

Navigating Resilience

Key Insights for the Retail C-suite

The current situation for Retail companies

Risks for inflation, GDP decline, and recession are increasing, leading to higher household costs and unstable consumer sentiment across Retail sectors.

\$4,900

Potential additional yearly costs for US households.

80%

Of Retail executives expect new policies around tariffs to disrupt their operations.

5-16%+

Retail companies can face up to a 5-16%+ increase in the cost of their foreign inputs, varying by sub-sector.

0.8-2.8%

Inflation in the US has the potential to increase by 0.8% to 2.8%.

Sources: Accenture Ready for resilience: how to navigate the new tariff landscape, April 2025

Top CEO concerns

Pressure on Margins: Increased production costs as the price of imported raw materials increases due to the new tariffs.

Weak Consumer Demand: Price increases are shifting consumer demand, especially in categories like apparel, electronics and home improvement.

Supply Chain Disruption: Forcing shifts in global sourcing and logistics, causing short-term capacity and lead time issues, higher costs and complicating risk management.

Workforce Strain: Uncertainty strains workforces, causing hiring freezes, shifting talent needs and lowering morale.

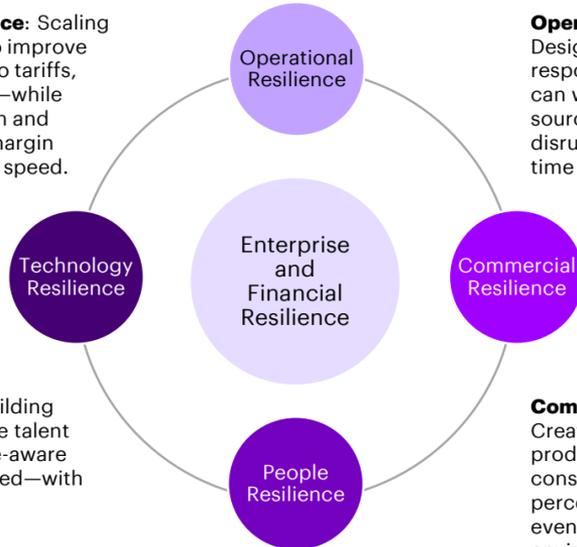
Data and Technology Gaps: Hinder tariff response, productivity and timely decision-making.

What makes a resilient Retail enterprise?

Resiliency will be the key differentiator for retailers to navigate this uncertain economic and policy environment. Every retailer will need to excel in scenario planning, demand generation, build resilience into their supply chains and drive productivity improvement efforts to offset potential margin impacts.

Technology Resilience: Scaling intelligent systems to improve real-time visibility into tariffs, costs and fulfillment—while unlocking automation and analytics to reduce margin leakage and improve speed.

People Resilience: Building frontline and corporate talent that's adaptable, trade-aware and digitally empowered—with a culture that sustains productivity through disruption and change.



Operational Resilience: Designing agile, demand-responsive supply chains that can withstand trade shocks, sourcing shifts and regional disruptions—while ensuring on-time availability across channels.

Commercial Resilience: Creating pricing, promotion and product strategies that preserve consumer trust, protect value perception and drive growth, even in cost-sensitive environments.

Resilience for competitive advantage today and tomorrow

Resilience across these dimensions is the key to responding to the uncertain economic and policy environment. Consider making these no regret moves that will yield value regardless of how the economic environment evolves.

	What to do Now	What to do Next
Enterprise & Financial Resilience	Prioritize margin protection through cost control and near-term repricing.	Embed AI-powered forecasting to simulate long-term economic fragmentation.
Operational Resilience	Identify and de-risk tariff-sensitive sourcing lanes and network nodes.	Use digital twins to simulate sourcing shifts and fulfillment delays. Diversify supplier base.
Commercial Resilience	Capture consumer sensing/scenarios to adapt products and experiences for cost-conscious consumers.	Build a data and AI foundation that enables real-time consumer insight and foresight.
People Resilience	Upskill trade, sourcing and realign roles and decision-making to support tariff and supply chain response.	Upskill teams for trade policy awareness, regional sourcing, and scenario planning.
Technology Resilience	Deploy AI agents to flag tariff risks and support real-time decision-making.	Scale autonomous agents for proactive cost/risk mitigation. Invest in secure, interoperable systems for global operations orchestration.

To learn more about how to turn resilience into a competitive edge visit:

<https://www.accenture.com/us-en/insights/strategy/navigating-new-tariff-landscape-impact>

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