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2019

YEAR IN REVIEW

## Contents

Advocacy | 1

Foundation | 15

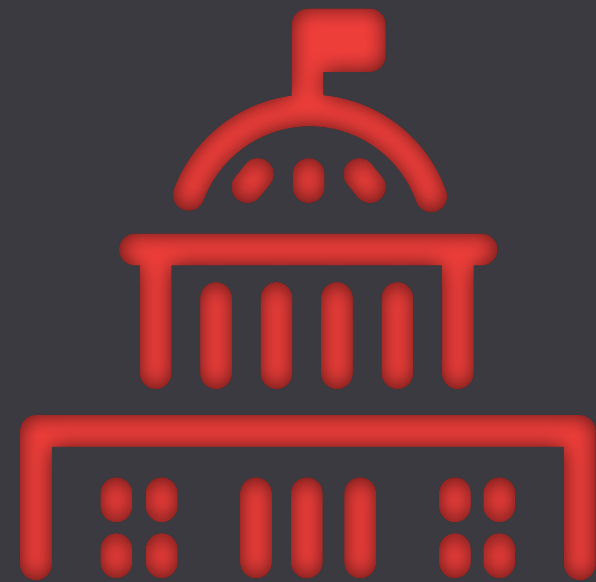
Membership | 23

Events | 31

Communications  
& Research | 45

# Advocacy

**STANDING UP FOR RETAIL  
STARTS WITH US.**



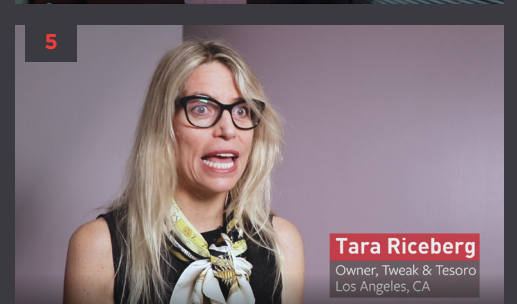
**W**E LED THE FIGHT  
AGAINST TARIFFS.  
WE SHARED RETAIL'S STORY  
WITH LAWMAKERS. WE  
TURNED RETAILERS INTO  
ADVOCATES. WE HELPED  
RETAILERS PROTECT  
CONSUMER PRIVACY. WE  
FOUGHT TO FIX THE RETAIL  
GLITCH IN THE TAX LAW.

# Trade

## WE LED THE FIGHT AGAINST TARIFFS.

As a leading voice in the fight against tariffs, NRF, along with the Americans for Free Trade coalition and the Tariffs Hurt the Heartland campaign, educated Congress, the administration, the press and consumers about the harmful economic impact of the trade war with China. NRF testified before the administration, held dozens of meetings on Capitol Hill, participated in press conferences, conducted media interviews, traveled to China and Hong Kong for meetings with retailers, and used infographics on NRF.com to break down tariffs' complicated negative effect on businesses and consumers.

NRF President and CEO Matthew Shay appeared on several news programs to discuss tariffs' negative impact (1 and 2) while small business owners told their own stories (3-5). NRF hosted a news conference with the Americans for Free Trade Coalition about a Port of Los Angeles study showing the economic impact of the trade war (6).





## Store Tours

### WE SHARED RETAIL'S STORY WITH LAWMAKERS.

NRF's store tour program helps retailers host their members of Congress on tours of their businesses. These visits bridge the gap between Capitol Hill and Main Street and give lawmakers the opportunity to experience firsthand how retailers operate. In 2019, NRF hosted seven lawmakers including Rep. Jared Golden, D-Maine, at L.L.Bean Manufacturing in Lewiston, Maine, and Sen. Chris Coons, D-Del., in a small business roundtable at Carlton's Men's and Women's Apparel in Rehoboth Beach, Del.

 **Senator Chris Coons** ✓  
@ChrisCoons



I'm at Carltons in Rehoboth Beach, DE talking with small business owners and retailers about the impact of tariffs on American businesses and American consumers.



NRF's store tours brought together retailers and lawmakers including Kendra Horn, D-Okla. (1), Lizzie Fletcher, D-Texas (2), Chris Coons, D-Del. (3), and Anthony Gonzalez, R-Ohio (4). Jared Golden, D-Maine, toured L.L.Bean's manufacturing facility with President and CEO Stephen Smith (5 and 6).

# Advocacy Boot Camp

WE TURNED RETAILERS INTO ADVOCATES.

In July, 25 small retailers gathered in Washington for NRF's inaugural Retail Advocacy Boot Camp. This training program gives retailers the leadership skills to be effective, year-round advocates in Washington and back home on Main Street. Attendees learned storytelling techniques to move the minds of lawmakers and discussed tariffs and merchant choice in payment technology. The event ended with visits with lawmakers on Capitol Hill, allowing participants to put their advocacy skills to work.



At NRF's inaugural Retail Advocacy Boot Camp, small retailers met with lawmakers including John Thune, R-S.D. (1), Deb Fischer, R-Neb. (2), Dianne Feinstein, D-Calif. (3), Kathy Castor, D-Fla. (4), and Jackie Walorski, R-Ind. (5).

# Advocacy

BY THE NUMBERS

## 177

RETAILERS WHO VISITED WASHINGTON AS PART OF FLY-INS TO CONDUCT 240 SEPARATE MEETINGS WITH LAWMAKERS

## 75

LETTERS TO LAWMAKERS

## 32

COMMENTS ON PENDING REGULATORY MATTERS

## 7

TIMES NRF TESTIFIED AT OFFICIAL HEARINGS

## 600%

INCREASE OVER 2018 IN RETAIL MEMBER ADVOCACY MESSAGES TO CONGRESS

## 843

LOBBYING MEETINGS ON CAPITOL HILL

## 91

ISSUES LOBBIED

## 140

CONFERENCE CALLS/WEBINARS FOR MEMBERS ON ISSUES RANGING FROM TAX TO TRADE

## 9

NRF-LED ISSUE COALITIONS

## 17

FRIEND-OF-THE-COURT LEGAL BRIEFS



Secretary Acosta  
@SecretaryAcosta

With @NRFnews, I discussed how regulatory reform, #reentry initiatives, workforce apprenticeships, and combating the #OpioidCrisis will create more good, safe, family-sustaining career opportunities for workers in America's restaurants.



## Consumer Privacy

**WE HELPED RETAILERS PROTECT CONSUMER PRIVACY.**

Safeguarding consumer privacy is one of retailers' top priorities. NRF organized the Main Street Privacy Coalition, comprised of 17 trade groups focused on creating regulations that balance consumer privacy with growing retail innovation. NRF and the coalition called on lawmakers to adopt a "uniform and fair framework" that applies nationwide and covers all entities that handle sensitive data. Principles for privacy legislation were presented to both House and Senate committees.

## Tax Fix

### WE FOUGHT TO FIX THE RETAIL GLITCH IN THE TAX LAW.

NRF won bipartisan support for legislation to fix an error in the 2017 tax reform law known as the retail glitch. That mistake has stalled millions of dollars in job-creating improvements to retail stores, and denied some cash-strapped retailers tax funds that would help keep them solvent. NRF has repeatedly brought retailers to Capitol Hill and has worked with coalition partners to secure over 300 House and 60 Senate co-sponsors. NRF continues work to have the errors corrected.



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During a fundraiser at the NRF office, House Ways and Means Committee Chairman Richie Neal, D-Mass., discussed the tax glitch.



# NRF Foundation

SHAPING RETAIL'S FUTURE  
STARTS WITH US.



**W**E RAISED \$3.25M  
FOR RETAIL'S FUTURE.  
**WE TRAINED** 75,000 JOB  
SEEKERS. **WE HELPED**  
OVER 1,000 STUDENTS  
LAUNCH RETAIL CAREERS.



## NRF Foundation Gala

**WE RAISED \$3.25M FOR RETAIL'S FUTURE.**

The NRF Foundation raised a record \$3.25 million at the 5th Annual NRF Foundation Gala. The event brought nearly 1,000 of the most influential people in retail together to support the next generation of talent and recognize the innovators who are changing the industry. At the Gala, the Foundation honored student scholarship recipients, The List of People Shaping Retail's Future and Chip Bergh, president and CEO of Levi Strauss & Co., as The Visionary.

Innovators and influencers on stage at the NRF Foundation Gala included Levi Strauss & Co. President and CEO Chip Bergh and Snoop Dogg (3), former president and CEO of Neiman Marcus Group and Foundation Board Chair Karen Katz (5) and NRF President and CEO Matthew Shay (6), along with scholarship winners (2) and honorees of The List of People Shaping Retail's Future including the youngest-ever recipient, Charlotte Gould (4 and 1).

## RISE Up

WE TRAINED 75,000 JOB SEEKERS.

Since launching the Retail Industry Skills and Education (RISE Up) training and credentialing program in 2017, the Foundation has trained 75,000 job seekers for valuable retail careers. In 2019, the Foundation revamped RISE Up with a streamlined platform and a more immersive, robust curriculum. RISE Up was approved by education departments in Arizona and Kentucky, adding to a growing list of states.



Students at Ridgewater College in Willmar, Minn., explained how RISE Up training sets them apart.

## Student Program

WE HELPED OVER 1,000 STUDENTS LAUNCH RETAIL CAREERS.

The NRF Foundation Student Program celebrated its largest year to date with more than 1,000 students in attendance to learn from retail leaders and plot a course for their career. New event features included tours at seven companies throughout New York City, providing an intimate look at culture and careers. Another highlight was a collaborative session with Intel where 100 students majoring in the technology field heard from technologists at Amazon Web Services, Kohl's, Walmart, Wayfair, Target, The Home Depot and more.



The Student Program presented speakers including Jeff Gennette, chairman and CEO of Macy's Inc. (1), Intel Vice President and General Manager and NRF Board member Rachel Mushahwar (2), Jo Malone, founder of Jo Loves (3), and BJ's Senior Vice President of Field Operations Gina Iacovone and President and CEO Chris Baldwin (4). Students networked at events like the career fair, which featured 29 companies including Meijer, Tractor Supply Company and UNIQLO (5).

# Membership

**REPRESENTING RETAIL  
STARTS WITH US.**



**W**E WELCOMED 70 NEW  
MEMBERS. **WE HELPED**  
RETAILERS PROTECT THEIR  
BUSINESSES. **WE BROUGHT**  
RETAILERS AND TECHNOLOGY  
INNOVATORS TOGETHER.

## New Members

### WE WELCOMED 70 NEW MEMBERS.

We added 70 new member companies to our family of 16,000 in 2019, including Boxed, Booking Holdings, Burlington Stores, Keen, Luxottica, David Yurman, Harry Winston, Love's Travel Stops & Country Stores, Lowe's, MCM, Procter & Gamble, Royal Caribbean, thredUP and UberEATS. NRF hosted membership dinners throughout the year to facilitate networking and collaboration.

## NRF Cyber Risk Exchange

### WE HELPED RETAILERS PROTECT THEIR BUSINESSES.

NRF launched the NRF Cyber Risk Exchange to increase awareness of the ever-evolving cyber threat landscape. In collaboration with PwC and tailored to the retail industry, the Cyber Risk Exchange provides real-time information sharing, tactical assistance in blocking or detecting malicious activity, and access to cybersecurity resources like benchmarking and research reports to help companies protect their systems and networks.

Security experts from the FBI Los Angeles Field Office, U.S. Department of Justice and U.S. Secret Service spoke at NRF PROTECT 2019 (1). At NRF 2019: Retail's Big Show, chief information security officers from JCPenney, Ralph Lauren and Ascena Retail Group participated in a conversation about cybersecurity (2).





NRF President and CEO Matthew Shay spoke at the NRF 2019 VC dinner.

## Innovation Advisory Committee

**WE BROUGHT RETAILERS AND TECHNOLOGY INNOVATORS TOGETHER.**

NRF created the Innovation Advisory Committee to strengthen connections between retailers and the technology community, comprised of venture capitalists, tech incubators and accelerators, retail strategists and academics. The group hosted the first in a series of regional events at Neighborhood Goods in Plano, Texas, designed to foster networking opportunities for retailers, venture capitalists and eight local startups.

Nearly 200 investors and retailers attended Tech Trends in Retail at Neighborhood Goods, founded by Matt Alexander. Alexander spoke with Brian Womack from the Dallas Business Journal (1). Startups at the event competed for a spot in the Innovation Lab at NRF 2019: Retail's Big Show (2). Brain of the Store took the top spot (3).



# Events

**CONVENING THE RETAIL INDUSTRY  
STARTS WITH US.**





# NRF 2019: Retail's Big Show

## WE HOSTED RETAIL'S LARGEST CONFERENCE AND EXPO.

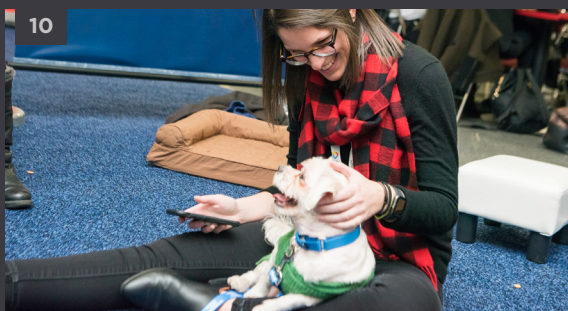
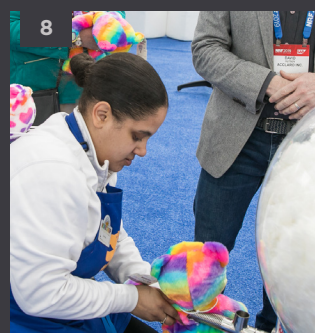
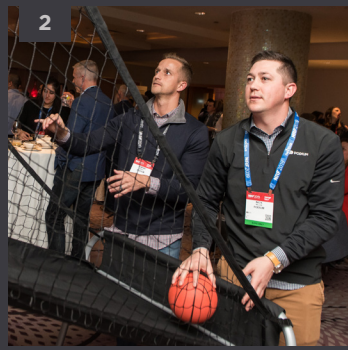
NRF 2019: Retail's Big Show had its biggest year yet with 38,300 attendees from 100 countries. Retailers heard from more than 500 speakers, toured iconic New York City stores and connected with other companies and service providers to ultimately chart a course for their businesses. The new Startup Zone and expanded Innovation Lab showcased technology helping retailers deliver seamless experiences, including AI, augmented reality, machine learning, facial recognition, robotics and blockchain.

For the first time at Retail's Big Show, NRF partnered with The Female Quotient to host The Girls' Lounge. This experiential pop-up brought women together to connect and collaborate, featuring female leaders from Ralph Lauren, Ulta Beauty, Neiman Marcus and Crate & Barrel. More than 2,000 attendees stopped by to listen to exclusive Q&As, network and take part in special experiences like free professional headshots.

CNBC's Courtney Reagan moderated a conversation in The Girls' Lounge with Rachel Cohen, co-founder and co-CEO of SNOWE, Ulta Beauty CIO Diane Randolph and Shannon Schuyler, chief purpose officer at PwC.



Big names took the stage at Big Show, including Ed Stack, chairman and CEO of DICK'S Sporting Goods, and NRF President and CEO Matthew Shay (1), Lowe's President and CEO Marvin Ellison (2) and Rebecca Minkoff, co-founder and creative director of Rebecca Minkoff (3).



## Highlights from Retail's Big Show

1. NRF 2019 had a roughly \$45 million economic impact on New York City.
2. Attendees played games at the opening reception.
3. Chip and Joanna Gaines shared lessons on building a successful lifestyle brand.
4. BJ's Wholesale Club Chairman and CEO Chris Baldwin discussed the state of the retail industry.
5. Best Buy Chairman and CEO Hubert Joly talked about his leadership philosophy.
6. StubHub President Sukhinder Singh Cassidy, TaskRabbit CEO Stacy Brown-Philpot, Poshmark founder and CEO Manish Chandra, and CaaStle founder and CEO Christine Hunsicker discussed how fan communities help build brand reach.
7. James Fripp, chief diversity and inclusion officer with YUM! Brands, made the business case for diversity and inclusion.
8. Attendees created stuffed animals at the pop-up Build-A-Bear Workshop experience.
9. CNBC Senior Economics Reporter Steve Liesman sat down with Janet Yellen, former president of the Federal Reserve System, and Recode co-founder and editor-at-large Kara Swisher to talk about economic trends impacting retail.
10. Dogs from a local New York City pet shelter were available to pet and adopt.
11. Target Chairman and CEO Brian Cornell outlined four keys to success for the future of retail.



## NRFtech 2019

WE FURTHERED THE CONVERSATION ON TECHNOLOGY AND INNOVATION.

NRF's invite-only NRFtech 2019 attracted a record-breaking attendance of 250 retail CIOs, CTOs and other senior technology executives. Held in San Francisco, NRFtech boasted a who's who of innovative Bay Area companies on its stage, including Facebook, Google, Salesforce, Uber and Amazon.com, as well as West Coast retail stalwarts like Sephora, Gap and REI. In one of many program highlights, five thought leaders in autonomous retailing spoke on a panel about the current cashierless landscape.



Highlights from each session were captured in hand-drawn visuals and illustrations.

NRFtech convened thought leaders including Molly Ford, senior director of global equality programs at Salesforce (1), Brit + Co founder and CEO Brit Morin (2), Anthony Marino, president of ThredUP (3), Patrick Gauthier, vice president and general manager at Amazon Pay (4), and Mary Beth Laughton, executive vice president of omni retail at Sephora (5), along with executives from companies such as REI, Gap Inc., Couche-Tard - Circle K and Facebook (6).



# NRF PROTECT 2019

## WE UNITED LOSS PREVENTION AND CYBER RISK EXPERTS.

NRF PROTECT 2019 hosted more than 2,300 attendees to hear from loss prevention leaders, gain real-world knowledge and explore new products from 250 exhibitors to help protect their businesses. In 2019, PROTECT was expanded to include more robust cyber content and a cyber risk pavilion on the expo floor. Morgan Stanley Vice Chairwoman and Managing Director Carla Harris led a crowd-favorite session about the undermining effects of unconscious bias.

NRF PROTECT speakers included executives from Diamond Arrow Group (1), Williams-Sonoma Inc., Dunkin' Brands and Jack in the Box (2), as well as Carla Harris, vice chairman and managing director with Morgan Stanley, and Keith White, executive vice president of loss prevention and global sustainability with Gap Inc. (3). Judy A. Smith, president of Smith & Company (4) and cybersecurity expert Sherri Davidoff (5) also took the stage.





1



2



3



4



6



5

## NRF NXT

### WE LAUNCHED RETAIL'S DIGITAL DEEP DIVE.

In 2019 we debuted NRF NXT, a digital deep dive event in an elevated and intimate environment. More than 280 digital and marketing leaders attended the inaugural event, getting an in-depth look at the latest ecommerce and digital marketing trends. NRF NXT featured keynotes, case studies and workshops led by speakers from world-class brands including DICK's Sporting Goods, Drybar, Lilly Pulitzer, H&M and Rothy's.

Attendees at NRF NXT heard from speakers including Brian Seewald, senior vice president of customer experience and operations at DSW (1), UNTUCKit Chief Digital Officer Lockie Andrews (2), Lilly Pulitzer President Michelle Kelly (3), Mario Moreno, H&M USA head of marketing (4), Rothy's Vice President of Growth Matt Gehring (5) and Drybar CMO Sarah Hoffmann (6).

# Communications & Research

**TELLING RETAIL'S STORY  
STARTS WITH US.**





**W**E HELD CANDID  
CONVERSATIONS  
ON THE FUTURE OF RETAIL.  
**WE** KEPT A PULSE ON  
CONSUMER TRENDS. **WE**  
TOLD RETAIL'S STORY.

## Analyst Event

### WE HELD CANDID CONVERSATIONS ON THE FUTURE OF RETAIL.

For a third year, NRF convened top-tier Wall Street analysts, economists and industry executives for a candid discussion on the future of retail. Leaders from Nordstrom, DICK'S Sporting Goods and Ralph Lauren shared their insight on retail's transformation, including the balance between physical and digital shopping channels.

NRF President and CEO Matthew Shay opened the analyst event (1), which included a conversation with Praveen Adhi, partner at McKinsey & Co., Jane Neilsen, COO and CFO at Ralph Lauren, and Rodney Sides, vice chairman and U.S. retail and distribution leader at Deloitte LLP (2). Shea Jensen, senior vice president of customer experience at Nordstrom (3), and DICK'S Sporting Goods CFO Lee Belitsky (4) also spoke. A panel about tariffs featured Scott McCandless, trade policy leader at PwC, and Bryan Riley, director of the National Taxpayers Union's Free Trade Initiative (5).





What aspects of the purchase, if any, does your child influence? Showing top 3.

52%

The specific brands I consider

48%

The product features that are important to us

41%

The specific retailers I consider



## Consumer View

WE KEPT A PULSE ON CONSUMER TRENDS.

Consumers' choices in terms of where, how and why they buy are redefining retail. NRF helps retailers stay ahead of the curve with the Consumer View, a report series that gauges consumer behavior and shopping trends. In 2019 we published three reports examining retailers' strategies around technology fulfillment and the in-store experience; the role technology plays in consumers' shopping decisions; and Gen Z's influence on family spending.

## Retail Gets Real

WE TOLD RETAIL'S STORY.

NRF's Retail Gets Real podcast shares stories of the powerful impact retail has on local communities and global economies. Since its launch in May 2017, Retail Gets Real has published more than 150 episodes, including 54 in 2019 with an average 15,000 downloads a month. Retail Gets Real hosted a variety of high-profile guests in 2019, including Chip Bergh, president and CEO of Levi Strauss & Co.; Jo Malone, founder and creative director of Jo Loves; Martin Gilliard, head of retail at Facebook; and Mary Beth Laughton, EVP of Omni Retail at Sephora.

Retail Gets Real recorded at NRF events throughout the year with guests such as DICK'S Sporting Goods CEO Ed Stack (1), Lisa Bradley and Cameron Cruse, co-founders of R.Riveter (2), Jennifer Braunschweiger, vice president of brand marketing at M.M.LaFleur (3), Karen Etkorn, CIO of Qurate Retail Group (4), and Keith White of Gap Inc. (5).

Thank you