

ACTION MATRIX *Print it. Work it. One week.***2 DAYS OUT | 50% TARIFF ON CANADIAN GOODS | 12:01 a.m. ET Wednesday, Aug 19**

Section 338, Tariff Act of 1930. Furniture is covered under HTS heading 9903.03.14 inside the motor-vehicles proclamation. A USMCA certificate of origin does NOT exempt covered goods. The 50% stacks on duties you already owe.

BRENT \$89.04 +5.8% w/w	GAS (AAA) \$4.07 record Aug high	DIESEL (AAA) \$5.40 record Aug high	30-YR FIXED 6.67% 1st drop in 6 wks	DREWRY WCI \$4,339 2nd week up	SHANGHAI-NY \$8,706 +10% w/w
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CRITICAL /// THIS WEEK

- ☐ Pull every open PO with Canadian origin. Have your broker check each HTS code against the Section 338 annex under heading 9903.03.14. Upholstery is where most dealers are exposed.
- ☐ Confirm in writing whether in-transit goods enter before or after 12:01 a.m. ET Aug 19 — and ask your broker whether any in-transit exception applies to Section 338. Do not assume one does.
- ☐ Check FTZ admission status. Canadian goods generally need privileged foreign status admission before Aug 19 or they inherit the duty on entry.
- ☐ Get restated landed costs from Canadian vendors in writing, then decide who absorbs the 50%: you, them, or the retail price.
- ☐ Map IEEPA entry liquidation dates and file protests inside the 180-day statutory window. Target day 150. CBP cannot extend it and it runs entry by entry.

HIGH /// NOW

- ☐ Raise the delivery surcharge. Two straight weeks up plus a record seasonal print is defensible ground — cite the AAA diesel figure, and price off DOE's sub-\$5 year-end path rather than today's \$5.40.
- ☐ Rebuild landed-cost models by country of origin for the new Section 301 forced-labor rates (10% or 12.5%, live since July 24). Chinese furniture now stacks these on top of the 25% Chapter 94 duty.
- ☐ Book inbound ocean rates this week and get September Panama Canal surcharge amounts in writing.
- ☐ Ask your forwarder three questions in writing: Is a GRI or peak-season surcharge layered on the quoted base rate? Is a Panama surcharge coming on my September bookings? Is my sailing on the blank list?
- ☐ Run your store name, your top three brands, and "furniture stores near me" through Google AI Mode. AI Overviews appear on roughly 89% of brand searches — fix what the machine already gets wrong about you.
- ☐ Open Merchant Center AI Performance Insights. If the number is near zero, fix feed completeness and pricing accuracy before spending another dollar on ads.

MEDIUM /// 0–60 DAYS

- ☐ Build a hold branch and a hike branch for the fall promotional calendar ahead of the Sept 16 Fed decision. The market now prices roughly 42% odds of a hike, not a cut.
- ☐ Separate tariff-refund dollars from operating results in internal reporting. On operations alone, are comps up?
- ☐ Audit your exclusive and private-label brand names on the major marketplaces — not just your own site. Keep dated screenshots.
- ☐ Retrain the floor on the upgrade sale. 37 consecutive months of home price gains means equity-rich owners who are not moving.
- ☐ Place fall reorders early. 81% of surveyed executives are building inventory buffers and 36% plan to raise prices within six months.