COVID-19 and Consumers
November 6, 2020

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Overview: COVID-19 and Consumers

COVID-19 Impacts

- Reported levels of worry have remained fairly stable since April, with only slight rise and fall along with changes in the number of new cases of COVID-19
- U.S. COVID-19 new cases are on the rise

![U.S. Daily New COVID-19 Cases Vs Worry](image)

Consumer Reaction

- Few people are deeply pessimistic about the economy in the longer term
- Most people expect lifestyle and financial effects from the coronavirus to last at least 4 months
- Priorities are self-care and wellness; these priorities are expected to remain after the pandemic
- People value social consciousness and want to support local business

![Partisanship biggest factor in comfort with activities during coronavirus](image)

Shopping Changes

- COVID-19 has accelerated the trend towards online shopping
- Fewer, bigger shopping trips with less browsing
- Decreased discretionary spending; focus on value and necessities
- Less holiday shopping but more online holiday shopping

Differences

- Politics drives differences: Republicans tend to be more optimistic about the economy and less concerned about COVID-19
- Overall, attitudes and behaviors are similar across generations
- Worry tends to be somewhat lower for the youngest (under 25) and oldest age groups (over 75)

Business Strategies

- Know your customers and build trust
- Move products, services, and marketing online
- Plan for the pandemic to impact the U.S. economy at least until second quarter 2021
Worry Regarding COVID-19

COVID-19 Cases
In the U.S., the number of daily new COVID-19 cases peaked in early April and then declined in response to the placing of pandemic restrictions. As cases begin to decline, restrictions were lifted. In conjunction with July 4 holiday gatherings, this resulted in a rise in daily new cases leading once again to a peak in mid-July. As of mid-October, the number of new cases was rising once again.

Worry Over Exposure
According to Mintel, over half of consumers are worried about exposure to COVID-19 (worry rated 4 or 5 out of 5). This went from a high of 62% (Apr 2 - 10) to the most recent value of 55% (Sept 23 – Nov 5). The lowest was 36%, at the beginning of the survey and prior to significant pandemic restrictions (Mar 4 - 6).

Although worry levels have remained fairly stable since April, worry increases slightly at times where reported cases of the virus peaks. The amount of worry does not seem to be directly proportional to the number of cases, though. The initial peak at the beginning of April caused more worry than the second, more severe peak in mid-July.

Worry Over Effects on Lifestyle
Similar to worry about risk of exposure, over half of people report worrying about the effect of the virus on their lifestyle. Again, the worry peaks with peaks in reported COVID-19 cases in April and July, at 67% and 58% respectively.

Takeaways
- Reported levels of worry have remained fairly stable since April, with only slight rise and fall along with changes in the number of new cases of COVID-19.
- U.S. coronavirus new cases are on the rise.
Consumer Outlook

Optimism

The McKinsey US Consumer Pulse Survey indicates that around 45% of the most recent respondents (September 18-24) believe the economy will take at least 6 months to a year to recover and then may be sluggish after. The optimistic outlook of a quick 2-3-month recovery makes up 39% of respondents. The most pessimistic outlook, in which the US falls into a long recession, makes up around 17% of respondents.

Despite relative optimism about recovery of the economy, September data shows that many consumers expect lingering effects from the pandemic in their own lives. Around 7 out of 10 respondents expect that their routine will not return to normal for at least 4 months. Nearly half (46%) believe their personal routine will be impacted for at least 7 months.

Takeaways

- Few people are deeply pessimistic about the economy in the longer term.
- Most people expect lifestyle and financial effects from the coronavirus to last at least 4 months.

Americans continue to believe that the personal and financial impact from COVID-19 will last longer than another four months

Adjustments to routines\(^1\)

<table>
<thead>
<tr>
<th>% of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than one year</td>
</tr>
<tr>
<td>7–12 months</td>
</tr>
<tr>
<td>4–6 months</td>
</tr>
<tr>
<td>2–3 months</td>
</tr>
<tr>
<td>0–1 month</td>
</tr>
</tbody>
</table>

\(~71%\) believe it will take another 4+ months before routines can return to normal, in line with 71% in the last pulse survey

Impact on personal/household finances\(^2\)

<table>
<thead>
<tr>
<th>% of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than one year</td>
</tr>
<tr>
<td>7–12 months</td>
</tr>
<tr>
<td>4–6 months</td>
</tr>
<tr>
<td>2–3 months</td>
</tr>
<tr>
<td>0–1 month</td>
</tr>
<tr>
<td>No impact</td>
</tr>
</tbody>
</table>

\(~54%\) believe their finances will be impacted for another 4+ months by the COVID-19 situation, up from 53% in the last pulse survey

Values and Preferences

Focused on Health and Wellness

The worry that has come with the pandemic may be responsible for a shift in focus to human connections and personal wellness. People report that things like staying in touch with family and friends, mental wellbeing, eating healthy, and exercising have become more of a priority since the beginning of the pandemic.

According to the McKinsey Consumer Sentiment survey, consumers are increasingly turning to online streaming for entertainment, cooking more regularly, using wellness apps, and using social media. Consumers indicate that they intend to continue these habits after the pandemic ends.

Takeaways

- Priorities have turned inward to self-care and wellness, a trend which is expected to continue after the pandemic.
- People value social consciousness.
- People want to support local business, but big retailers did well in 2nd quarter 2020.

Social Consciousness

People also report that they have become more focused on social causes in their community and caring for the environment. This indicates that consumers may value businesses that are trustworthy and support a cause that they themselves are interested in.

Change in Wellness Priorities

<table>
<thead>
<tr>
<th>Habit</th>
<th>Higher priority</th>
<th>No change</th>
<th>Lower priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staying in touch with family/friends</td>
<td>47%</td>
<td>45%</td>
<td>9%</td>
</tr>
<tr>
<td>Your mental well-being</td>
<td>45%</td>
<td>49%</td>
<td>6%</td>
</tr>
<tr>
<td>Eating healthy</td>
<td>42%</td>
<td>51%</td>
<td>7%</td>
</tr>
<tr>
<td>Exercising</td>
<td>35%</td>
<td>52%</td>
<td>13%</td>
</tr>
<tr>
<td>Your appearance</td>
<td>14%</td>
<td>60%</td>
<td>26%</td>
</tr>
</tbody>
</table>


Change in External Priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Higher priority</th>
<th>No change</th>
<th>Lower priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caring for the environment</td>
<td>26%</td>
<td>64%</td>
<td>9%</td>
</tr>
<tr>
<td>Your local community</td>
<td>22%</td>
<td>66%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Supporting Local Business

According to Mintel, support for local and small business has increased during COVID-19. A survey from ZYP Media shows that customers are not just valuing proximity, they are proactively support local businesses over national retail outlets.

![Pie chart showing support for local business during COVID-19](Image)

**Source:** ZYP Media [Data Analysis of Consumer Sentiment for Small Businesses During COVID-19](#)

Support is expected to continue after the pandemic as well. According to the ZYP survey, 68% of respondents suggested that they will continue purchasing from a local business once the pandemic subsides. When asked why they support local business, the majority of respondents reported that it was out of support for their local community.

On the other hand, the U.S. Census Bureau reports that large U.S. retailers with assets of $50 million and over had very strong revenues in the second quarter of 2020, suggesting that there may be a gap between people’s desires to support small business and the actual distribution of their spending. Third quarter results will be available from the Census Bureau on December 8.

![Graph showing U.S. Retail Trade Corporations Quarterly After-Tax Profits](Image)

**Source:** U.S. Census Bureau, Quarterly Financial Report, September 8, 2020

Competing with big business is a challenge, but it is helpful to know that many consumers want to support local businesses. Making sure shopping is easy, safe, and affordable can help consumers make that choice.
Consumer Behavior

Takeaways

- **Decreased discretionary spending:** Many consumers will shift their spending focus to perceived value and necessities and expect 20-40% less discretionary spending.
- **Increased online shopping:** Consumers are spending more online and intend to continue doing so after the pandemic.
- **Open to new brands:** 73% of consumers report changing the stores, brands, or way they shop, which indicates that their brand loyalty has been tested.
- **Homebodies:** Consumers have become homebodies, with 64% still not resuming normal activities.
- **Reduced holiday spending:** Consumers report that they intend to spend less this holiday season.

Homebody Economy

The many local and statewide lockdowns and stay-at-home orders combined with an abundance of caution have led to a shift in the paradigm. Many people are either out of work or working from home, and social distancing requirements have changed the nature of the brick-and-mortar workplace.

Many people find themselves with an abundance of time and a shortage of money. According to Mintel data, consumers report an increased interest in home-based entertainment as well as home improvement.

Shifts in Purchasing Priorities

Predictably enough, during the early stages of the pandemic in April (16-24) 51% of consumers reported that they were stocking up on groceries and supplies, while at the same time they struggled with stock shortages. By the end of September (17-15) the number decreased to 40%.

As might be expected, the pandemic has affected consumers' spending priorities. With more people spending more time at home, spending in categories such as groceries, household care, and health care has become a higher priority. People are spending less on products related to appearance, such as clothing, accessories, and beauty products. Leisure and entertainment spending have remained strong, as has home improvement spending, while spending on vacations has become a lower priority.
New Shopping Habits

According to research by Euromonitor, shoppers have become more efficient:

- Less time browsing in-store
- Focus on essential products and on value
- Less frequent trips, but larger baskets
- Renewed interest in subscription services that can provide both convenience and consistent supply

Convenience is still important to consumers, but what convenience looks like has shifted from the ability to quickly pick up one or two things on the way home to the ability to shop in a way that is easy, safe, and efficient. These changes pose a challenge for selling impulse purchases.

![Change in Lifestyle Spending Priorities](image)

Given the desire to shop more safely, it makes sense that consumers turning to the internet for their purchasing needs. According to Mintel, 49% of consumers report that they are shopping more online due to COVID-19. The U.S. Census Bureau reported that e-commerce increased from 10.8% of total retail in the 2nd quarter of 2019 to 16.1% in the 2nd quarter of 2020.
quarter of 2020, an increase of 44.5%. The data from McKinsey suggests that consumers intend to keep shopping online after the pandemic.

<table>
<thead>
<tr>
<th>Consumers’ use of online channel before and expected use after COVID-19,1,2 % of respondents purchasing most or all online3</th>
<th>Pre-COVID-19</th>
<th>Expected growth after COVID-19</th>
<th>% growth in customers purchasing category most or all online</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household supplies</td>
<td>10</td>
<td>+76%</td>
<td></td>
</tr>
<tr>
<td>Over-the-counter medicine</td>
<td>11</td>
<td>+74%</td>
<td></td>
</tr>
<tr>
<td>Groceries</td>
<td>14</td>
<td>+52%</td>
<td></td>
</tr>
<tr>
<td>Tobacco</td>
<td>10</td>
<td>+107%</td>
<td></td>
</tr>
<tr>
<td>Skin care &amp; makeup</td>
<td>10</td>
<td>+56%</td>
<td></td>
</tr>
<tr>
<td>Jewelry</td>
<td>10</td>
<td>+107%</td>
<td></td>
</tr>
<tr>
<td>Accessories</td>
<td>9</td>
<td>+43%</td>
<td></td>
</tr>
<tr>
<td>Alcohol</td>
<td>9</td>
<td>+19%</td>
<td></td>
</tr>
<tr>
<td>Food takeout &amp; delivery</td>
<td>9</td>
<td>+45%</td>
<td></td>
</tr>
<tr>
<td>Personal care products</td>
<td>10</td>
<td>+125%</td>
<td></td>
</tr>
<tr>
<td>Non-food child products</td>
<td>10</td>
<td>+39%</td>
<td></td>
</tr>
<tr>
<td>Vitamins/supplements</td>
<td>10</td>
<td>+51%</td>
<td></td>
</tr>
<tr>
<td>Furnishing &amp; appliances</td>
<td>10</td>
<td>+32%</td>
<td></td>
</tr>
<tr>
<td>Footwear</td>
<td>10</td>
<td>+56%</td>
<td></td>
</tr>
<tr>
<td>Fitness &amp; wellness</td>
<td>10</td>
<td>+48%</td>
<td></td>
</tr>
<tr>
<td>Books, magazines, newspapers</td>
<td>10</td>
<td>+36%</td>
<td></td>
</tr>
<tr>
<td>Apparel</td>
<td>10</td>
<td>+52%</td>
<td></td>
</tr>
<tr>
<td>Snacks</td>
<td>10</td>
<td>+63%</td>
<td></td>
</tr>
<tr>
<td>Consumer electronics</td>
<td>10</td>
<td>+20%</td>
<td></td>
</tr>
<tr>
<td>Entertainment at home</td>
<td>10</td>
<td>+14%</td>
<td></td>
</tr>
</tbody>
</table>


**Mitigation Measures**

According to Mintel, in April, 65% of people reported that they wore a mask; by the end of September the number was up to 75%. At the same time, while 38% of people reported in April that they have concern over having to cancel upcoming plans, in September it had decreased to 30%.

**Masks and barriers are an increasing priority to consumers as they decide where to shop in-store**

<table>
<thead>
<tr>
<th>Top priorities when deciding where to shop in-store1</th>
<th>% of respondents for whom this criterion is the most important2</th>
<th>Change since the first measure, pp.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masks and barriers</td>
<td>33%</td>
<td>+8</td>
</tr>
<tr>
<td>Cleaning and sanitation</td>
<td>23%</td>
<td>-7</td>
</tr>
<tr>
<td>No-contact purchasing</td>
<td>14%</td>
<td>+3</td>
</tr>
<tr>
<td>Physical distancing</td>
<td>13%</td>
<td>0</td>
</tr>
<tr>
<td>Store regulations</td>
<td>8%</td>
<td>-1</td>
</tr>
<tr>
<td>Health checks</td>
<td>8%</td>
<td>-2</td>
</tr>
</tbody>
</table>

1 Q. How important is [the following] when you decide which of these places to shop in/person to buy from? Respondents were asked to select the most important.

2 The following categories are included in each bucket: Cleaning and sanitation—restroom cleaning, improved air circulation, availability of sanitizing supplies throughout the store; Health checks—customer wellness checks (e.g., temperature at entry, employees wellness check, e.g., temperature at entry); Masks and barriers—masks and employees wear masks, customers and employees provide masks and gloves, plastic barriers with touchless; No-contact purchasing—no-contact purchase—no-contact sales associates, no-contact checkout, no-contact return/refund, buy online pick up.


McKinsey reports that not only are they wearing masks, but that they prioritize shopping in places that are utilizing mitigation measures. In fact, 33% of people reported that masks and barriers in stores were their top priority when deciding where to shop. Other priorities include cleaning and sanitizing, no-contact purchasing, and physical distancing.

**COVID-19 AND CONSUMERS – November 2020**
According to Mintel, when choosing where to shop during COVID-19, 8 out of 10 consumers report that the availability of hand sanitizer or cleaning wipes is important. Other priorities include stores providing updated cleaning and sanitation policies and contactless payment and delivery options.

**Holiday Season**

**Less Spending Overall**

According to the McKinsey survey, there may be two big drivers to changes in holiday shopping. Most Americans plan to spend less this season. Overall, 42% of respondents say that they intend to shop less this year as compared to last year. Additionally, people earning less than $50,000 report that they intend to reduce spending at a higher rate of 46%. These results are similar to a [Gallup poll](https://www.gallup.com/poll/208329/americans-estimate-spending-christmas-gifts-still-down-15.aspx) conducted September 30 to October 15, which found that Americans estimate they will spend an average of $805 on Christmas gifts this year, down 15% from their estimate of $942 last year.

**More Spending Online**

The other driving factor towards changes in holiday spending is the shift towards more online shopping. Around 5 out of ten respondents indicate that they intend to do more holiday shopping online, a trend that is consistent across generations.

**Impact of Income**

As highlighted by the impact of COVID-19 on holiday spending, lower-income people are more likely to reduce spending due to COVID-19. At the best of times, lower income people have to devote a higher proportion of their total income to basic necessities. By contrast, higher income people tend to have a cushion that allows them to maintain spending even when their incomes are reduced.

In addition to financial realities, lower-income Americans are also more likely to report feeling less comfortable with activities such as dining at restaurants, taking public transportation, or shopping in-store.
Generational Differences

Takeaways
- Overall, attitudes and behaviors related to COVID-19 are similar across generations.
- Worry tends to be somewhat lower for the youngest and oldest age groups (Gen Z and WWII).
- Older adults are more likely to limit time in-store, while younger adults are more likely to order on-line and use curbside pick-up.
- Older adults are more likely to wear face masks in public.

Worry Over Exposure
Although there are differences between the generations, worry about COVID-19 and changes in behavior are relatively stable with age overall. Millennials, Generation X, and Baby Boomers all report similar levels of worry regarding their risk of exposure to COVID-19, with 60% feeling worried (worry ranked 4 or 5 out of 5), and 20% not worried (1 or 2 out of 5). Generation Z reports the lowest levels of worry, with 40% feeling worried and 25% not worried.


Worry Over Effects to Lifestyle
When it comes to the worry different generations feel regarding the effect of the pandemic on their lifestyle, Millennials and Generation X report the most worry: 56% and 53% respectively report high worry (4 or 5 out of 5). World War II generation respondents report the least worry: 44% report high worry about the effect of COVID-19 on their lifestyle.

Emotional Needs by Generation
- Younger people have both current and long-term emotional wellness needs as they cope with an uncertain world and financial distress.
- Older people are at risk of anxiety and depression due to health concerns and social isolation brought about by COVID-19.
- Families with children need support in coping with increased stress in daily life due to disrupted childcare, working from home, financial concerns, etc.
Changes in Behavior

- **Mask Wearing:** While all generations report that the majority are wearing masks due to the pandemic, the older generations are donning at higher rates. World War II/Swing, Baby Boomers, and Generation X all report wearing masks at rates above 80%, while Millennials and Generation Z report significantly lower rates at around 60%.

- **Limiting In-Store Time:** Changes to time spent in-store again follows a sharp age divide. The three oldest generations again report the highest rates of reducing shopping time, at a rate of 6 out of 10. The two younger generations, Millennials and Generation Z report rates around 4 out of 10.

- **Curb Side Pickup:** Millennials and Generation Z report the highest rates of using curbside pickup, with 3 out of 10 reporting increased use.

- **Shopping More Online:** All generations have reported increases in online shopping, ranging from 42% of World War II respondents to 54% of Generation X respondents. Although they report similar rates of increase, the generations do not shop online at the same rates overall. Generally speaking, younger people are more likely to shop online, as reported by eMarketer.

- **Shopping Local:** Shopping local appears to be more of a priority for Boomers, Generation X, and Millennials than for Generation Z. For the three older generations, 1 out of 4 shopped more from local businesses, compared to a little less than 1 in 5 (18%) of Generation Z respondents.

Rural vs Urban and Political Differences

Takeaways
- Politics drives opinion rather than location. However, rural dwellers tend to be more conservative.
- Republicans are more optimistic about the economy and less concerned about COVID-19.

Politics Drives the Difference
According to an article in the Journal of the American Medical Association, rural U.S. residents' view on COVID-19 are largely shaped by their political views. Rural residents’ views on COVID-19 response policies align with the views of non-rural residents with similar political views. So, many of the differences in views based on geography are likely based on political affiliation.

According to Washington University in St. Louis, proximity, or lack of it, to a city relates not only to political views, but to the strength of those views as well. The closer to an urban center a person lives, the more strongly they tend to identify as a Democrat; and the reverse holds for rural populations.

Differences Manifest
People who live in rural locations are more like to lean Republican, and Republicans are less likely to see COVID-19 as a threat then their more democrat leaning urban counterparts. As a result, people in rural areas feel much more comfortable interacting in social situations, when compared to those in urban locations.

The more necessary an interaction is, such as shopping for groceries, the more likely a Democrat is to be comfortable doing it. It is perhaps useful to note, however, that rural areas have not had to experience the effects of the pandemic nearly as intensely as more urban areas. Many of these areas are just feeling the impacts of COVID-19 as of the fall.

Source: Pew Research Center, Republicans, Democrats Move Even Further Apart in Coronavirus Concerns

![Partisanship biggest factor in comfort with activities during coronavirus](chart)

Source: Pew Research Center, Republicans, Democrats Move Even Further Apart in Coronavirus Concerns

**Republicans far more comfortable than Democrats going to salons, restaurants, indoor events, parties**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Total</th>
<th>Dem/Lean Dem</th>
<th>Rep/Lean Rep</th>
</tr>
</thead>
<tbody>
<tr>
<td>Going out to the grocery store</td>
<td>73</td>
<td>79</td>
<td>87</td>
</tr>
<tr>
<td>Visiting with a family member or close friend inside their home</td>
<td>68</td>
<td>77</td>
<td>88</td>
</tr>
<tr>
<td>Going to a hair salon or barbershop</td>
<td>37</td>
<td>53</td>
<td>72</td>
</tr>
<tr>
<td>Eating out in a restaurant</td>
<td>28</td>
<td>44</td>
<td>65</td>
</tr>
<tr>
<td>Attending an indoor sporting event or concert</td>
<td>11</td>
<td>23</td>
<td>40</td>
</tr>
<tr>
<td>Attending a crowded party</td>
<td>8</td>
<td>18</td>
<td>31</td>
</tr>
</tbody>
</table>

Source: Pew Research Center, Republicans, Democrats Move Even Further Apart in Coronavirus Concerns
Business Strategies

Takeaways

- Know your customers and build trust.
- Move products, services, and marketing online.
- Plan for the pandemic to impact the U.S. economy for some time – at least until second quarter 2021.

According to McKinsey, businesses should shift their marketing priorities to align with consumers preferences and values. With many reports suggesting that post-COVID-19 consumers may not shop in person at the levels that they did before, it would be prudent for businesses to strengthen or add both online shopping and services as well as online marketing whenever appropriate.

Move Online

The pandemic only accelerated the e-commerce trend. Since April 2020, half of consumers report that they are shopping more online and many intend to keep doing so.

Businesses can respond by providing e-commerce options for both their retail and service offerings.

- Traditional retail businesses can sell online in addition to in-store, as well as offering ordering online for curbside pickup.
- Service businesses can transition to offering their services online, such as telemedicine, video dance classes, or online personal training. DIY kits are another approach for some service businesses (e.g. meal kits, DIY cocktails, DIY air and nail care kits, etc.).
- Hospitality businesses should offer menus and information online, along with the option to order online for curbside pickup or no contact delivery.

Adapt Marketing

Consumers have become homebodies, and to reach them, businesses should consider advertising online. Stuck at home, consumers have turned their focus towards their health and the health of their community. When shopping, priorities have turned to necessities, entertainment, and self-care.

- Use targeted marketing to connect with consumers and form a sense of community. Focus on community building and support, rather than exclusively on sales and profit. Emphasize local products and services rather than status-based consumerism.
- People are emotionally stressed. Support customers and make them feel important. Keep things positive. Where appropriate, emphasis health benefits.
- People are also financially stressed and looking for good value: simple, reliable, affordable products. Where appropriate, consider smaller servings and lower prices.
- Be socially conscious - but do not fake it. Find a cause to support and act.
- Focus on the trust you have already built with customers.
- Prepare for rapid changes: use web analytics, lean on employee creativity, and keep in touch with customers.
- Traditional advertising may have a more difficult time reaching the home-bound consumer, so transition to online advertising. Social media is an area in which small businesses can compete with larger ones. Maintain an up-to-date online presence.
- Use data and analytics to target consumers and revise strategies. Customers like to shop locally, so advertise locally.
- With so many businesses focused on survival and consumers changing how and where they shop, there is opportunity to gain new customers.
Reflect Customer Priorities
The data shows that customers have different outlooks when it comes to buying during the pandemic. Priorities vary depending on qualities such as age, location, and political affiliation. It is important to know your customers and what they expect from where they shop.

- Build trust - show customers that their needs are being taken seriously.
- Essentials such as groceries, health care items, household supplies, entertainment, and products and services pertaining to exercise and well-being, will continue to be a priority for home-bound consumers. Products and services to support working from home have also become more important
- Change the in-store experience to reflect customer priorities regarding the pandemic.

Plan Ahead
Current data suggests that the number cases of COVID-19 are rising. While the duration of the pandemic is unknown, it will continue at least over a scale of months. Remember that once the pandemic is over, we will likely face a new normal, with increasing ecommerce, continued focus on home, family, and self-care, and potentially increased working from home. Make long-term plans now to give your business the best possible chance for success.
Sources


