT  
August 17-19



CONNECTICUT  
August 10-12

## THE NUMBERS ARE IN

Retail employees have the skills and experience hiring managers want.



78%

of current retail employees are satisfied with their job and nearly eight in 10 describe themselves as happy working in retail.



80%

of hiring managers state that the skills and traits that are most important to them are the same skills and traits that more than eight in 10 current retail employees say they use regularly.



71%

of hiring managers say that retail provides its employees foundational skills and experience that are transferable to other industries and recommend that employees include retail experience on their resumes.

Source: Retail's Value on a Resume: How Jobs in Retail Prepare America's Workforce for Success

# SPOTLIGHTED RETAIL'S IMPORTANCE TO THE SUCCESS OF THE ECONOMY

NRF remained the go-to source for industry and consumer data, providing real-time commentary on some of the nation's top economic conversations.



ANNUAL  
**3.5%**  
projected increase in retail sales

**6 to 8%**  
estimated growth in online retail sales



HOLIDAY  
**3.7%**  
estimated growth in holiday sales

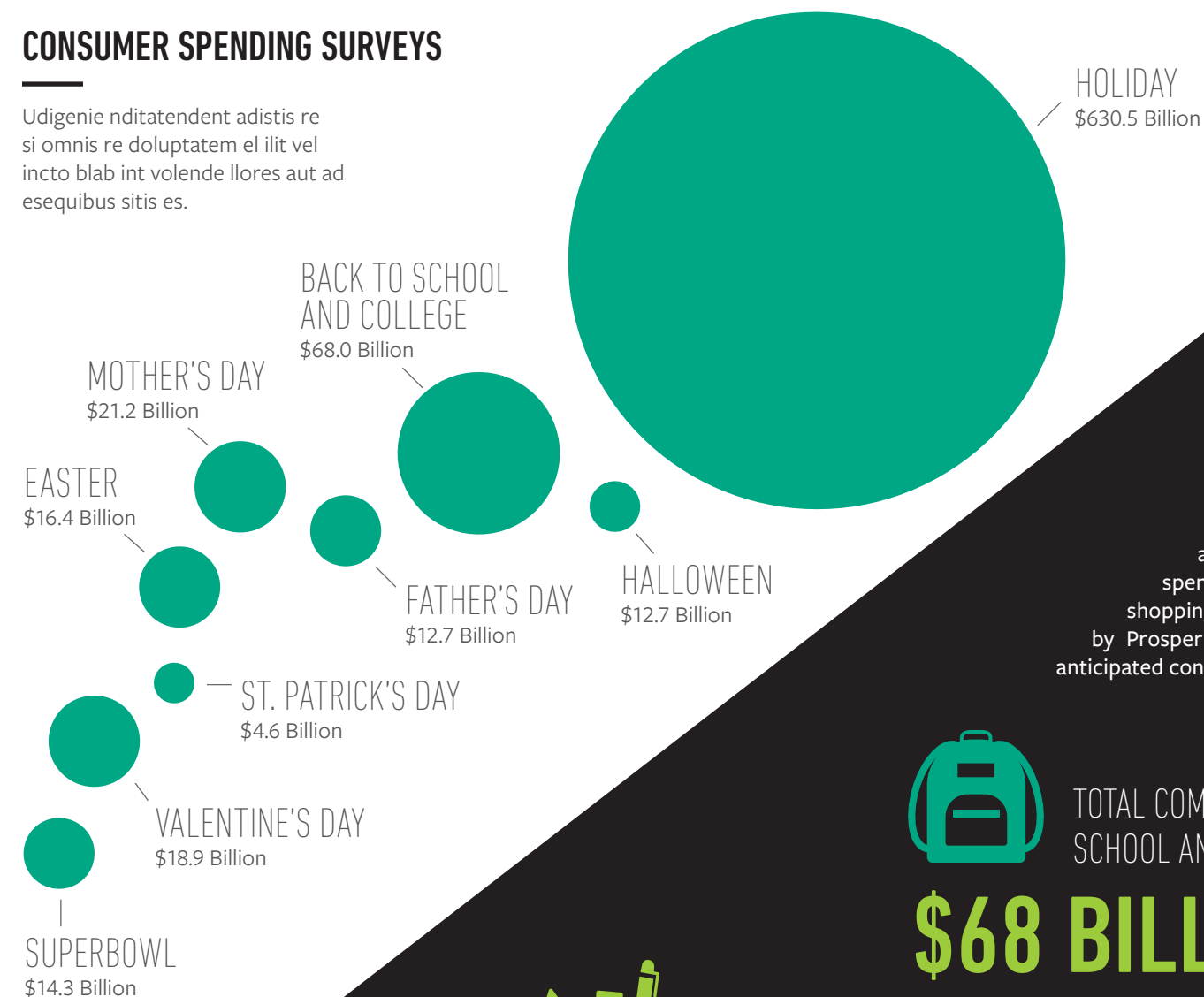
**6 to 8%**  
estimated growth in online holiday sales

## RETAIL FORECASTS

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## CONSUMER SPENDING SURVEYS

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## BACK TO SCHOOL AND COLLEGE TRENDS

Back-to-school and college shopping is a big deal for retailers, with total combined spending second only to the winter holiday shopping season. NRF's annual survey, conducted by Prosper Insights & Analytics, is among our most anticipated consumer research releases each year.



TOTAL COMBINED SPENDING FOR BACK TO SCHOOL AND COLLEGE IS EXPECTED TO REACH

**\$68 BILLION IN 2015**



**\$97.74**

AVERAGE THAT FAMILIES PLAN TO SPEND ON SCHOOL SUPPLIES LIKE NOTEBOOKS, PENCILS AND BACKPACKS

Source: 2015 NRF Back to School / College Spending Survey

# SHAPED THE NEXT GENERATION OF RETAIL TALENT

The NRF Foundation created opportunities for current and aspiring retail employees to advance their education, grow their careers and highlight their successes.



## NRF FOUNDATION GALA AND THE LIST OF PEOPLE SHAPING RETAIL'S FUTURE

In January the NRF Foundation hosted their inaugural Gala in New York City. The evening was a celebration of the imagination, inspiration and innovation at work in the retail industry today, as well as a recognition of the Foundation's scholarship recipients — the retail

leaders of tomorrow. Thanks to the generous support of the industry, the Foundation raised nearly \$1.2 million (Adfero note: let's find a way to call this number out somehow) to support their initiatives and programs. The Gala also recognized The List of People Shaping Retail's Future. Broken

out into five categories (Disruptors, Dreamers, Givers, Influencers and Power Players), The List honored 25 people who are making a true impact on the retail industry.

## RETAIL'S ACADEMIC SYMPOSIUM

In August 2015 more than 90 undergraduate professors from 65 schools across the country gathered in New York City for the NRF Foundation's first Retail's Academic Symposium. Attendees heard from leading retail executives about the rapidly changing nature of the industry and the urgent need for graduates who understand the evolving and data-driven world of retail. Professors received travel and

accommodation stipends to attend the event, made possible with funding from the NRF Foundation Gala.



#shoporg15



## STUDENT PROGRAMS AT BIG SHOW AND SHOP.ORG SUMMIT

The NRF Foundation hosted special learning events at Retail's BIG Show and the Shop.org Digital Summit for college students to receive career advice directly from the C-suite through personal interactions with retail executives and the chance to take advantage of career opportunities at top retail companies. There was tremendous growth across both programs in 2015, with more than 350 students and educators in attendance at each, and new sessions that centered on professional development. Retail's BIG Show Student Program had a record six retail CEOs participate and give career advice.



## WALMART GRANT

In June, the Walmart Foundation awarded an \$800,000 grant to the NRF Foundation, enabling them to conduct analysis of the retail industry's learning and development needs, fund three research projects and create a community of leaders in retail learning and development from NRF member companies.

# HOSTED INDUSTRY LEADERS AT AWARD-WINNING EVENTS

From Retail's BIG Show to regional networking dinners, NRF events brought together the best and the brightest to share ideas, experience the latest retail technology and learn from industry experts.

## RETAIL'S BIG SHOW

More than 33,000 retail professionals from 86 countries came to Retail's BIG Show in New York City in January to collaborate, find solutions and learn about the trends shaping the industry; more than 600 solution providers showcased their technology across 220,000 square feet in the EXPO Hall. In 2015 Retail's BIG Show won Trade Show Executive's Fastest 50 in 2014 by Net Square Feet of Exhibit Space, Number of Exhibiting Companies and Total Attendance, and was also named to Trade Show News Network's fastest-growing shows list



## NRF PROTECT

NRF completely rebranded, reinvigorated and reinvented its loss prevention conference in 2015, creating NRF PROTECT. The new approach speaks to the core mission of all loss prevention professionals: to protect people, assets and brands. NRF PROTECT 2015, which took place in June in Long Beach, Calif., offered new experiences such as an Emerging Leaders Boot Camp, a Tactical Training Workshop and a Cybersecurity Pavilion. There were 342 retail companies in attendance at the event, 22 percent more than in 2014; EXPO Hall attendance grew nearly 75 percent from 2014. NRF received ASAE's Gold Circle Award for the NRF PROTECT rebranding campaign, underscoring it as the premier loss prevention event in North America.



**LISTRAK**  
Transforming Retail

**monetate**  
Personalize Now™

**monetate**  
Personalize Now™

Geo: Chicago, IL  
Age: 23  
Gender: Female

Profile

Interested in: Running / Fitness  
In Market for: Step counter  
Lifetime Value: \$83.5

Interests

Devices: iPhone  
Stores: Brick & Mortar  
Social: Facebook

Channels

Insight

Predictive Decisions

Analytics



## SHOP.ORG DIGITAL SUMMIT

More than 5,000 digital and multichannel professionals and 280 solution providers gathered in Philadelphia in October to explore new digital trends, technologies and strategies at the Shop.org Digital Summit. A new mobile app helped attendees navigate the event and facilitated the collection of record-breaking session feedback.

In 2015 the Shop.org Summit was named to Trade Show Executive's Fastest 50 in 2014 by Net Square Feet of Exhibit Space and Number of Exhibiting Companies, as well as to Trade Show News Network's fastest-growing shows list.



# CULTIVATED RETAIL INNOVATION

Recognizing the critical role innovation plays in retailers' success, NRF provided industry forums for demonstrations of and discussions on emerging technologies and trends.



## STARTUP OF THE YEAR COMPETITIONS

In January Shop.org hosted the first Startup of the Year competition at Retail's BIG Show to find the most promising rising stars in retail. More than 60 startup retail and technology companies competed in a "Shark Tank"-style session, with Symphony

Commerce emerging as the winner. The Shop.org Digital Commerce Startup of the Year competition at October's Shop.org Digital Summit received dozens of entries, with technology company Reflektion taking home the top prize.

## NRFTECH

With a fresh format and focus on innovation, the July NRFtech event in Half Moon Bay, Calif., gave retail CIOs, CMOs and digital executives a unique opportunity to discover and explore the latest retail technology while networking with peers in the industry. For the first time, CMOs and chief digital officers learned alongside CIOs at NRFtech, bringing together all roles responsible for retail innovation.

Attendees visited a San Francisco tech incubator to see cutting edge technology in action on the "Tour of the Possible."



SHOP.ORG  
DIGITAL COMMERCE  
START-UP OF THE YEAR  
2015 WINNER

2015 SHOP.ORG  
DIGITAL COMMERCE  
STARTUP OF THE YEAR WINNER

20150710  
DATE: 10/7/2015

PAY TO THE ORDER OF: REFLEKTION \$5,000.00

FIVE THOUSAND 00/100 DOLLARS

FOR: TRANSFORMING THE SHOPPING EXPERIENCE  
BY MAKING A POSITIVE IMPACT ON THE RETAIL INDUSTRY

Matthew Shay  
MATTHEW R. SHAY, PRESIDENT AND CEO

NRF NATIONAL RETAIL FEDERATION  
1101 New York Avenue NW, Suite 1200, Washington, DC 20005



## BIG SHOW ILAB

The 2015 iLab gave BIG Show attendees a chance to see, touch and experience some of the most interesting and innovative products finding their way into the marketplace including 3D printing, virtual reality and a crowd-sourced app developed during the show.



## NRF CREATES DIGITAL COUNCIL

In October NRF announced the development of the new members-only Digital Council, powered by Shop.org, to serve as the premier e-commerce voice by supporting and promoting collaboration in efforts such as the exchange of information on digital retail trends and strategies, the development of original research and educational events and advocacy opportunities in Washington, D.C.

# PRODUCED ESSENTIAL TOOLS AND RESEARCH TO HELP RETAILERS SUCCEED

NRF delivered dozens of cutting-edge research reports, industry surveys and white papers to give members the tools they need to grow their business.



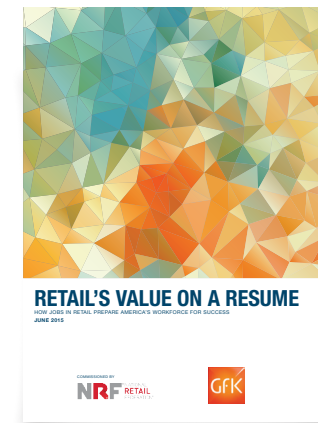
## 2015 PLAYBOOKS

The 2015 Shop.org Merchandising Workshop, NRFtech and Shop.org Summit were each full of big ideas and smart tactics. These post-event “Playbooks” break down the top themes from each event into easily digestible overviews.



## 2015 ORGANIZED RETAIL CRIME SURVEY

The 11th annual Organized Retail Crime survey brings to light the evolving scope of ORC activity, resources and policy changes that retailers are putting in place to address this issue.



## RETAIL'S VALUE ON A RESUME: HOW JOBS IN RETAIL PREPARE AMERICA'S WORKFORCE FOR SUCCESS

Conducted in partnership with GfK, “Retail’s Value on a Resume” surveyed retail employees and hiring managers across multiple sectors and found that retail helps prepare a large part of the workforce for long-term success, offers opportunities for advancement and upward mobility and provides flexibility that employees value.



## RETHINKING OVERTIME

Working in conjunction with Oxford Economics, the “Rethinking Overtime” study analyzed the impact that the Department of Labor’s proposed changes to regulations on overtime pay would have on the retail industry and found they would reduce workplace flexibility, lower bonuses and benefits and cause a reduction in career advancement opportunities.



## 2015 RETAIL HOLIDAY PLANNING PLAYBOOK

The inaugural 2015 Retail Holiday Planning Playbook surveyed CIOs, CMOs, loss prevention, digital commerce and supply chain executives and compiled their strategies and tips to help retailers optimize for Holiday 2015.



## OMNICHANNEL RETAIL INDEX 2015

Produced in partnership with FitForCommerce, this inaugural report examines how 120 retailers across multiple categories perform in aggregate on approximately 200 criteria across web, mobile and in-store, providing retailers a benchmark for evaluating omnichannel services.



## STATE OF RETAILING ONLINE

Key Metrics, Initiatives and Mobile Benchmarks, a Shop.org study conducted by Forrester Research, provides key benchmarks and metrics for online retailers in such areas as in-store pick up, ship to store and cross-channel inventory visibility. The SORO Marketing and Merchandising Benchmarks report, developed in partnership with Forrester Research and Bizrate Insights, surveyed more than 200 retailers to understand their priorities and metrics in both of these areas.



### Balancing Digital and Traditional Media to Drive In-Store Sales



### Retail CIO Download Agenda 2015: Secure and Innovate



### HOLIDAY SURVIVAL KIT

The Holiday Survival Kit is NRF's annual overview of holiday trends and expectations, offering historical information on holiday sales, employment data and consumer trends to reporters and retailers.



### NATIONAL RETAIL SECURITY SURVEY 2015

The 24th National Retail Security Survey is a nationwide study of key benchmarks for retail loss prevention, covering inventory shrink, employee integrity, external retail crime and other loss prevention issues.



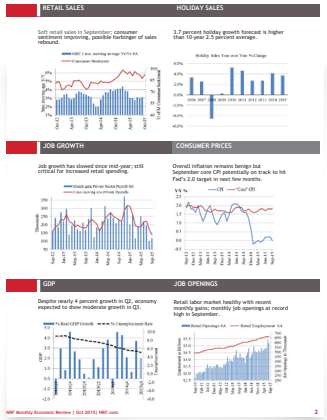
### BUILDING THE BUSINESS CASE FOR A UNIFIED COMMERCE PLATFORM

Developed in partnership with Ecommerce Europe, the Ecommerce Foundation and Demandware, "Building the Business Case for a Unified Commerce Platform – Optimize the Consumer Experience" surveyed nearly 300 retail business and technology executives in the United States, Europe and Australia to gain visibility into unified commerce platform strategies.



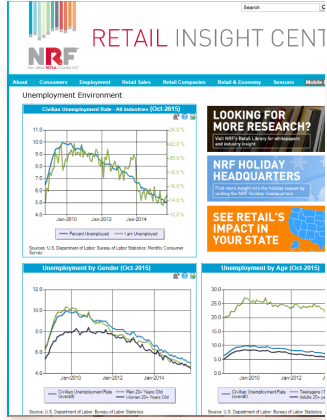
### GLOBAL PORT TRACKER

Produced for NRF by Hackett Associates, this report evaluates and monitors the key data that will help retailers understand what is happening at the nation's major ports, and is a leading indicator of retailers' expectations for future sales.



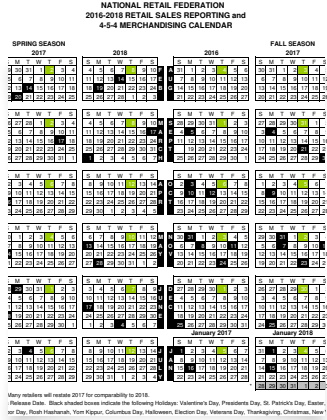
### MONTHLY ECONOMIC REVIEW

In this monthly report, NRF Chief Economist Jack Kleinhenz delves into key economic indicators such as GDP, consumer sentiment and growth in the housing market, and analyzes their impact on retail sales.



### RETAIL INSIGHT CENTER

The 4-5-4 Calendar serves as a voluntary guide for the retail industry and ensures sales comparability between years by dividing the year into months based on a four weeks/five weeks/ four weeks format.



### 4-5-4 CALENDAR

The 4-5-4 Calendar serves as a voluntary guide for the retail industry and ensures sales comparability between years by dividing the year into months based on a four weeks/five weeks/ four weeks format.



### STORES

NRF's monthly publication reports on the broad spectrum of strategic issues facing senior retail executives, focused on retail technology and industry trends.

## RETAIL RESEARCH AND ANALYSIS CENTER

NRF announced the creation of a new research department that will centralize all existing research within the organization and expand upon the wide range of issue areas and trends already studied, with a focus on four main areas: the economy, legislative and regulatory policy, the retail industry and consumers.

# NRF COUNCILS, COMMITTEES AND TASK FORCES

NRF offers members the opportunity to benchmark business practices, form policy, drive technology standards and map the course of NRF's research efforts and priorities by joining one of more than 60 councils, committees and task forces. These communities' contribution is an essential part of the work that NRF does in addressing issues such as regulatory compliance, employment law and employee benefits, finance, information technology, international trade, loss prevention, payments, privacy, supply chain and tax.

Shop.org Board Meeting at BIG Show

CIO Council Meeting BIG Show

Shop.org Board Meeting at BIG Show

LP Council Meeting at PROTECT

Digital Council Meeting 2015 at Summit

Michael Burgess  
Hudson's Bay Company

NRF RETAIL  
Vicki Cantrell

- ▼ ARTS Board of Directors
- ▼ NCCR Board of Directors
- ▼ NRF CIO Council
- ▼ NRF IT Security Council
- ▼ NRF Associate Member Council
- ▼ NRF CMO Council
- ▼ NRF Digital Council
- ▼ NRF Financial Executives Council
- ▼ NRF Foundation Board of Directors
- ▼ NRF General Counsels Forum
- ▼ NRF Government Affairs Policy Council
- ▼ NRF LP Advisory Council
- ▼ NRF Retail Communicators Network
- ▼ NRF Small Business Retail Council
- ▼ NRF State Association Council
- ▼ NRF Strategic Supply Chain Council
- ▼ NRF Talent Acquisition Group
- ▼ Shop.org Board of Directors



**NRF**<sup>®</sup> NATIONAL  
RETAIL  
FEDERATION<sup>®</sup>