

## **MGT 4330.253 - Supply Chain Management Team Project**

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### **A New Strategy To Adapt To Covid-19 In The Supply Chain Arena:** Curbside pickup/delivery

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#### **Allocation of Tasks**

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**Krista Deanne Peebles:** Customer Impact, An Opposing View, and Overcoming Obstacles.

**Mason James Espedal:** Potential Forecast, Forecasted Impact on Industries, and Analysis of Forecasted Impact.

**Ryan Rios:** Sustainability Impact, Environmental Friendliness & Supply Chain Management, and Sustainable Longevity.

**Everyone:** Team Reflection, and References.

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## **Overview: Covid-19 Adaption**

Curbside pickup and delivery is a trend that began in response to the pandemic, but has now outlasted the pandemic due to increased consumer spending and convenience. Curbside pickup and delivery allows customers to skip the store and select the items they need to purchase online. Once the customer completes their order, they have the option to pick up the contents or have it delivered to them. This business practices adaptation minimizes contact with others which limits spread of the virus and increases overall efficiency. This allowed businesses to remain open and operating during the pandemic and resulted in an unexpected increase in efficiency and consumer spending. Due to this, many businesses still offer curbside pickup and delivery in 2022 despite the pandemic beginning in 2020 and improving numbers. Business learned that this COVID-19 adaption not only helped limit the spread of the disease, but also improved business practices and consumer spending overall which in turn created a new competitive advantage for many industries.

## **Industry Analysis**

### **Current Status**

Changes in consumer behavior and spending since the pandemic has made a huge impact on the ecommerce industry. This resulted in massive shifts in 2020, including online grocery sales increasing to 103% year over year and consumer spending for online groceries totaling at \$73.7 billion.<sup>1</sup> In 2021, online grocery sales were up 7.2% compared with 2020 and consumer spending for online groceries totaled at \$79.2 billion.<sup>2</sup> Although curbside pickup and delivery have impacted many industries, the most current industries that saw an increase in online sales in 2020 that were sustained in 2021 include online retail industries in electronics, hardware/home improvement, and shopping/groceries.<sup>3</sup> The following sections will discuss each impacted industry more in depth. \*See Appendix A for more info.

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<sup>1</sup> April Berthene | Mar 15, 2022, et al. "Coronavirus Pandemic Adds \$219 Billion to US Ecommerce Sales in 2020-2021." *Digital Commerce 360*, 16 Mar. 2022, <https://www.digitalcommerce360.com/article/coronavirus-impact-online-retail/>.

<sup>2</sup> Berthene, op. cit. p. 4.

<sup>3</sup> Berthene, op. cit. p. 4.

## Electronics

The pandemic triggered a global “work from home” climate where many were forced to remain home from work or adjust to remote working permanently. With this remote work comes the need for electronics and technologies to make remote work possible. US personal consumption expenditures on electronic entertainment, musical instruments, and home computers increased by .6% in 2021.<sup>4</sup> US online retail sales for electronics and appliance stores, a potential measure of demand for consumer electronics, increased 26.1% in the first four months of 2021 compared to the same period in 2020.<sup>5</sup> Stores such as Best Buy, Target, and OfficeDepot now offer curbside delivery to help accommodate customers both during and after the pandemic. The COVID-19 adaptation of curbside pickup and delivery impacted the electronic industry in a positive way with US consumer spending on durable goods, an indicator of consumer electronic sales, rising 2.4% in March 2021 compared to the same month in 2020 and US personal income, which drives consumer ability to purchase luxury electronics, rising 0.5% in April 2021 compared to the same month in 2020.<sup>6</sup>

## Hardware/Home Improvement

When the pandemic first began, many were asked to stay home and most people began working remotely permanently. With this came a phenomenon known as the great resignation. Starting in 2021, vast amounts of workers have resigned from their jobs after the pandemic in order to spend more time with their family or doing things they love.<sup>7</sup> Whether working from home or spending more time with the family, most people have increased the amount of time they spend at home. This has led to a new trend of home improvement projects with spending on home improvements and repairs increasing to more than 3 percent, totaling nearly \$420 billion, as households modified living spaces for work, school, and leisure in response to the COVID-19 pandemic in 2021.<sup>8</sup> With this newly discovered trend and the limits that the pandemic

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<sup>4</sup> First Research. “Consumer Electronics & Appliances Stores: Electronic Resources Login.” *Off Campus Database Authentication*, Texas State University, 14 Mar. 2022, <https://mergent-firstresearch-learn-com.libproxy.txstate.edu/industry.aspx?chapter=0>.

<sup>5</sup> First Research, op. cit. p. 4.

<sup>6</sup> First Research, op. cit. p. 4.

<sup>7</sup> Cook, Ian. “Who Is Driving the Great Resignation?” *Harvard Business Review*, 10 Nov. 2021, <https://hbr.org/2021/09/who-is-driving-the-great-resignation>.

<sup>8</sup> Kermit Baker Kermit Baker was a Senior Research Fellow at the Center and Project Director of the Remodeling Futures Program. He is also the Chief Economist for the American Institute of Architects in Washington, et al. “Despite Devastating Effects on the Broader Economy, Pandemic Has Been a Boon for US Home Improvement.” *Despite Devastating Effects on the Broader Economy, Pandemic Has Been a Boon for US Home Improvement | Joint Center for Housing Studies*, 25 Mar. 2021,

had placed on social gatherings, business developed an adaptive strategy to help offset the limitations. Stores such as Home Depot and Lowe's now offer curbside delivery to help accommodate customers both during and after the pandemic. The COVID-19 adaptation of curbside pickup and delivery impacted the hardware/home improvement industry for the better and is projected to exceed \$780 billion by 2027.<sup>9</sup>

### **Groceries & Shopping**

The pandemic put a restriction on which spaces we could enter, how many people can enter, and the requirement of face masks and or vaccinations/antigen tests. With the world trying to limit the spread of the disease, many people stayed home only leaving the house for necessities. With an overwhelming amount of people needing necessities during these times, shortages, and stores only providing half capacity, there was a need for a new innovative COVID-19 adaptation strategy. Curbside pickup and delivery helped eliminate these limitations by limiting the spread of the disease, limiting the amount of people in stores, lessening foot traffic, being able to see what is available/out-of-stock before you get there, increased efficiency, and flexibility for both the consumer and the firm. Stores such as HEB, Wholefoods, Walmart, Central Market, and Randalls now offer curbside pickup and delivery to help accommodate customers both during and after the pandemic. The COVID-19 adaptation of curbside pickup and delivery impacted the grocery and shopping industry in a positive way with US personal consumption forecast to grow at an annual compounded rate of 2% between 2021 and 2026.<sup>10</sup>

### **Potential Forecast**

Curbside pickup and delivery has brought many upsides to the businesses that have used the process and for many reasons it is here to stay. A CommerceHub report found that 59% of consumers are more likely to use curbside pickup following the coronavirus outbreak. Even when the pandemic subsides, 75% of consumers who subscribe to multiple delivery services say they will likely continue opting for curbside delivery.<sup>11</sup>

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<https://www.jchs.harvard.edu/blog/despite-devastating-effects-broader-economy-pandemic-has-been-boon-us-home-improvement>.

<sup>9</sup> First Research. "Home Centers & Hardware Stores: Electronic Resources Login." *Off Campus Database Authentication*, Texas State University, 15 Nov. 2021, <https://mergent-firstresearch-learn-com.libproxy.txstate.edu/industry.aspx?chapter=0>.

<sup>10</sup> First Research. "Grocery, Beer, Wine & Liquor Stores: Electronic Resources Login." *Off Campus Database Authentication*, Texas State University, 31 Jan. 2022, <https://mergent-firstresearch-learn-com.libproxy.txstate.edu/industry.aspx?chapter=0>.

<sup>11</sup> Foster, Johnathan. "The Evolution and Future of Retail Curbside Delivery." SupplyChainBrain RSS, February 5, 2021.

## **Forecasted Impact on Industries**

The two main industries that curbside pickup and delivery are forecasted to impact are the retail and restaurant industries. The use of curbside in these two industries has proven to be effective and very desirable amongst the consumers that have used it. Of the consumers surveyed that were already using curbside services, about 50% said they did so at Walmart in the past year and 34% said Target. Consumers at the time said they used the service to avoid shipping costs (64%), get their goods faster (37%) or to access promotional offers or discounts (36%).<sup>12</sup>

## **Analysis of Forecasted Impact**

At the end of the day, the convenience of not having to walk around and shop is what attracts consumers to use curbside services. Even if COVID didn't happen the use of these services would still have come eventually. Since COVID did happen, curbside services have become a new normal and is now considered as a must have by a large portion of consumers. Curbside pickup and delivery will continue to grow amongst multiple industries and from what is forecasted. Curbside pickup and delivery is predicted to be here to stay, making it the new normal.

## **Market Analysis**

### **Customer Impact**

COVID-19 has negatively impacted all of us in different ways these past two years, but there has been good that has come out of the pandemic as well; curbside pickup and delivery being one of those things. Curbside pickup and delivery has allowed customers the ease, convenience, and comfort of shopping online at their favorite places. It can be a preferred option when traveling with young children, when purchasing heavier/bulkier items, when you have an existing medical condition, or just prefer to not be in contact with a lot of people.<sup>13</sup> Prior to the pandemic, most retailers relied heavily on customer traffic in their physical stores, but in

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<https://www.supplychainbrain.com/blogs/1-think-tank/post/32670-the-evolution-and-future-of-retail-curbside-delivery>.

<sup>12</sup> Jansen, Caroline. "After Covid-19, Is Curbside Delivery Here to Stay?" Retail Dive, May 14, 2020. <https://www.retaildive.com/news/after-covid-19-is-curbside-delivery-here-to-stay/577937/>.

<sup>13</sup> Garewell, Rohit. "The Benefits of Curbside Pickup, Bopis Software." *ObjectEdge*, 24 July 2020, <https://www.objectedge.com/blog/the-benefits-of-curbside-pickup>

the past two years all of this has changed.<sup>14</sup> Local restaurants, grocery stores, and convenience stores had to switch their business models in order to cope with the pandemic. Curbside pickup and delivery was a great tool during COVID-19 pandemic because we weren't allowed to go anywhere, but people still needed things. When everything was shut down, most people relied heavily on it and our economy probably couldn't have survived if it wasn't for businesses including this. As previously mentioned in another section, more and more businesses have started offering curbside pickup and delivery to their customers which is great because it gives people options when it comes to shopping. Customers can now choose which company gives them the best deal with ease online, which is not good for companies who neglect to offer curbside pickup and delivery at all. Curbside pickup and delivery gives customers flexibility to shop around and find a business that has the products they need and works best with their schedule.

### **An Opposing View**

On the other hand, a lot of customers have expressed frustration with the implementation of curbside pickup and delivery, especially in grocery stores, because items get sold out faster and the store can be harder to navigate with the big carts the employees push around to collect items. A recent survey conducted by Incisiv, found that some customers rated their experience with curbside pickup poorly for a variety of reasons including the availability of pickup slots when parking, and the wait times (either lack of dates/times available for pickup or how long they waited once they got to the store for pickup).<sup>15</sup>

### **Overcoming Obstacles**

All of the complaints can be fixed though, and over the past two years we have seen improvements in companies operations which has led to more people using these services. By 2027, the online grocery market alone is predicted to reach 306.99 Billion which shows that customers thoroughly enjoy the businesses that have implemented curbside pickup and delivery.<sup>16</sup> Overall, the pros outweigh the cons to customers for curbside pickup and delivery.

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<sup>14</sup> Ketzenberg, Michael, and M. Serkan Akturk. "How 'Buy Online, Pick up in-Store' Gives Retailers an Edge." *Harvard Business Review*, 25 May 2021, <https://hbr.org/2021/05/how-buy-online-pick-up-in-store-gives-retailers-an-edge>

<sup>15</sup> Ryan, Tom. "Where Are Curbside and Bopis Services Falling Short?" *RetailWire*, 26 Oct. 2020, <https://retailwire.com/discussion/where-are-curbside-and-bopis-services-falling-short/>

<sup>16</sup> Research and Markets. "United States Online Grocery Markets Report 2022: Market Will Surpass \$300+ Billion by 2027, from \$112.90 Billion in 2021." *GlobeNewswire News Room*, Research and Markets, 15 Feb. 2022,

Even though many customers still enjoy going into stores to shop, the option is always there for them if they ever need it and this is both comforting and appealing to consumers.

## **Market Impact**

The market for click and collect services like curbside pickup and delivery has seen a major increase as the market exploded in response to Covid. Prior to the pandemic, the popularity of curbside and delivery services was slowly on an incline bringing in about <sup>17</sup>35 million dollars per year in 2019. By 2020, the number more than doubled bringing in 72.5 billion dollars, and is expected to continue to grow through 2024. The increase was due to the large part of the shift in consumers' perception and value of stores during this pandemic. Consumers during this time worried, while following orders of government mandates, looked for the safest and less risky options when shopping, and opted for more of the contactless shopping approach. The two major options of contactless shopping companies implemented were delivery and curbside pickup. With delivery, some companies like Chick-fil-A increased their delivery services by increasing the number of cars, and allowing customers a delivery option when ordering food. While other companies partnered with third-party vendors like Doordash, Instacart, and Favor to take care of delivery services for them. While delivery services saw a large increase, the major and most popular approach companies went with was the curbside pickup option. Curbside pickup, or some form of it, is implemented in almost every industry from fast food, to retail, and even healthcare. Curbside pickup allows consumers convenience, comfort, safety, and satisfaction while not even having to leave their cars. Therefore curbside pickup has a higher implementation rate than delivery services because it was less costly and required less labor. With curbside pickup the consumer is taking the last mile minimizing the overall cost compared to delivery. To companies like Walmart and Target curbside pickup services are giving them the advantage in profiting more off of online orders. <sup>18</sup> Target has said that its order pickup and curbside services at stores cost the company about 90 percent less on average than fulfilling orders from a warehouse." Similar to Walmart, curbside pickup services are helping the company reduce loss typically related to traditional e-commerce sales, in which customers order online and the products are shipped to their homes.

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<https://www.globenewswire.com/en/news-release/2022/02/15/2384934/28124/en/United-States-Online-Grocery-Markets-Report-2022-Market-will-Surpass-300-Billion-by-2027-from-112-90-Billion-in-2021.html>

<sup>17</sup> See Appendix B

<sup>18</sup> Maheshwari, S., & Corkery, M. (2020, October 9). *Customers still like to shop in person, even if they get only to the curb*. The New York Times. Retrieved April 5, 2022, from <https://www.nytimes.com/2020/10/09/business/retailers-curbside-pickup.html>



## **Moving Forward in the Market**

Overall curbside pickup is now almost a new standard in a company's omnichannel retail strategy. Its implementation was essential in the survival of the retail markets during and after the pandemic. Market and consumer perception of click and collect services are steadily on an incline as it benefits both the everyday consumer and big time retailer. In a survey conducted by Mercatus, 61% of more than 40,000 participants said they had tried curbside pickup within the past year.<sup>19</sup> This survey helps show that people enjoy the option of curbside pickup and that it can help make things a bit easier in their lives. A curbside pickup is a popular option for large routine shopping as it saves a consumer time and effort. However with curbside pickup and other click and collect services retailers are sacrificing the amount of in-store foot traffic, which takes away from stage merchandising and impulse shopping. In this age of new technology and the growth of e-commerce shopping, the market for click and collect services is certainly a big one to watch.

## **Sustainability Impact**

The sustainability impact of curbside pick up and delivery can be described as ever changing with respect socially, but increasing with respect to both economically and environmentally. This is in part by the number of covid cases in each county. When the number of cases increased, the amount of people ordering online and having groceries delivered went up as well. The same is true for the opposite, as cases went down so do the amount of people desiring curbside pickup and delivery. "The rate of new COVID-19 cases varies substantially on a daily basis across the United States, and states with a decreasing rate may once again experience an increasing rate in the future."<sup>20</sup> This is seen as fluctuating in social sustainability since the demand for it is ever changing due to a global pandemic and people not wanting to get COVID-19. However, some companies can take this opportunity for home delivery and curbside pickups by expanding partnerships with third-party delivery services (such as Grubhub, Doordash, or Instacart), enabling increased operational flexibility and faster scaling with a low

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<sup>19</sup> Silverstein, Sam. "Pickup Outpaces Delivery as Shoppers' Preferred Online Grocery Channel, Survey Shows." *Grocery Dive*, 22 Oct. 2021, <https://www.grocerydive.com/news/pickup-outpaces-delivery-as-shoppers-preferred-online-grocery-channel-sur/608742/>

<sup>20</sup> Grashuis, Jasper, Theodoros Skevas, and Michelle S. Segovia. 2020. "Grocery Shopping Preferences during the COVID-19 Pandemic." *Sustainability* 12, no. 13 (July): 5369. <https://doi.org/10.3390/su12135369>.

upfront capital investment.<sup>21</sup> This push for an expansion in supply chain and transportation management can be seen as a leap forward in how businesses operate in ‘the last mile’, which is the movement of goods from a transportation hub to a final destination.

### **Environmental Friendliness & Supply Chain Management**

Aside from the socio-economic sustainability of curbside pickup/delivery, the environmental sustainability can be described as a more green alternative to normal means of getting groceries to a customer's house. Companies which utilize better supply chains in regards to curbside pickup and delivery can lower carbon emissions since there are fewer orders they have to ship. When major companies adopt these practices of more environmental friendliness they then gain more customers because of the rise in consumer knowledge in supply chain management and the customer's own carbon footprint, more consumers are looking towards companies they consider to be more sustainable to the environment.

### **Sustainable Longevity**

When the pandemic is over, consumers and retailers will continue in practicing the policies which occurred during it.”[A] report found that 59% of consumers are more likely to use curbside pickup following the coronavirus outbreak. Even when the pandemic subsides, 75% of consumers who subscribe to multiple delivery services say they will likely continue opting for curbside delivery.”<sup>22</sup> The sustainability of curbside pickup and delivery is increasing since companies and consumers have found this way to be more effective than what they were previously doing before the pandemic.

### **Supply Chain Analysis**

Upon the World Health Organization declaring a global health emergency in January of 2021, supply chain structures and management processes were majorly impacted. In a study from the National Center of Biotechnology Information, it was reported that 75% of companies

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<sup>21</sup> Billings, Andrew. 2020. “Is Scaling of E-Commerce Fulfillment and Curbside/Doorstep Delivery Sustainable?” Total Retail. <https://www.mytotalretail.com/article/is-scaling-of-e-commerce-fulfillment-and-curbside-doorstep-delivery-sustainable/>.

<sup>22</sup> Foster, Johnathan. 2021. “The Evolution and Future of Retail Curbside Delivery.” Supply Chain Brain. <https://www.supplychainbrain.com/blogs/1-think-tank/post/32670-the-evolution-and-future-of-retail-curbside-delivery>.

have experienced supply chain disruptions due to manufacturing shutdowns, canceled orders, or halts in production runs.<sup>23</sup> These events alone can affect many aspects of the supply chain, but it has shown to heavily affect procurement practices and logistics. Companies are experiencing unknown lead times, shortages in key products, and heavy delays in shipments due to the increased demand for shipping containers, in turn, it is causing them to adapt their current processes or pay the consequences.

### **Curbside & The Supply Chain**

As stated, COVID-19 and pandemic regulations have dramatically affected many companies' access to provide services or goods to individuals through physical contact. Yet, some companies have quickly adapted to this issue with the use of curbside services which has also impacted their procurement practices and the way the supply chain can be managed. Curbside pickup has allowed many industries to shift a majority of their market to e-commerce, in turn, the customers have shown participation. For example, a study done by Numa during the pandemic showed a 450% increase in consumer messages and mobile conversations with businesses.<sup>24</sup> The increased amount of customers purchasing online or through mobile applications has allowed companies to take copious amounts of sales and market demand data. With this data, businesses are able to focus on the products with the highest demand and adapt their supply chain to it. This data is usually shared with the supplier of a company which is used for forecasting and generating production requirements. Many upstream manufactures have gained access to real-time customer data now that product orders can be placed online. With the large amount of sales data coming in, and the increasing level of communication between suppliers and businesses, it is allowing industries to increase the responsiveness in their supply chains.

### **Supply Chain Adaptivity Examples**

HEB is a prime example of a company that was able to adapt their supply chain to the issues the pandemic caused. By responding to this impact immediately, and setting up a flexible

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<sup>23</sup> Magableh, Ghazi M. "Supply Chains and the COVID-19 Pandemic: A Comprehensive Framework." *European Management Review*, John Wiley and Sons Inc., 8 Feb. 2021, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8014293/>.

<sup>24</sup> "New Study Reveals 450% Surge in Consumers Texting Main Street Businesses, Restaurants and Salons during COVID-19 Pandemic." *Numa*, <https://www.numa.com/news/new-study-reveals-450-surge-in-consumers-texting-main-street-businesses-restaurants-and-salons-during-covid-19-pandemic>.

and responsive supply chain, HEB was able to succeed through this time of uncertainty. Curbside pickup and delivery is an adaptation that was implemented by HEB to combat the issues related to the pandemic. For example, to keep seniors and at risk individuals from coming in contact with the sick, they launched a direct-to-customer delivery by implementing a partnership with Favor, a 3rd party shipping provider, allowing for doorstep shipments<sup>25</sup>. By setting up new logistics providers at the last step of the supply chain, and allowing alternate product pickup options, HEB has adapted their product flow to the needs of the customer and their success has shown.

### **Conclusion**

COVID-19 has affected many businesses and industries by minimizing occupancies and indoor gatherings, and restricting face to face contact. With this, businesses were either required to re-analyze how they perform their services or the delivery of their goods to customers, or they would face the consequences of the pandemic. The market has shown that customers prefer purchasing online, and the companies that adapted to this need have shown great success. From the success, and the market popularity, the trend of curbside pickup is projected to be a lasting business practice and a new standard for many industries. With the recent events that have happened in the world, and the effect they had on economies, business processes, supply chains, and regulations, it has shown that businesses were unprepared for the effects the pandemic would have on them. Companies should increase the level of communication between themselves and suppliers, analyze suppliers to set up a responsive supply chain, and allow potential for adapting business practices to the need of the customer to prepare for unexpected events such as the recent pandemic.

### **Team Reflection**

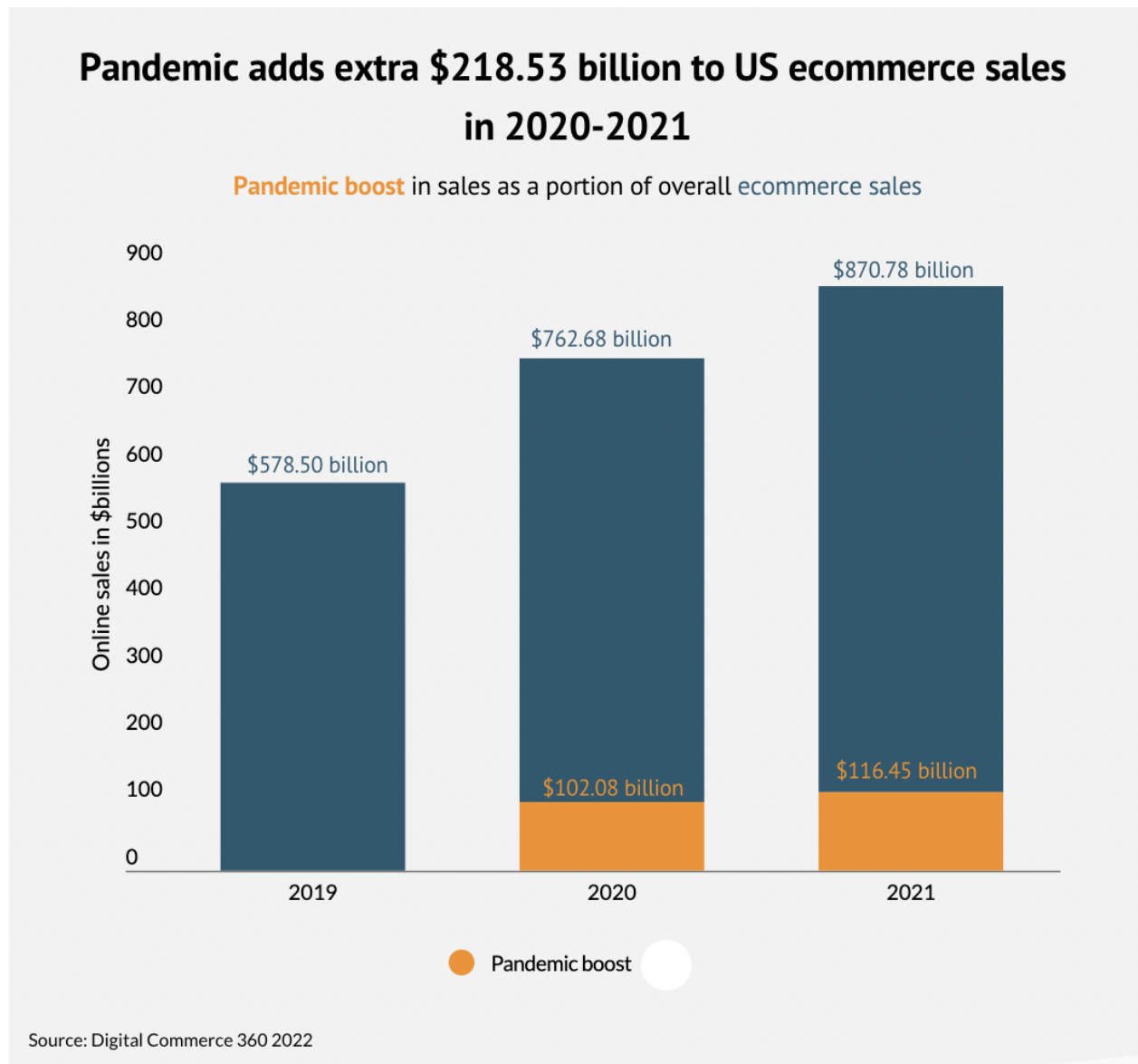
The main difficulty in this project was finding a time where we were all available to meet as a team. We had to create a google calendar to be able to get a better idea of what times worked best for our group. We decided to have a team meeting via zoom due to our lack of synchronicity in schedules. Once we were able to meet as a team weekly, things went smoothly as individuals were assigned parts to complete on their own time. Once a week we would meet as a team via zoom and come together with our findings. The only things we would suggest for

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<sup>25</sup> "Supply Chain Lessons from H-E-B." *Engineering Uptime to Keep You Running at Peak*, <https://blog.concentricusa.com/engineering-uptime/supply-chain-lessons-from-heb>.

future students to do differently is having a better way to find a weekly time to meet. Each person in our team was extremely busy so it was difficult to synchronize our schedules. One solution may be to allow students to choose their own teammates, so they can better synchronize their schedules. In other classes, students would upload a 2 minute video about themselves to canvas, then classmates were free to pick teammates based on the videos they watched and what best suited them. Also maybe consider adding more supplemental material about citing footnotes chicago style, some students in our group had trouble with this and we had to take time to google and properly explain. Overall, the project went smoothly.

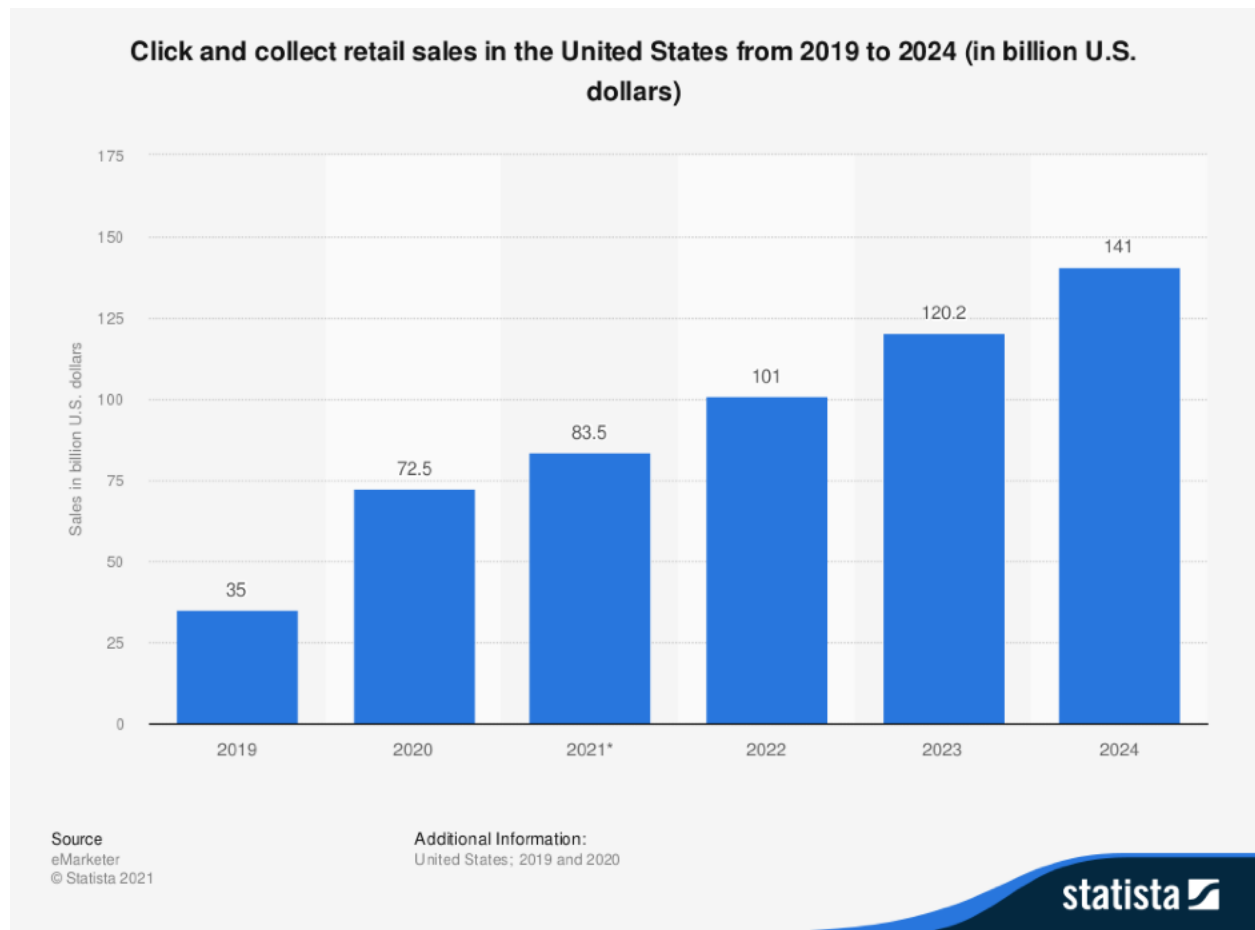
## Appendix A: Pandemic Adds Extra \$218.53 Billion to US Ecommerce Sales in 2020-2021



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<sup>26</sup> Berthene, op. cit. p. 4.

## Appendix B: Click and Collect Retail Sales in the U.S. 2019-2024



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<sup>27</sup> Tighe, D. (2022, January 18). *Topic: Click and collect*. Statista. Retrieved April 2, 2022, from <https://www.statista.com/topics/7830/click-and-collect/>