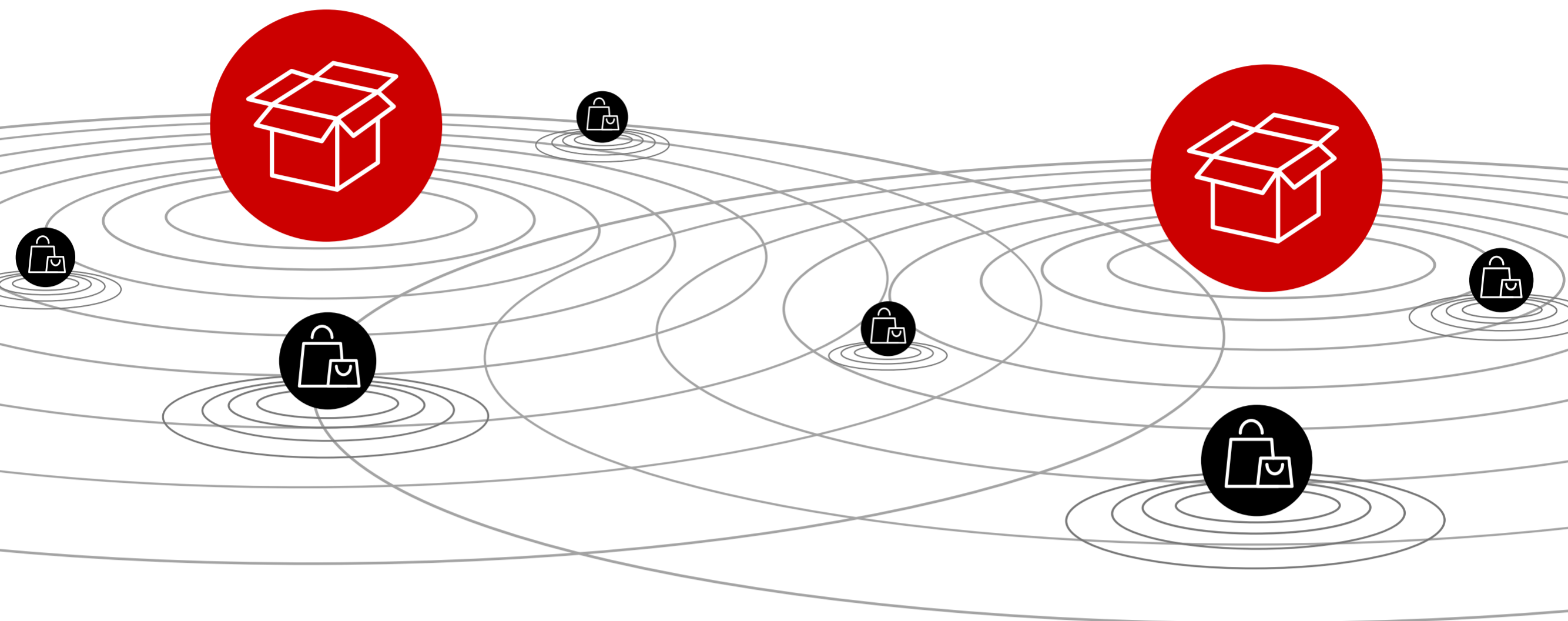


INTO THE FUTURE OF RETAIL

Scale, innovation and analytics will prove pivotal for tomorrow's leading retailers.

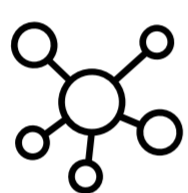
The rules of the retail universe have changed

Being bigger than local competitors used to be enough to win. Today, the ever-expanding reach of companies like Amazon and Alibaba demands a different type of scale.



In the US, **30%** of the sector's profit pool is at risk.

Some retailers will thrive, some will fail



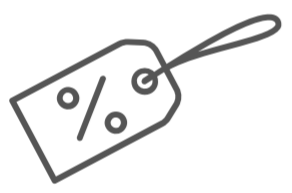
Ecosystem players

These retailers, like Amazon and Alibaba, have vast, interconnected groups of consumers, retailers and services.



Scale fighters

Bigger than traditional local market leaders, they have bought scale via M&A or borrowed through alliances.



Value champions

These low-cost chains are evangelical about customer savings and are often growing by opening new stores.



Hitchhikers

These smaller retailers use ecosystems or other retailers as a way of focusing only on their strengths.



Regional gems

These retailers have deep customer connections and fine-tuned local knowledge, but face increasing threats from online players.



Legacy laggards

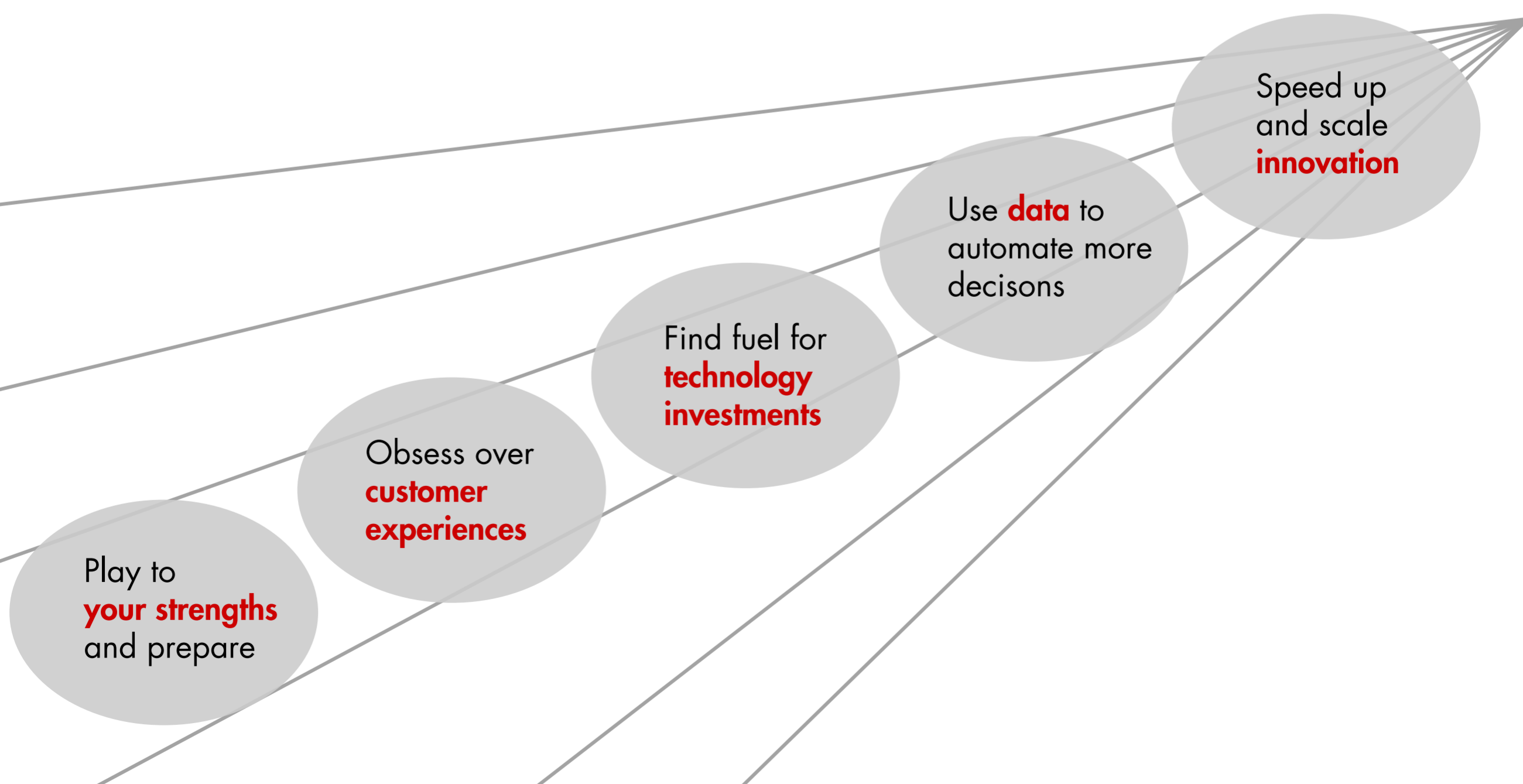
They change incrementally and sometimes hit their targets, but often by closing stores, selling land and cutting costs.



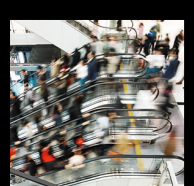
Exciting but unsustainable innovators

Often digital natives, these retailers delight customers and wow journalists, but make little to no profits.

WHAT ALL RETAILERS CAN DO



Read more:



**The Future of Retail:
Winning Models for a New Era**
www.bain.com/future-of-retail