



# Consumer Products and Retail Executive Perspectives on Top Risks for 2022 and 2031

Key issues being discussed in the boardroom and C-suite, according to results from the latest Protiviti-NC State global survey

Whether it's challenges in the supply chain, rising cost of products, raw materials and shipping, disruptive technologies, labor shortages, data breaches, or restrictive government policies, the list of market-changing risks facing the retail and consumer packaged goods industry is long and daunting.

TOP 10 RISKS FOR 2022 – Consumer Products & Retail	TOP 10 RISKS FOR 2031 – Consumer Products & Retail
1. Pandemic-related government policies and regulation impact business performance	1. Uncertainty surrounding the viability of key suppliers, scarcity of supply, or stable supply prices.
2. Pandemic-related market conditions reduce customer demand	2. Adoption of digital technologies requires new skills or significant efforts to upskill/reskill existing employees
3. Uncertainty surrounding the viability of key suppliers, scarcity of supply, or stable supply prices	3. Sustaining customer loyalty and retention
4. Inability to utilize data analytics and “big data” to achieve market intelligence and increase productivity and efficiency	4. Inability to utilize data analytics and “big data” to achieve market intelligence and increase productivity and efficiency
5. Economic conditions, including inflationary pressures, constrain growth opportunities	5. Economic conditions, including inflationary pressures, constrain growth opportunities
6. Increasing labor costs impact profitability targets	6. Increasing labor costs impact profitability targets
7. Adoption of digital technologies requires new skills or significant efforts to upskill/reskill existing employees	7. Growing focus on climate change policies, regulations, and expanding disclosure requirements as well as expectations of key stakeholders require us to alter our strategy and business model
8. Resistance to change culture, operations and the business model	8. Ease of entrance of new competitors and other industry changes threaten market share
9. Sustaining customer loyalty and retention	9. Social media developments and platform technology innovations impact our brand, customer relationships and/or how we do business
10. Substitute products and services arise that affect the viability of our business	10. Impact of social issues and DEI priorities on ability to attract/retain talent and compete in the marketplace

Results are based on a survey of 1,453 board members and C-suite executives worldwide. The full survey report, *Executive Perspectives on Top Risks*, may be accessed at [erm.ncsu.edu](http://erm.ncsu.edu) or [protiviti.com/toprisks](http://protiviti.com/toprisks). It includes detailed breakdowns of the results by respondent role, organisation size, industry, geography and other categories.

## KEY TAKEAWAYS FROM THE SURVEY

### 1. Pandemic continues to upend consumerism.



Unprecedented numbers of consumers, driven by the pandemic into digital channels, are expecting more convenience and faster service.

### 2. Adapting to emerging social change and expectations.



Companies that fail to address environmental, social and governance (ESG) issues or embed ESG principles into their DNA could incur significant economic costs and brand erosion.

### 3. Crisis in the global supply chain; when will it end?



Challengers in the supply chain, created by manufacturing and shipping delays, as well as the global labor shortage, continue to be a real challenge for retailers and consumer packaged goods companies.

### 4. Caught in the age of digital disruption?



Business leaders should understand their brand purpose and invest in the technologies, data and analytics that enable, align to and help project that purpose.

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