



RESILIENCE BY DESIGN

RETAIL

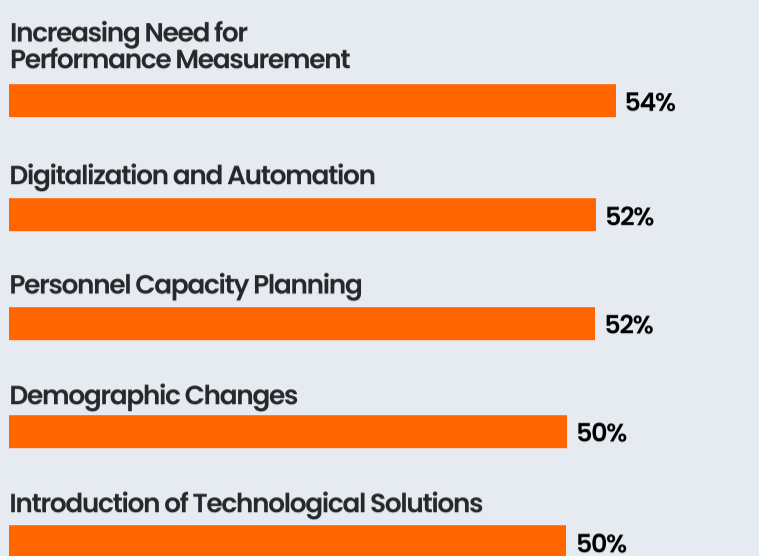
Preparedness Gap

Adapt or Fall Behind

European organizations are navigating an unprecedented era of simultaneous disruption – from digital transformation and demographic shifts to geopolitical instability and economic volatility. In this environment, resilience is no longer a nice-to-have; it is the decisive factor between thriving and becoming obsolete.

The ATOSS FutureWorks study examines the interplay of challenges, preparedness, and strategic measures in an age of multi-transformation, with a closer look at the Retail industry. For this purpose, 46 decision-makers from retail organizations were surveyed.

6 major challenges



THE RESILIENCE DRIVERS

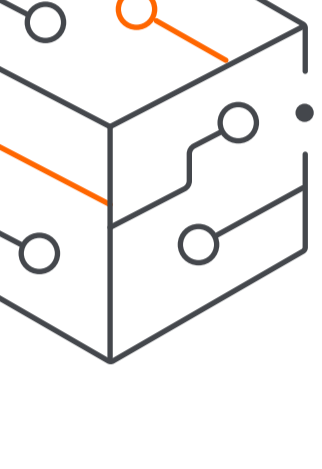
Preparedness Gap

Organizations are aware, but readiness lags

Retail organizations face 6 major challenges simultaneously – all perceived as major or severe.

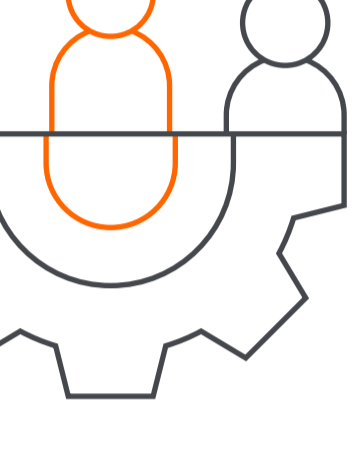
26%

on average feel completely prepared across these major challenges.



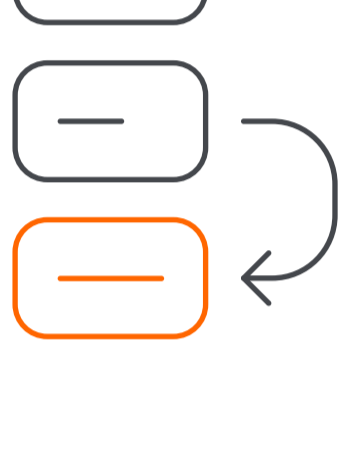
Technology

Drives business transformation and enhances organizational capabilities through automation, digital innovation, and AI. Technology serves as the enabler of efficiency, competitive advantage, and future-ready business models.



Workforce

Focuses on people as the core driver of resilience through strategic talent development, flexible engagement models, and inclusive structures. This dimension strengthens organizations by enhancing employee retention, well-being, and their capacity to navigate change.



Organization

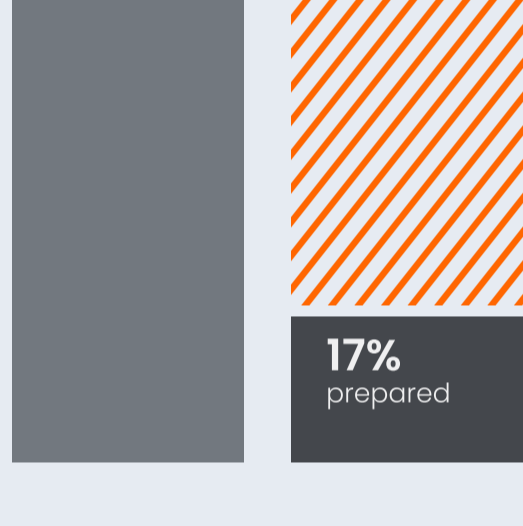
Establishes the strategic framework for agility through proactive planning, performance measurement systems, and leadership development. Organizational capabilities determine an enterprise's ability to anticipate, respond to, and grow from disruption.



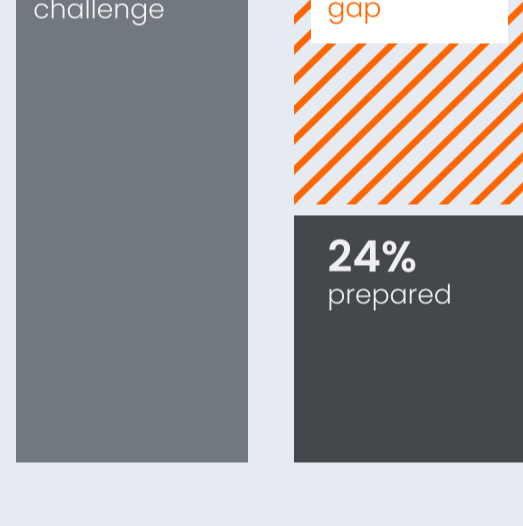
Political and Economic Instability is the Largest Challenge with the Least Preparedness

Top 3 challenges vs. feeling completely prepared:

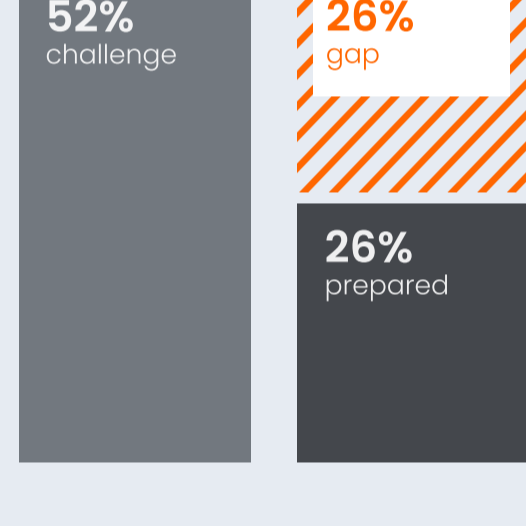
Current Political and Economic Instability and Uncertainty



Increasing Need for Performance Measurement to Navigate Cost Pressures



Increasing Digitalization of Processes and Automation



The Preparedness Gap in Retail

Political and economic instability, cost pressures, and digitalization backlogs put the industry under pressure. Yet many organizations struggle to prepare effectively, creating a dangerous gap between strategic intent and future readiness.

PROVEN LEVERS THAT MULTIPLY ORGANIZATIONAL PREPAREDNESS

Closing the Gap

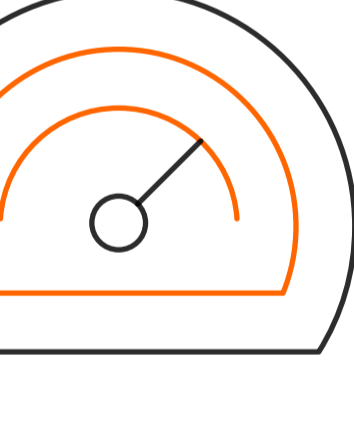
The Most Effective Measures for Retail

Retail organizations that invest in the right workforce management measures can significantly improve preparedness. Different measures, applied individually or in combination, lead to above-average preparedness gains, and some can be implemented immediately.



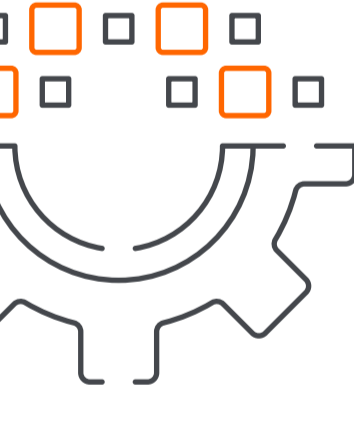
Political and Economic Instability

- AI-powered forecasting tools
- Training on performance measurement analytics and prediction tools
- Diversity, Equity and Inclusion (DEI) awareness and leadership training
- Diversity reports and metrics, such as pay gaps
- Decentralized business model



Increasing Need for Performance Measurement

- Training on performance measurement analytics and prediction tools
- AI-powered forecasting tools
- Technology policy and regulation courses
- Data-based forecasting



Digitalization and Automation

- Technology policy and regulation courses
- Advanced digital tool training programs
- Research to monitor evolving needs
- External expert consulting
- Institutionalized proactive mindset



WHAT DO HIGH-PERFORMING ORGANIZATIONS DO DIFFERENTLY?

Resilience-Preparedness-Index

Only 7% of organizations in the European Retail industry are top performers

Across industries, top performers are more likely to use data-based and AI-powered forecasting, have a strategic focus on training, and view change as an opportunity rather than an obstacle.

What does this look like in Retail?

44% score above 50 points -----

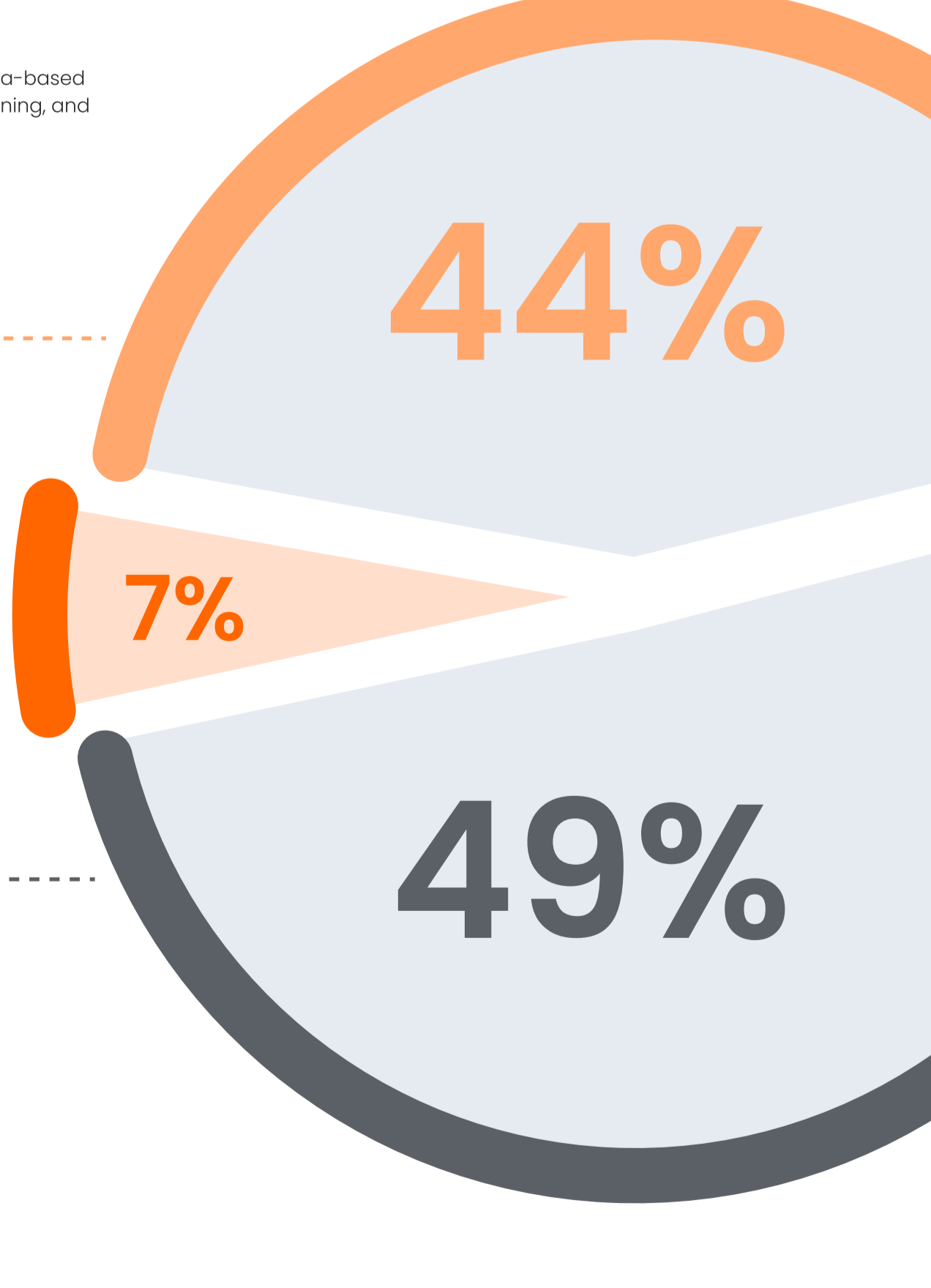
Nearly half show moderate to strong preparedness

7% are top performers -----

Only a few achieve exceptional preparedness and score above 90

49% score below 50 points -----

Nearly half of European Retail organizations struggle with preparedness



These Measures Clearly Set Top Performers Apart

- Sharing hybrid best work practices
- Upskilling programs for emerging roles
- Reverse mentoring

The Future Doesn't Wait

Preparedness starts with a question: Are you ready? Resilience isn't a reaction. It's a design choice. The time to act is now. And everything you need is already within reach. Take the first step: futureworks@atoss.com

Download the full FutureWorks study [here](#) for free

