Unlocking Success: The Pathway to Profitability for US Brands and Retailers

Executive Summary

Achieving sustainable and profitable growth requires any business to overcome multiple challenges. In this report, we aim to understand key profitability challenges across selected business functions. Leveraging findings from a Coresight Research survey of US-based brands and retailers, we closely examine how brands and retailers perceive the role of technology when solving these challenges and how they are prioritizing investments.

Market Scale and Opportunity

- E-commerce has continued to grow at a steady rate in the US: Online retail sales increased by 8.7% year over year in 2024, taking the online market to over $1.1 trillion, Coresight Research estimates.

- Looking ahead through 2028, we expect positive, high-single-digit growth in annual online retail sales to continue (though moderate) followed by a slight drop-off in 2029. Over the next five years, e-commerce penetration (online sales as a share of total retail sales) will increase, reaching 27.0% in 2029.

- We expect the growing e-commerce market to be a big driver of technology investments as retailers focus on optimizing operations. This presents a huge underlying opportunity for technology companies to help brands and retailers effectively optimize their overall operations.

# Coresight Research Analysis

1 | *Profitability Challenges*

- While many large, legacy brands and retailers are achieving margin expansion, some small and medium-sized brands and retailers (less than $10 billion in total sales) are struggling to meet profitability goals. Our March 2024 survey of brands and retailers found that both brands and retailers are challenged across business functions in driving profitability: On average, **60% of brands and retailers are challenged in driving profitability** across selected business functions.

- *Retailers:* **Retail media** (creating technology infrastructure and selling advertising to brands) **and managing returns** (having efficient data flows between all customer touchpoints online and in-store, customer experience and cost control), are the most challenging business functions for retailers in driving profitability, with 67% of surveyed retailers reporting that they experience challenges in these areas.

- *Brands:* **Product content optimization** (e.g., product detail pages, reviews and brand protection) is the biggest challenge among brands in driving profitability, cited by 67%. We attribute this challenge to rising customer expectations and limitations of existing technology infrastructure.

60%
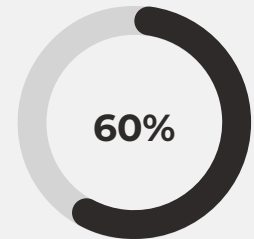
of brands and retailers are challenged in driving profitability

2 | *Understanding Challenges Within Business Functions: Retailers*

- **Brand partnership and onboarding (56% challenged):** Among the surveyed retailers that are challenged in driving profitability with brand partnerships and onboarding, **limited transparency across the supply chain** emerged as the biggest challenge (cited by 77% of respondents as among their top five challenges). Limited transparency across the supply chain can have serious implications for retailers as it takes away from the control of operational planning and can cause inventory shortages and price mismanagement.

- **Product assortment (53% challenged):** Among the surveyed retailers that are challenged in driving profitability with managing product assortment, an **inability to timely respond to market shifts** emerged as the most widespread challenge (with 65% of respondents citing it among their top five challenges). Untimely responses to market shifts and changes in consumer demand can adversely impact a retailer's bottom line and brand image.

- **Retail media (67% challenged):** The retail media market in the US represents a huge opportunity and is a high-margin revenue stream. Among the surveyed retailers that are challenged in driving profitability with retail media (creating technology infrastructure and selling advertising to brands), **a lack of advertiser trust on reporting metrics** emerged as the most widespread challenge (cited by 65% of respondents as among their top five challenges).
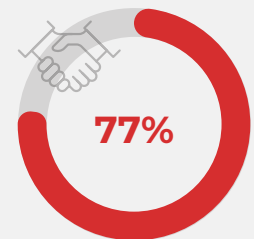
77%

cited limited transparency across the supply chain as among their top five challenges

- **Product delivery (56% challenged):** Among the surveyed retailers that are challenged in driving profitability in product delivery, **complicated and multiple sources of inventory** is the most widespread (cited by 68% of respondents as among their top five challenges). Multiple inventory sources can often create confusion and lead to a blurry understanding of whether products are in stock and at which locations. Showing products that are unavailable to ship or collect in-store can translate to poor customer experiences and negatively impact brand image.

- **Returns management (67% challenged):** Among the surveyed retailers that are challenged in managing returns, **complicated and multiple sources of inventory** emerged as the biggest challenge (cited by 84% of respondents as among their top five challenges), which is consistent with the biggest challenge that retailers are facing in managing product deliveries.

Complicated and multiple sources of inventory emerged as the biggest challenge among retailers challenged in both product delivery and returns management

3 | *Understanding Challenges Across Business Functions: Brands*

- **Channel mix—understanding the best fit for profitability (54% challenged):** Among the surveyed brands that are challenged in identifying the best channel mix for profitability, **a lack of insights to inform best fit and profitable channels** emerged as the biggest challenge (cited by 80% of respondents as among their top five challenges). As lines between brands and retailers blur, there is an increasing need for technology and data aggregators to meet brands' need for insights to assist them in selling through channels that are most beneficial to their bottom line.

- **Product content optimization (67% challenged):** Among the surveyed brands that are challenged in product content optimization, **maintaining customer expectations of the brand through third-party sales channels** emerged as the most widely cited challenge (74% of respondents reported that is one of their top five challenges). We attribute this challenge to the various limitations that brands may face when selling through third-party channels.

- **Product delivery (59% challenged):** Among the surveyed brands that are challenged in product fulfillment and delivery, **managing multiple stocks for different sales channels** emerged as the most widespread challenge (cited by 73% of respondents as among their top five challenges).

- **Retail media advertising (58% challenged):** Among the surveyed brands that are challenged in driving profitability with retail media, an **inability to connect ads to available inventory** emerged as the most widely cited challenge, with 53% of respondents citing it among their top five challenges. We believe that most retail media challenges stem from two key underlying factors: A lack of standardization in the market and brands' inability to fully harness the power of first-party data.

- **Returns management (60% challenged):** Among the surveyed brands that are challenged in driving profitability with managing returns, **a lack of real-time information** emerged as the biggest challenge (cited by 86% of respondents as among their top five challenges).

80%
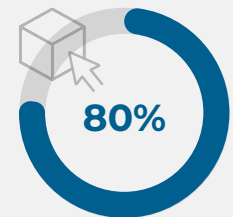
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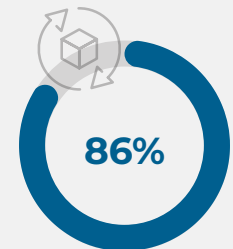
cited a lack of real-time information as among their top five challenges

4 | *Technology Investments Landscape*

Our survey found that an overwhelming majority of respondents—**87% of retailers** and **95% of brands**—believe that technology is critical to transforming business operations.

- *Retailers:* On average, 53% of retailers are currently investing in technology across business functions, and 42% cited that are planning to do so in the next 12 months. Among the business functions, the highest proportion of retailers are currently investing in building retail media capabilities—the biggest challenge, as we saw earlier. Retailers have an average ROI (return on investment) expectation of 24.4%.

- *Brands:* 46% of brands, on average, are currently investing in technology across business functions, and 46% plan to do so in the coming 12 months. Among the business functions, the highest proportion of brands are currently investing in improving product content optimization—the biggest challenge, as we saw earlier. Brands have an average ROI expectation of 25.4%.

87%
of retailers

95%
of brands
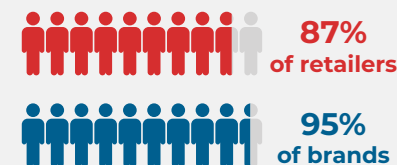
believe that technology
is critical to transforming
business operations

5 | *Future-Proofing Technology Investments*

- **Investment priorities**—*retailers*: **Retailers are most challenged in managing returns**, but it ranked fourth in the priority order for investing to improve business functions in the coming 12 months. On the other hand, retailers are least challenged in managing product assortment across all business functions, but it is their topmost investment priority in the coming 12 months.

- **Investment priorities**—*brands*: Brands plan to prioritize product content optimization in terms of investments in the coming 12 months and are also most challenged in this area when it comes to driving profitability. However, like retailers, there is a misalignment for brands with investments in managing returns and the extent to which they are challenged. **Returns emerge as the lowest-priority investment** for the coming 12 months for brands, but it is the second biggest challenge in driving profitability.

- **Challenges when investing**—*retailers*: 54% of retailers currently investing in technology for at least one business function—the highest proportion—cited **limited scalability capabilities offered by software providers** as among their top three challenges. Lack of scalability can have serious negative implications for retailers such as technology's inability to handle expanding data sets or process upgrades.

- **Challenges when investing**—*brands*: 25% of brands currently investing in technology for at least one business function cited a **limited understanding of technology end uses** as their biggest challenge. We believe that having a robust understanding of a technology's end use is critical to creating long-term value and to capitalize on emerging trends.

Returns emerge as the
lowest-priority investment
for brands

but it is the second biggest
challenge in driving
profitability

What We Think

Profitable growth is not easy; brands and retailers need to optimize multiple business functions simultaneously to drive profitability. Optimizing business functions involves adapting to changing shopper preferences, continued technology investments and keeping pace with innovation throughout the supply chain. We think there is an increasing need for brands and retailers to remove any silos across business functions and examine each business function closely to understand core challenges that may be deterrents to profitability.

This understanding on a business-function level will strongly position both brands and retailers to orchestrate their investments and lay a robust foundation for the future. However, our survey data reveal some misalignments in how brands and retailers plan to prioritize their investments and the extent of challenges across business functions. This underlines an opportunity to strategize investments to maximize ROI.

Contents

Introduction

Driving margin expansion is increasingly challenging a highly competitive retail environment and amid growing uncertainty around tariffs and trade agreements that affect input costs and product prices. The effective and timely orchestration of multiple business functions can help brands and retailers set themselves up for success in achieving profitability.

In this report, we aim to understand the key challenges that are hindering brands and retailers in achieving profitable growth, focusing on selected business functions that we believe are most relevant to driving overall profitability. We closely examine how brands and retailers perceive technology when solving for these challenges and how they are prioritizing investments across the selected business functions.

Our analysis is informed by a Coresight Research survey of small and medium-sized brands and retailers, conducted on March 11–12, 2024 (see Methodology at the end of this report).

This report is produced and made available to non-subscribers of Coresight Research in partnership with Rithum, an end-to-end provider of network capabilities and platforms for building durable and sustainable e-commerce businesses for brands and retailers.

Below, we define the key terminology used throughout this report as we discuss challenges in achieving sustainable and profitable growth.

Retailers: Traditional, multichannel retail companies that are selling products directly to consumers. Our analysis of retailers focuses on five business functions that we believe can have a substantial adverse impact on the bottom line if mismanaged—the ordering of which is based on their logical occurrence within a commerce stack:

- **Brand partnerships and onboarding:** This includes shortlisting and setting up brands, and ensuring a reliable inventory supply when selling in-store and online.
- **Product assortment:** This involves collaborating with brands to ensure that retailers have access to all the products that they want to sell and can identify the best-fitting commerce model to sell products online.
- **Retail media:** This involves setting up the technology infrastructure and the ability to sell ad space to brands.
- **Product delivery:** This involves factors such as delivery time, brands' ability to meet delivery commitments, and carrier costs when delivering orders to consumers.
- **Returns management:** This involves handling and staffing requirements for managing returns, managing inventory information and processes to include returns back into the selling stock.

Brands: Consumer goods companies that are selling their products through retailers' digital and in-store channels. Our analysis of brands focuses on five business functions that we believe can have a substantial adverse impact on the bottom line if mismanaged—the ordering of which is based on their logical occurrence within a commerce stack:

- **Channel mix:** This includes identifying the best channel-mix for selling products and having complete data visibility to understand how profitability varies across channels.
- **Product content optimization:** This involves optimization of product display pages (PDPs) and ensuring consistent and desired brand image when selling through multiple channels.
- **Product delivery:** This involves factors such as delivery time, identifying the right carrier and managing shipping.
- **Retail media advertising:** This involves identifying suitable retail media networks (RMNs) and ensuring that ads are tied back to the available inventory.
- **Returns management:** This involves handling and staffing requirements for managing returns, managing inventory information and processes to include returns back into inventory.

Market Scale and Opportunity

E-commerce has continued to grow at a steady rate in the US: Online retail sales increased by 8.7% year over year in 2024, taking the online market to over $1.1 trillion, Coresight Research estimates.

Looking ahead through 2028, we expect positive, high-single-digit growth in annual online retail sales to continue (though moderate) followed by a slight drop-off in 2029. Over the next five years, e-commerce penetration (online sales as a share of total retail sales) will increase, reaching 27.0% in 2029 (see Figure 1). Online sales expansion will be driven by brands and retailers continuing to invest in enhancing their e-commerce capabilities—such as automating their fulfillment centers and utilizing data-driven inventory management and personalization strategies—as well as consumers' retention of pandemic-induced buying behaviors.

Figure 1. US: Online Retail Sales (Left Axis; USD Bil.), YoY Sales Growth (Right Axis; %) and E-Commerce Penetration (Right Axis; Online Sales as a % of Total Retail Sales)

Online retail sales CAGR, 2025E–2029E: 7.6%
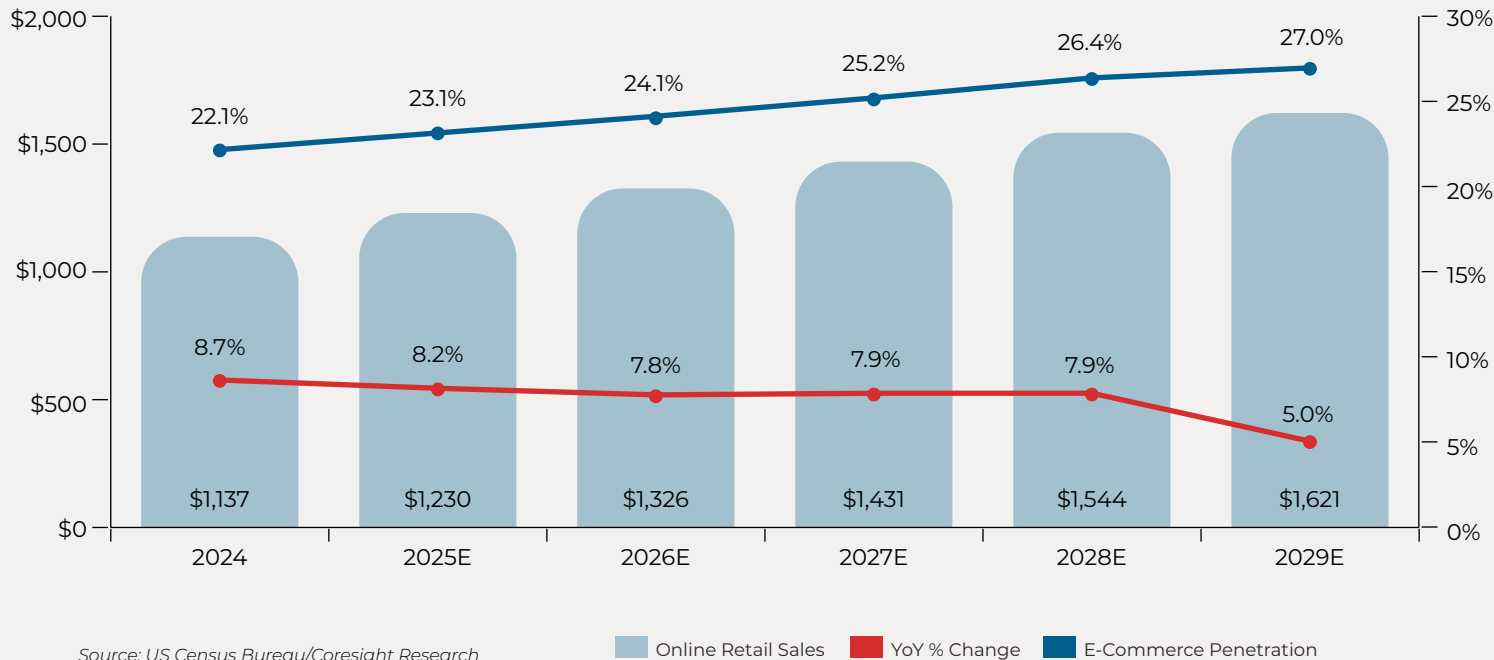
Source: US Census Bureau/Coresight Research

Online Retail Sales YoY % Change E-Commerce Penetration

We expect the growing e-commerce market to be a big driver of technology investments as retailers focus on optimizing operations. This presents a huge underlying opportunity for technology companies to help brands and retailers effectively optimize their overall operations. Growth in the online retail market is accompanied by evolving consumer demand for convenience and immediacy when shopping, underscoring the need for brands and retailers to offer efficient, reliable delivery services.

The Pathway to Profitability for US Brands and Retailers: Coresight Research Analysis

We present key takeaways from our survey analysis in Figure 2 and explore each section in detail below.

Figure 2. Summary of Key Insights

Profitability Challenges, by Business Function

Key findings	On average, 60% of retailers are challenged in driving profitability across selected business functions.
Implications	Brands and retailers must address the underlying challenges within each of their business functions through technology investments.

Understanding Challenges Within Business Functions: Retailers

Key findings	Returns and retail media are the biggest challenges in driving profitability for retailers, each cited by 67% of surveyed retailers.
Implications	Investing in a centralized inventory management solution can help retailers increase last-mile visibility, and incorporating standardization practices can ease retail media challenges.

Understanding Challenges Across Business Functions: Brands

Key findings	Product content optimization is the biggest challenge in driving profitability for brands, cited by 67% of surveyed brands.
Implications	We believe that access to a centralized information portal provided by the retailer would help brands meet third-party marketplace guidelines. Assistance in setting up online stores can also help in alleviating challenges in product content optimization.

Figure 2. Summary of Key Insights (continued)

Technology Investments Landscape

Key findings

Our survey found that an overwhelming majority of respondents—87% of retailers and 95% of brands—believe that technology is critical to transforming business operations.

Retail media is the biggest investment priority for retailers. Some 60% of retailers are currently investing in building retail media capabilities. Retailers have an average ROI (return on investment) expectation of 24.4% across business functions.

Product content optimization is the biggest investment priority for brands. Some 54% of brands are investing in improving product content optimization. Brands have an average ROI expectation of 25.4% across business functions.

Implications

The technology investment landscape to optimize business functions is robust, with most brands and retailers investing or planning technology investments. There is a huge opportunity for technology companies to provide brands and retailers with customizable solutions that align with their business goals—and thus gain the biggest share of planned investments.

Future-Proofing Technology Investments

Key findings

Retailers are most challenged in managing returns, but this ranked fourth in the priority order for investing to improve business functions in the coming 12 months. On the other hand, retailers are least challenged in managing product assortment across all business functions, but it is their topmost investment priority in the coming 12 months.

Brands plan to prioritize product content optimization investments the most in the coming 12 months and are also most challenged in the same area to drive profitability.

Most retail respondents (54%, the highest proportion across all challenges) cited limited scalability offered by software providers among the top three challenges.

Around 45% of surveyed brands cited limited understanding of technology end uses among the top three challenges, and 25% cited it as the biggest challenge.

Implications

We believe that adjusting investment priorities to best meet business needs can help retailers overcome challenges and reach their ROI goals.

While retailers are challenged when it comes to technology scalability, brands are dealing with organizational inertia and internal challenges when investing in advanced technologies.

Base: 302 US-based brands and retailers, surveyed on March 11–12, 2024
Source: Coresight Research

1 Profitability Challenges

While many large, legacy brands and retailers are achieving margin expansion, some small and medium-sized brands and retailers (less than $10 billion in total sales) are struggling to meet profitability goals. Our March 2024 survey of brands and retailers found that both brands and retailers are challenged across business functions in driving profitability: On average, 60% of brands and retailers are challenged in driving profitability across selected business functions.

Retailers

Retail media (creating technology infrastructure and selling advertising to brands) and managing returns (having efficient data flows between all customer touchpoints online and in-store, customer experience and cost control), are the most challenging business functions for retailers in driving profitability, with two-thirds (67%) of surveyed retailers reporting that they experience challenges in these areas.

Our survey revealed that these challenges have increased in severity over the past two years: On average, 57% of respondents reported that challenges across the selected business functions have increased. Retail media has seen the most widespread increase in severity (cited by 66% of retailers that experience challenges in this area). We attribute this to the complexities associated with setting up an RMN, the sophistication and capabilities of emerging RMNs, and the dominance of the market by retail behemoths Amazon and Walmart, which together controlled nearly two-thirds of the retail media market in the US in 2023, Coresight Research estimates.

Figure 3. Driving Profitability Across Selected Business Functions: Extent of Challenges Among US Retailers

On average, 60% of retailers are challenged in driving profitability across business functions

Business Function	Currently Experiencing Challenges (% of All Respondents)	Challenge Has Increased Over the Past Two Years (% of Respondents That Reported Being Challenged in Each Area)
Brand partnership and onboarding	56%	54%
Product assortment	53%	61%
Retail media	67%	66%
Product delivery	56%	51%
Returns	67%	54%

The business functions are ordered from left to right based on their logical occurrence within a commerce stack.
Base: 151 US-based brands, surveyed on March 11–12, 2024—81 challenged in understanding the best channel mix; 101 challenged in managing product content optimization; 89 challenged in product delivery; 88 challenged in managing retail media; and 90 challenged in managing returns
Source: Coresight Research

Brands

Managing product content optimization (e.g., product detail pages, reviews and brand protection) emerged as the biggest challenge among brands in driving profitability, cited by 67%. We attribute this challenge to rising customer expectations, online optionality and limitations of existing technology infrastructure for brands to continually update product information (including pricing changes and product descriptions).

In terms of an increase in severity over the past two years: 61% of brands, on average, reported that challenges across the selected business functions have increased—slightly higher than the proportion of retailers that said the same. Product content optimization and retail media have seen the most widespread increases, cited by 65% of brands that experience challenges in each area.

Figure 4. Driving Profitability Across Selected Business Functions: Extent of Challenges Among US Retailers

	On average, **60%** of brands are challenged in driving profitability across business functions				
Business Function	Understanding the best channel mix	Product content optimization	Product delivery	Retail media advertising	Returns management
Currently Experiencing Challenges *(% of All Respondents)*	54%	67%	59%	58%	60%
Challenge Has Increased Over the Past Two Years *(% of Respondents That Reported Being Challenged in Each Area)*	59%	65%	55%	65%	59%

The business functions are ordered from left to right based on their logical occurrence within a commerce stack.
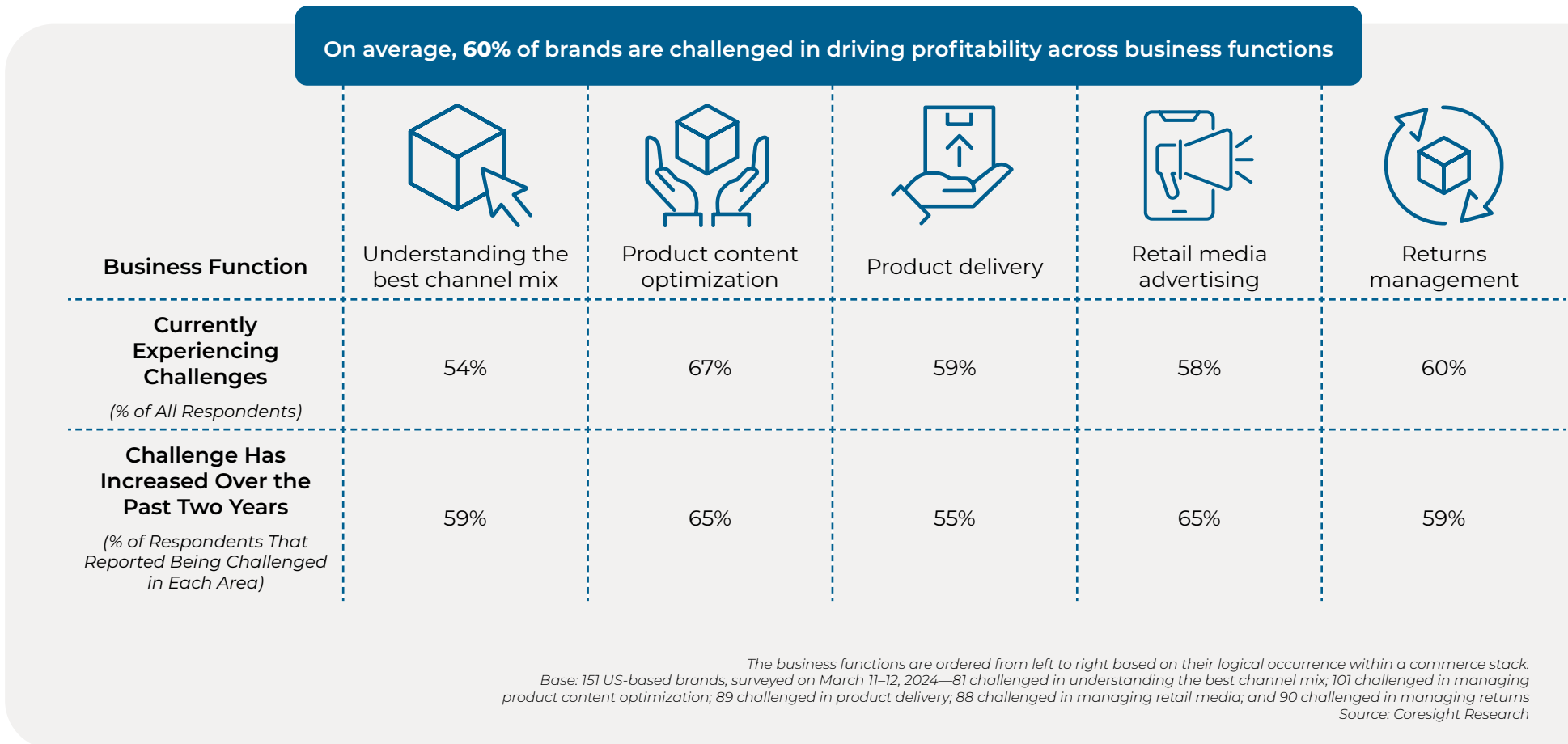*Base: 151 US-based brands, surveyed on March 11–12, 2024—81 challenged in understanding the best channel mix; 101 challenged in managing product content optimization; 89 challenged in product delivery; 88 challenged in managing retail media; and 90 challenged in managing returns*
Source: Coresight Research

2

Understanding Challenges Within Business Functions: **Retailers**

We asked the retailers that reported being challenged in each business function about the specific difficulties they have faced in the past 12 months.

Brand Partnerships and Onboarding

Brand partnerships are critical to the success of retailers. Having a strong brand network and a collaborative relationship ensures retailers are strongly positioned to respond to market shifts and deal with any supply-side disruptions to the supply chain.

Among the surveyed retailers that are challenged in driving profitability with brand partnerships and onboarding, limited transparency across the supply chain emerged as the biggest challenge (cited by 77% of respondents as among their top five challenges). Limited transparency across the supply chain can have serious implications for retailers as it takes away from the control of operational planning and can cause inventory shortages and price mismanagement.

The second most widely cited challenge (65%), a lack of leadership support, implies that retail leaders need to find ways to simplify onboarding retailers. We believe this is closely tied to the lack of a centralized portal for brand shortlisting, which also ranked in the top five challenges. Having a centralized portal enables retailers to compare historic brand performance around meeting obligations such as timely delivery, enabling them to select optimal brand partnerships that align with broader business goals and customer preferences.

Figure 5. Retailers: Top Five Challenges in Brand Partnerships and Onboarding in the Past 12 Months (% of Respondents)

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Total
Limited transparency across the supply chain	17%	15%	13%	13%	19%	77%
Lack of leadership support	18%	15%	12%	8%	12%	65%
Lack of trust (e.g., inability to trust supplier insights on consumer/market)	12%	13%	18%	15%	10%	68%
Differences in demand forecasting capabilities	14%	12%	7%	14%	10%	57%
Lack of a centralized portal for supplier shortlisting	17%	11%	14%	6%	2%	50%

■ Rank 1 ■ Rank 2 ■ Rank 3 ■ Rank 4 □ Rank 5

Respondents were asked to select and rank their five biggest challenges in brand partnerships and onboarding, from Rank 1 (most challenging) to Rank 5 (least challenging). Challenges ordered in the chart from most to least challenging based on a weighted calculation, whereby "Rank 1" carries the highest weight and not ranked carries the lowest weight.
Base: 84 US-based retailers that reported being challenged in brand partnerships and onboarding, surveyed on March 11–12, 2024
Source: Coresight Research

Product Assortment

Managing product assortment for a retail business requires the right demand-forecasting capabilities, aligning the products with customer preferences, and brand shortlisting and negotiations.

Among the surveyed retailers that are challenged in driving profitability with managing product assortment, an inability to timely respond to market shifts emerged as the most widespread challenge (with 65% of respondents citing it among their top five challenges). Untimely responses to market shifts and changes in consumer demand can adversely impact a retailer's bottom line and brand image.

Other key challenges in product assortment management include an inability to offer innovative fulfillment methods and difficulties in identifying the best commerce model.

We believe that managing inventory effectively through centralization and real-time updates can ease the challenges around fulfillment methods and help retailers identify the most appropriate commerce models. For example, when dropshipping, retailers must understand brand lead times and real-time availability of items in order to meet customer expectations around product delivery.

Timely technology investments can help in enhancing responsiveness to market shifts and changing shopper demand

Figure 6. Retailers: Top Five Challenges in Managing Product Assortment in the Past 12 Months (% of Respondents)

Challenge	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Total
Inability to timely respond to market shifts and consumer demand	9%	21%	15%	13%	8%	65%
Inability to offer innovative fulfillment methods (e.g., buy online pick-up in store)	13%	9%	19%	11%	10%	61%
Difficulty in identifying the best commerce model (e.g., dropship, third-party marketplace)	11%	13%	10%	18%	11%	63%
Inability to track shipment location (from suppliers)	13%	15%	5%	6%	6%	45%
Complicated/multiple sources of product data	14%	9%	9%	8%	5%	44%

■ Rank 1 ■ Rank 2 ■ Rank 3 ■ Rank 4 □ Rank 5

Respondents were asked to select and rank their five biggest challenges in managing product assortment, from Rank 1 (most challenging) to Rank 5 (least challenging). Challenges ordered in the chart from most to least challenging based on a weighted calculation, whereby "Rank 1" carries the highest weight and not ranked carries the lowest weight.
Base: 80 US-based retailers that reported being challenged in managing product assortment, surveyed on March 11–12, 2024
Source: Coresight Research

Retail Media

The retail media market in the US represents a huge opportunity and is a high-margin revenue stream. The challenge, though, is that the market is dominated by Amazon and Walmart, making it difficult for newer and smaller players to compete and gain share.
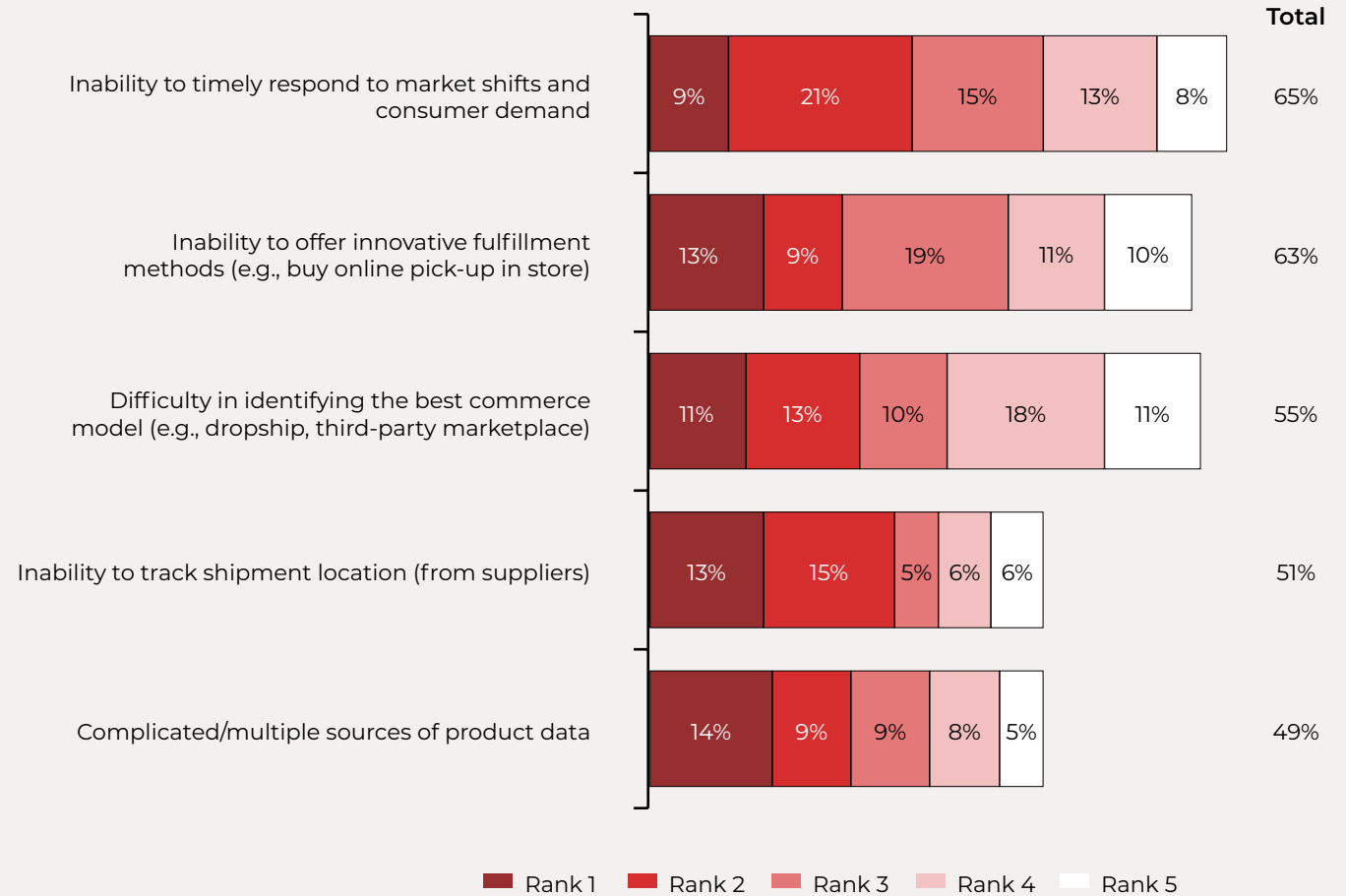
Among the surveyed retailers that are challenged in driving profitability with retail media (creating technology infrastructure and selling advertising to brands), a lack of advertiser trust on reporting metrics emerged as the most widespread challenge (cited by 65% of respondents as among their top five challenges).

Other key challenges in retail media management include the cannibalization of marketing revenues apart from retail media and the inability to separate in-store promotions from retail media.

Incorporating standardization of reporting metrics can make the execution and management of retail media easier

Figure 7. Retailers: Top Five Challenges in Managing Retail Media in the Past 12 Months (% of Respondents)

Challenge	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Total
Inability to timely respond to market shifts and consumer demand	9%	21%	15%	13%	8%	65%
Inability to offer innovative fulfillment methods (e.g., buy online pick-up in store)	13%	9%	19%	11%	10%	63%
Difficulty in identifying the best commerce model (e.g., dropship, third-party marketplace)	11%	13%	10%	18%	11%	55%
Inability to track shipment location (from suppliers)	13%	15%	5%	6%	6%	51%
Complicated/multiple sources of product data	14%	9%	9%	8%	5%	49%

■ Rank 1 ■ Rank 2 ■ Rank 3 ■ Rank 4 □ Rank 5

Respondents were asked to select and rank their five biggest challenges in managing retail media, from Rank 1 (most challenging) to Rank 5 (least challenging). Challenges ordered in the chart from most to least challenging based on a weighted calculation, whereby "Rank 1" carries the highest weight and not ranked carries the lowest weight.
Base: 101 US-based retailers that reported being challenged in retail media management, surveyed on March 11–12, 2024
Source: Coresight Research
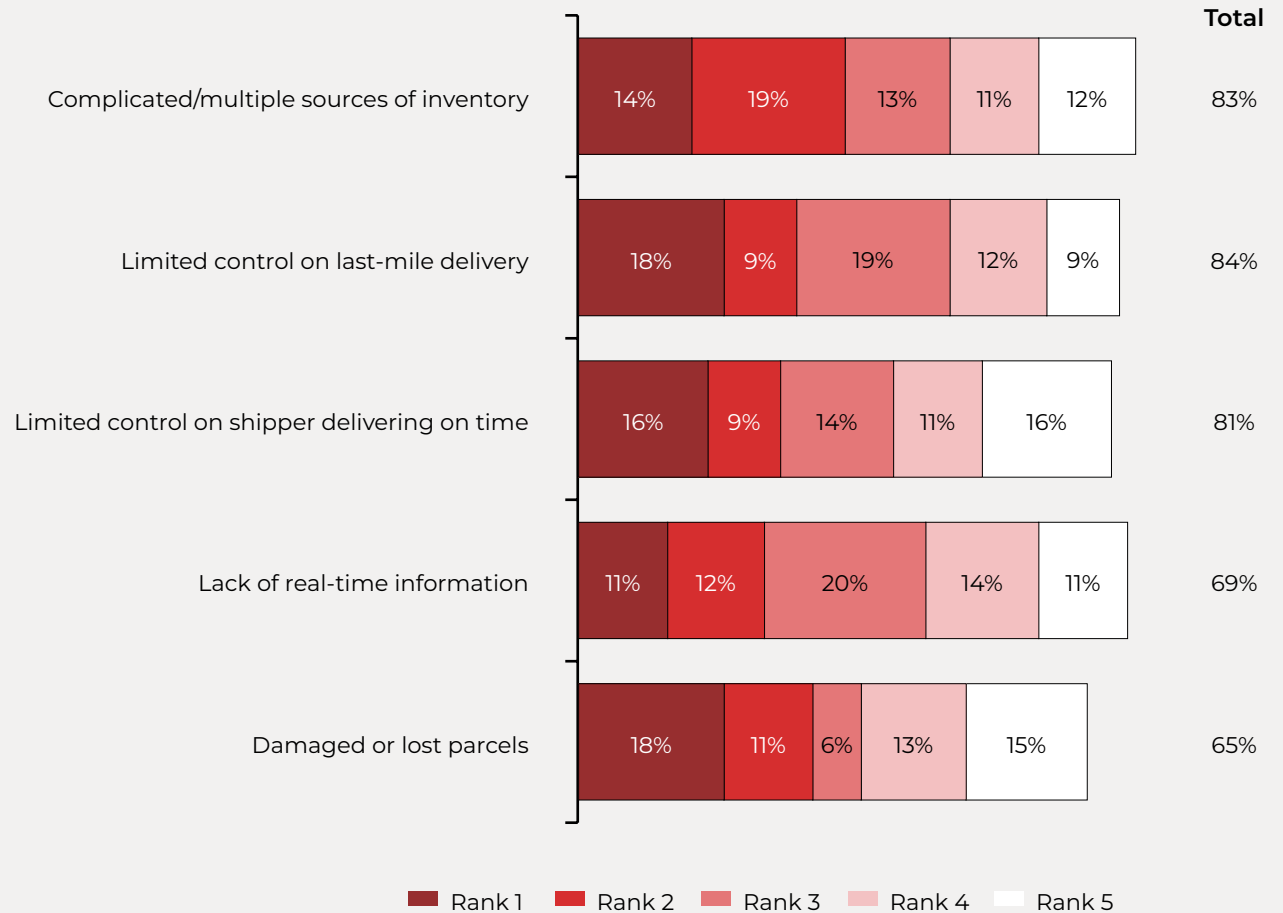
Product Delivery

Among the surveyed retailers that are challenged in driving profitability in product delivery, complicated and multiple sources of inventory is the most widespread (cited by 68% of respondents as among their top five challenges). Multiple inventory sources can often create confusion and lead to a blurry understanding of whether products are in stock and at which locations. Additionally, showing products that are unavailable to ship or collect in-store can translate to poor customer experiences and negatively impact brand image. Having a centralized view of inventory with the help of a digital platform that has real-time capabilities can ease inventory management challenges for retailers.

Limited control on last-mile delivery is the second biggest challenge, with 67% of respondents citing it among their top five challenges. Last-mile delivery can be challenging and expensive at the same time; partnerships with delivery service providers are therefore critical to determining last-mile delivery success.

Having a centralized view of inventory with the help of a digital platform that has real-time capabilities can ease inventory management challenges

Figure 8. Retailers: Top Five Challenges in Managing Product Deliveries in the Past 12 Months (% of Respondents)

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Total
Complicated/multiple sources of inventory	14%	19%	13%	11%	12%	83%
Limited control on last-mile delivery	18%	9%	19%	12%	9%	84%
Limited control on shipper delivering on time	16%	9%	14%	11%	16%	81%
Lack of real-time information	11%	12%	20%	14%	11%	69%
Damaged or lost parcels	18%	11%	6%	13%	15%	65%

■ Rank 1 ■ Rank 2 ■ Rank 3 ■ Rank 4 □ Rank 5

Respondents were asked to select and rank their five biggest challenges in managing product deliveries, from Rank 1 (most challenging) to Rank 5 (least challenging). Challenges ordered in the chart from most to least challenging based on a weighted calculation, whereby "Rank 1" carries the highest weight and not ranked carries the lowest weight.
Base: 85 US-based retailers that reported being challenged in managing product deliveries, surveyed on March 11–12, 2024
Source: Coresight Research
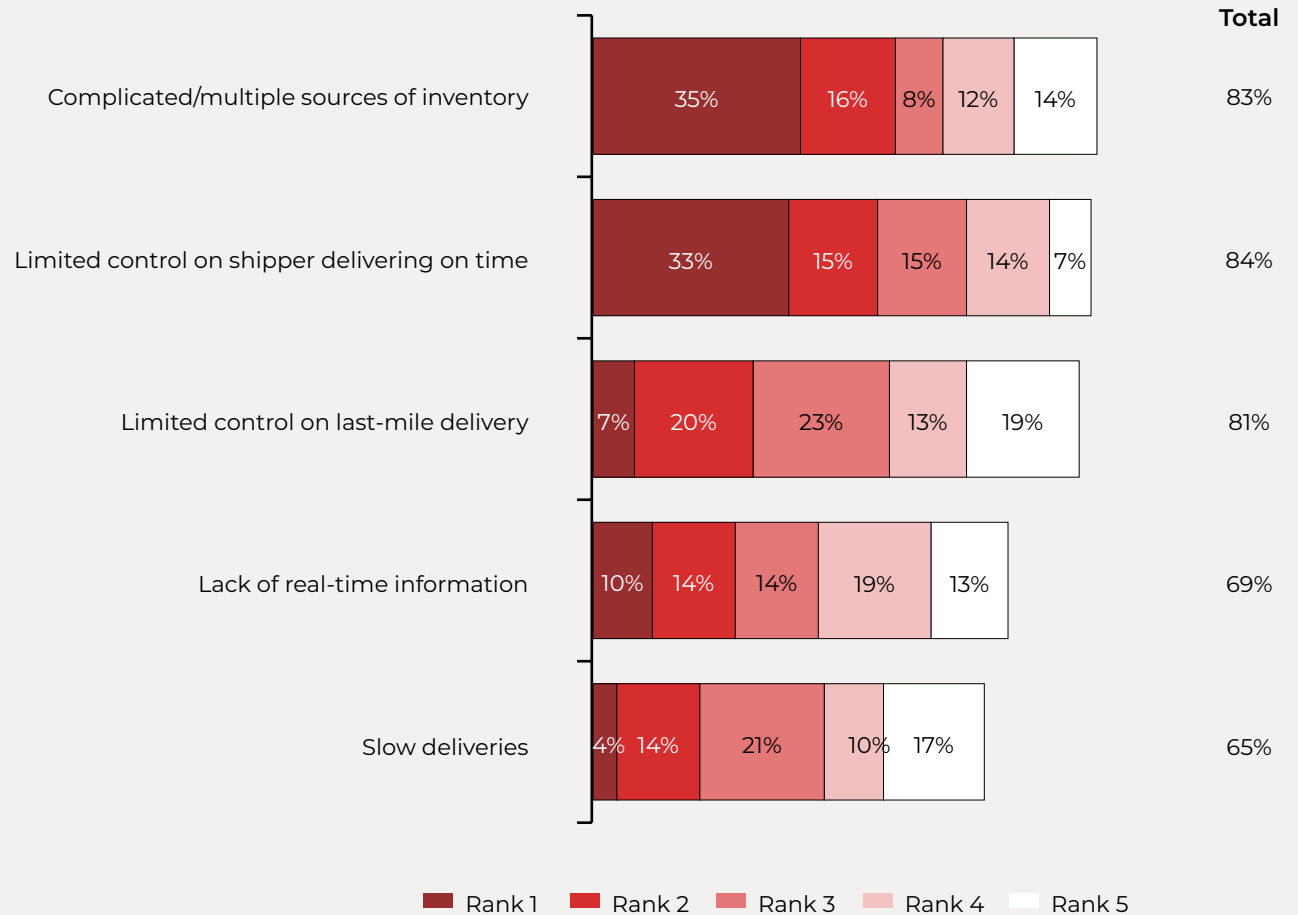
Returns Management

Managing returns can be cumbersome and challenging, primarily due to multiple moving parts, such as quality checks for returned items, refurbishing and restocking, and issuing refunds.

Among the surveyed retailers that are challenged in managing returns, complicated and multiple sources of inventory emerged as the biggest challenge (cited by 84% of respondents as among their top five challenges), which is consistent with the biggest challenge that retailers are facing in managing product deliveries. This was closely followed by limited control on timely shipper delivery (83%).

Centralizing inventory data and strategic partnerships with third-party delivery providers to optimize costs and delivery times can help retailers ease the primary challenges they face in handling product delivery and returns.

Centralizing inventory data can help retailers ease primary delivery-related challenges

Figure 9. Retailers: Top Five Challenges in Returns Management in the Past 12 Months (% of Respondents)

	Total
Complicated/multiple sources of inventory — 35% / 16% / 8% / 12% / 14%	83%
Limited control on shipper delivering on time — 33% / 15% / 15% / 14% / 7%	84%
Limited control on last-mile delivery — 7% / 20% / 23% / 13% / 19%	81%
Lack of real-time information — 10% / 14% / 14% / 19% / 13%	69%
Slow deliveries — 4% / 14% / 21% / 10% / 17%	65%

Rank 1   Rank 2   Rank 3   Rank 4   Rank 5

Respondents were asked to select and rank their five biggest challenges in managing returns, from Rank 1 (most challenging) to Rank 5 (least challenging). Challenges ordered in the chart from most to least challenging based on a weighted calculation, whereby "Rank 1" carries the highest weight and not ranked carries the lowest weight.
Base: 101 US-based retailers that reported being challenged in returns management, surveyed on March 11–12, 2024
Source: Coresight Research

3 Understanding Challenges Across Business Functions: **Brands**

We asked the brands that reported being challenged in each business function about the specific difficulties they have faced in the past 12 months.

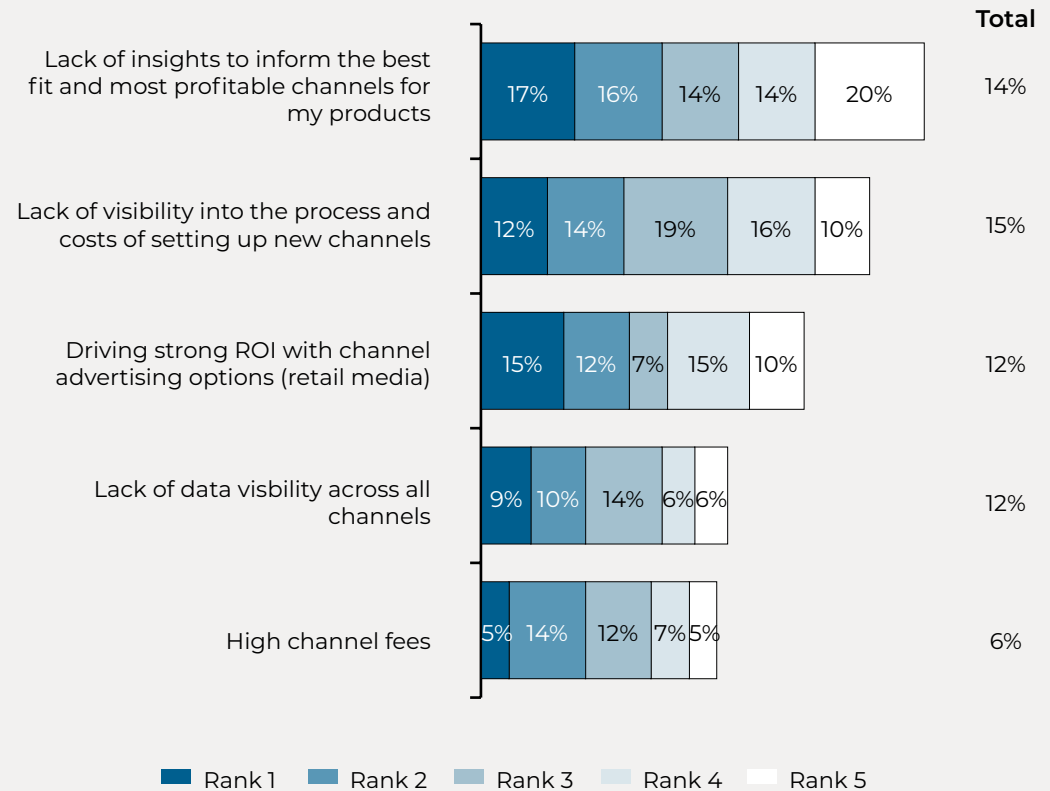## Channel Mix—Understanding the Best Fit for Profitability

There are multiple selling channels for brands to sell to customers, including first-party channels and third-party retail marketplaces. The challenge in selling through multiple channels is operational complexity: Brands need to manage inventory and content seamlessly across channels and meet different selling guidelines for third-party marketplaces. For a brand with multiple SKUs (stock-keeping units), this can be time-intensive and highly complex.

Among the surveyed brands that are challenged in identifying the best channel mix for profitability, a lack of insights to inform best fit and profitable channels emerged as the biggest challenge (cited by 80% of respondents as among their top five challenges). As lines between brands and retailers blur, there is an increasing need for technology and data aggregators to meet brands' need for insights to assist them in selling through channels that are most beneficial to their bottom line.

The second biggest challenge, a lack of visibility into the process and costs of setting up a new channel (70%), further highlights the importance of insights for brands. We believe that having a centralized information portal tailored for brands can help them set up profitable channels and meet selling guidelines with ease.

Figure 10. Brands: Top Five Challenges in Identifying the Right Channel Mix in the Past 12 Months (% of Respondents)

Challenge	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Total
Lack of insights to inform the best fit and most profitable channels for my products	17%	16%	14%	14%	20%	14%
Lack of visibility into the process and costs of setting up new channels	12%	14%	19%	16%	10%	15%
Driving strong ROI with channel advertising options (retail media)	15%	12%	7%	15%	10%	12%
Lack of data visbility across all channels	9%	10%	14%	6%	6%	12%
High channel fees	5%	14%	12%	7%	5%	6%

■ Rank 1 ■ Rank 2 ■ Rank 3 ■ Rank 4 □ Rank 5

Respondents were asked to select and rank their five biggest challenges in identifying the right channel mix, from Rank 1 (most challenging) to Rank 5 (least challenging). Challenges ordered in the chart from most to least challenging based on a weighted calculation, whereby "Rank 1" carries the highest weight and not ranked carries the lowest weight.
Base: 81 US-based brands that reported being challenged in identifying the right channel mix, surveyed on March 11–12, 2024
Source: Coresight Research
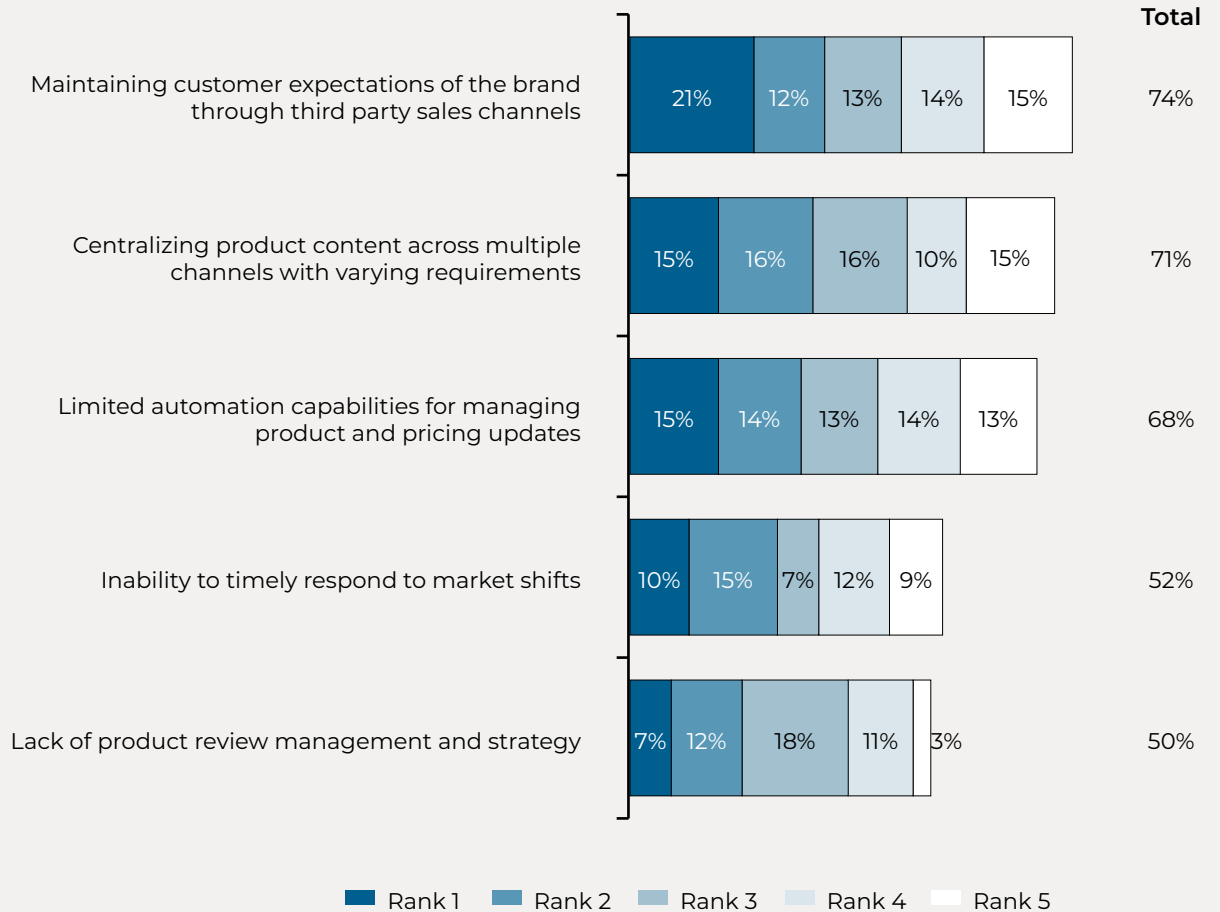
Product Content Optimization

The growing prevalence of e-commerce in the US (as we discussed earlier) makes the effective management of product content—such as product display pages, reviews and marketing collateral—critical to maintaining a positive brand image and achieving profitability in the competitive online space.

Among the surveyed brands that are challenged in product content optimization, maintaining customer expectations of the brand through third-party sales channels emerged as the most widely cited challenge (74% of respondents reported that is one of their top five challenges). We attribute this challenge to the various limitations that brands may face when selling through third-party channels, such as no control over delivery speed and returns and limited control over product imagery. Furthermore, seller guidelines may vary across third-party channels, which can sometimes lead to inconsistent brand messaging.

Reinforcing the complexity of managing product content, centralizing product content across multiple channels with varying requirements is the second biggest challenge among surveyed brands. We believe that access to a centralized information portal to help brands meet third-party marketplace guidelines and assistance in setting up online stores can help alleviate this challenge for brands.

Centralizing information across all selling channels can help brands alleviate topmost product content optimization challenges

Figure 11. Brands: Top Five Challenges in Product Content Optimization in the Past 12 Months (% of Respondents)

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Total
Maintaining customer expectations of the brand through third party sales channels	21%	12%	13%	14%	15%	74%
Centralizing product content across multiple channels with varying requirements	15%	16%	16%	10%	15%	71%
Limited automation capabilities for managing product and pricing updates	15%	14%	13%	14%	13%	68%
Inability to timely respond to market shifts	10%	15%	7%	12%	9%	52%
Lack of product review management and strategy	7%	12%	18%	11%	3%	50%

■ Rank 1　■ Rank 2　■ Rank 3　■ Rank 4　□ Rank 5

Respondents were asked to select and rank their five biggest challenges in optimizing product content, from Rank 1 (most challenging) to Rank 5 (least challenging). Challenges ordered in the chart from most to least challenging based on a weighted calculation, whereby "Rank 1" carries the highest weight and not ranked carries the lowest weight.
Base: 101 US-based brands that reported being challenged in product content optimization, surveyed on March 11–12, 2024
Source: Coresight Research
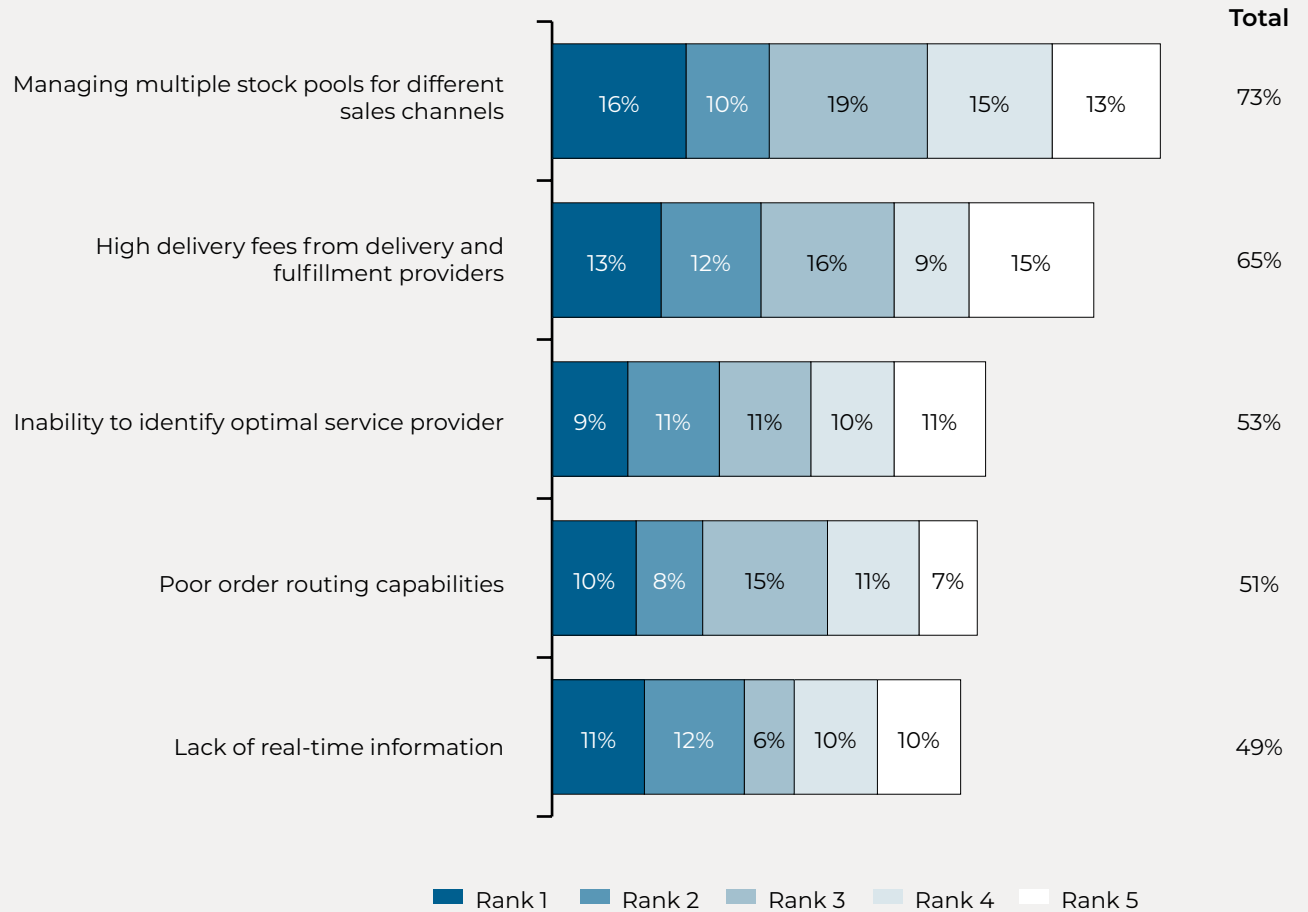
Product Delivery

Brands selling across sales channels such as direct-to-consumer (DTC) and marketplaces are often challenged in areas such as order management, and high and variable fulfillment costs.

Among the surveyed brands that are challenged in product fulfillment and delivery, managing multiple stocks for different sales channels emerged as the most widespread challenge (cited by 73% of respondents as among their top five challenges).

The challenges rounding out the top three—high delivery fees from delivery providers and an inability to identify an optimal service provider—underline the importance for brands to have comprehensive information on delivery providers and AI (artificial intelligence)-powered routing optimization to reduce costs and improve overall efficiency.

Integrating inventory information across marketplaces and web stores can help brands manage their stock pool more efficiently

Figure 12. Brands: Top Five Challenges in Managing Product Delivery in the Past 12 Months (% of Respondents)

Challenge	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Total
Managing multiple stock pools for different sales channels	16%	10%	19%	15%	13%	73%
High delivery fees from delivery and fulfillment providers	13%	12%	16%	9%	15%	65%
Inability to identify optimal service provider	9%	11%	11%	10%	11%	53%
Poor order routing capabilities	10%	8%	15%	11%	7%	51%
Lack of real-time information	11%	12%	6%	10%	10%	49%

■ Rank 1　■ Rank 2　■ Rank 3　■ Rank 4　□ Rank 5

Respondents were asked to select and rank their five biggest challenges in managing product delivery, from Rank 1 (most challenging) to Rank 5 (least challenging). Challenges ordered in the chart from most to least challenging based on a weighted calculation, whereby "Rank 1" carries the highest weight and not ranked carries the lowest weight.
Base: 89 US-based brands that reported being challenged in managing product delivery, surveyed on March 11–12, 2024
Source: Coresight Research
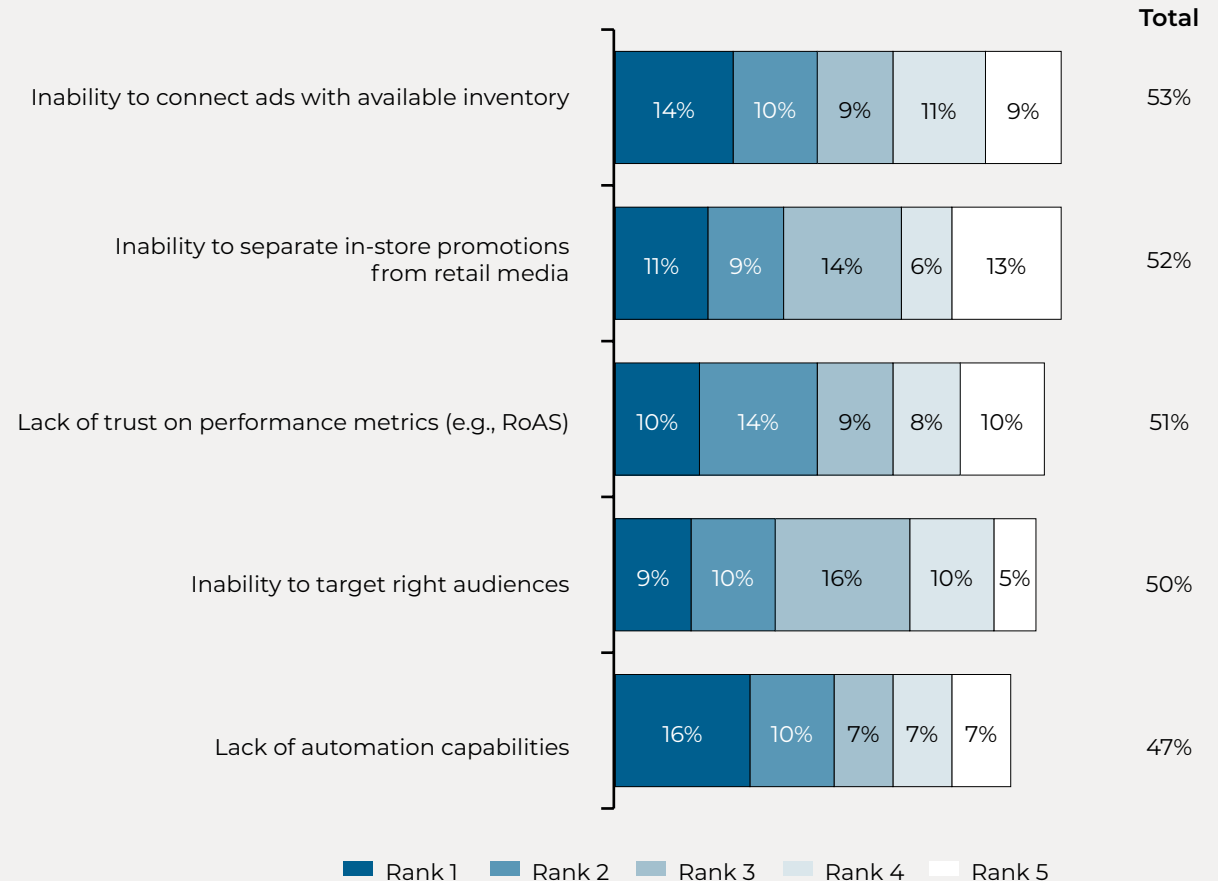
Retail media advertising

With an increasing number of sellers on e-commerce platforms, retail media has become necessary for brands to showcase their products to potential customers. While retail media is still a relatively new marketing channel for advertisers, it continues to gain share of the advertising pie. We calculate that retail media held 20.6% of the global $752.8 billion advertising market in 2024, based on data from Dentsu—and we project that this share will grow to 23.2% in 2025, with the overall advertising market totaling $772.4 billion. However, with competition in the space increasing, it is imperative that brands employ retail media effectively, which is challenging.

Among the surveyed brands that are challenged in driving profitability with retail media, an inability to connect ads to available inventory emerged as the most widely cited challenge, with 53% of respondents citing it among their top five challenges. Other key challenges in retail media management include the inability to separate in-store promotions from retail media and a lack of trust on performance metrics.

We believe that most retail media challenges stem from two key underlying factors: A lack of standardization in the market and brands' inability to fully harness the power of first-party data. The problem of standardization has eased with measurable steps by industry leaders, including brands and retailers, which saw retail media guidelines put together by the Interactive Advertising Bureau (IAB) in February 2024. The challenge in leveraging data and technology, however, remains prevalent in the market.

Access to in-flight data and collaboration with retailers can help brands improve ROI on retail media spend

Figure 13. Brands: Top Five Challenges in Managing Retail Media in the Past 12 Months (% of Respondents)

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Total
Inability to connect ads with available inventory	14%	10%	9%	11%	9%	53%
Inability to separate in-store promotions from retail media	11%	9%	14%	6%	13%	52%
Lack of trust on performance metrics (e.g., RoAS)	10%	14%	9%	8%	10%	51%
Inability to target right audiences	9%	10%	16%	10%	5%	50%
Lack of automation capabilities	16%	10%	7%	7%	7%	47%

Respondents were asked to select and rank their five biggest challenges in managing retail media, from Rank 1 (most challenging) to Rank 5 (least challenging). Challenges ordered in the chart from most to least challenging based on a weighted calculation, whereby "Rank 1" carries the highest weight and not ranked carries the lowest weight.
ase: 88 US-based brands that reported being challenged in managing retail media, surveyed on March 11–12, 2024
Source: Coresight Research
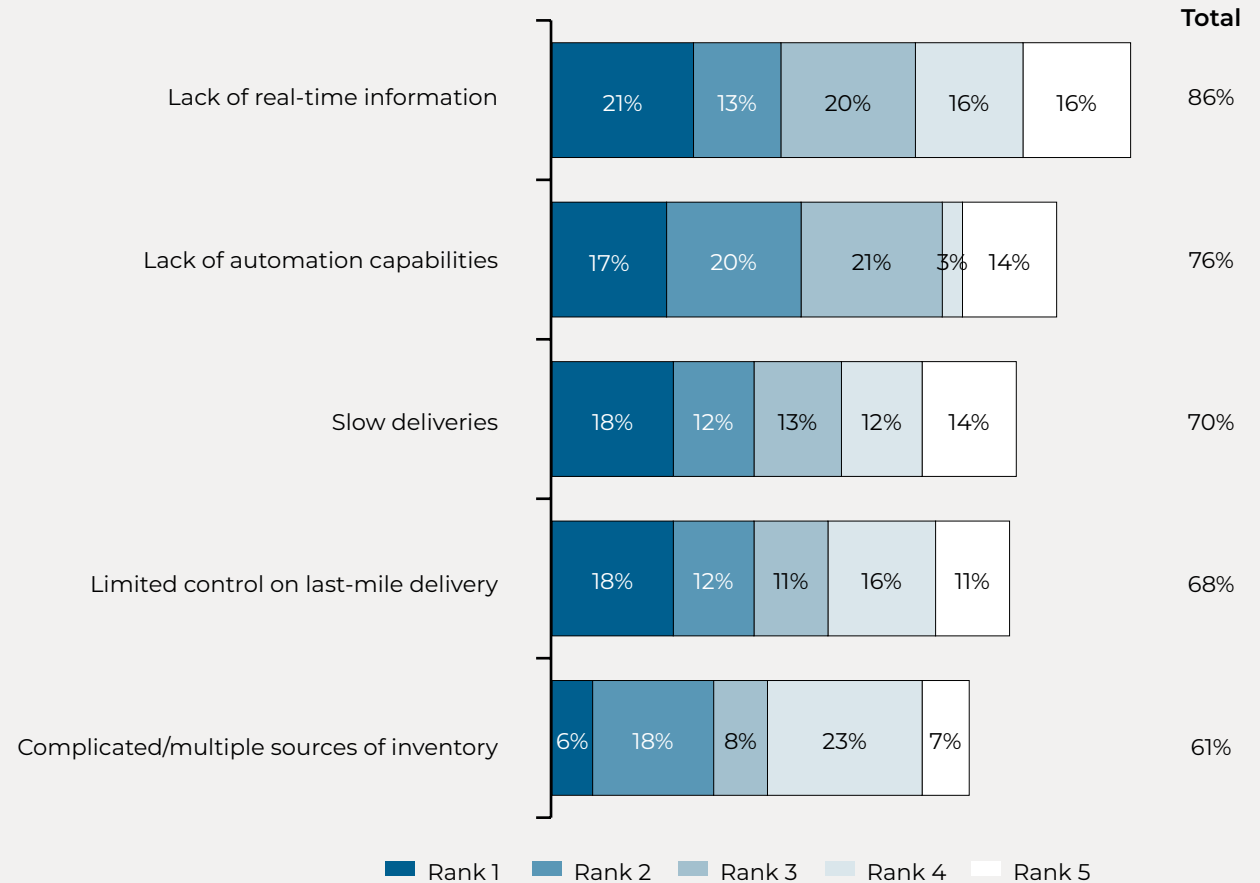
Returns Management

While the biggest concern for retailers in managing returns is multiple inventory sources and limited control over the last mile, the focus of brands is more on real-time information and automation capabilities. Among the surveyed brands that are challenged in driving profitability with managing returns, a lack of real-time information emerged as the biggest challenge (cited by 86% of respondents as among their top five challenges), closely followed by a lack of automation capabilities (83%).

We believe that technology investments to improve data visibility along with improved automation levels through selecting the right technology partners can ease returns management challenges for brands.

Technology investments to improve data visibility and integration along with higher automation levels can ease return management challenges

Figure 14. Brands: Top Five Challenges in Returns Management in the Past 12 Months (% of Respondents)

Challenge	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Total
Lack of real-time information	21%	13%	20%	16%	16%	86%
Lack of automation capabilities	17%	20%	21%	3%	14%	76%
Slow deliveries	18%	12%	13%	12%	14%	70%
Limited control on last-mile delivery	18%	12%	11%	16%	11%	68%
Complicated/multiple sources of inventory	6%	18%	8%	23%	7%	61%

Legend: ■ Rank 1 ■ Rank 2 ■ Rank 3 ■ Rank 4 □ Rank 5

Respondents were asked to select and rank their five biggest challenges in managing returns, from Rank 1 (most challenging) to Rank 5 (least challenging). Challenges ordered in the chart from most to least challenging based on a weighted calculation, whereby "Rank 1" carries the highest weight and not ranked carries the lowest weight.
Base: 90 US-based brands that reported challenged in managing returns, surveyed on March 11–12, 2024
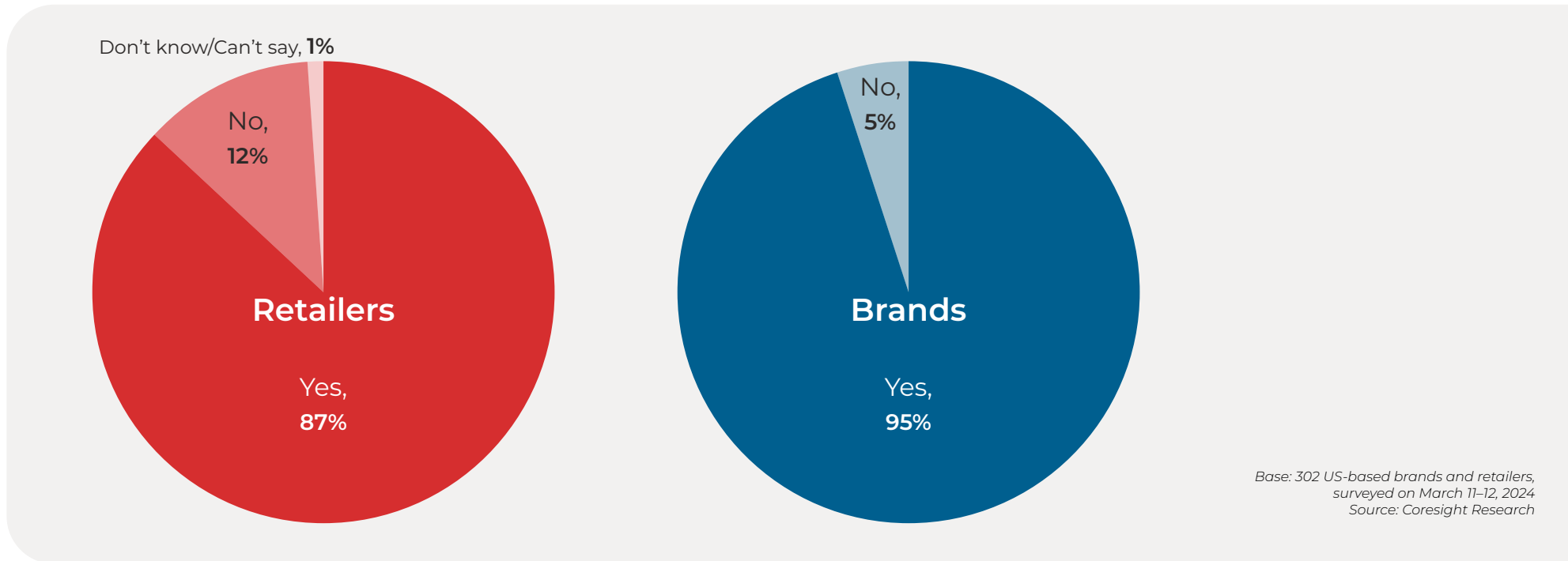*Source: Coresight Research*

4 Technology Investments Landscape

Is Technology Critical to Transforming Business Operations?

Our survey found that an overwhelming majority of respondents—87% of retailers and 95% of brands—believe that technology is critical to transforming business operations, as shown in Figure 15.

The top challenges across business functions (that we discussed in the previous sections) primarily stem from a lack of supply chain optimization, the inability of brands and retailers to harness data fully and a lack of centralized information and insights across business operations. Advances in technology can help retailers optimize inventory levels—such as through predictive analytics—and identify trends around changing shopper preferences and market shifts.

Figure 15. Brands and Retailers: Whether Technology Is Critical to Transforming Business Operations (% of Respondents in Each Group: Brands vs. Retailers)

Don't know/Can't say, **1%**

No, **12%**

Retailers

Yes, **87%**

No, **5%**

Brands

Yes, **95%**

Base: 302 US-based brands and retailers, surveyed on March 11–12, 2024
Source: Coresight Research

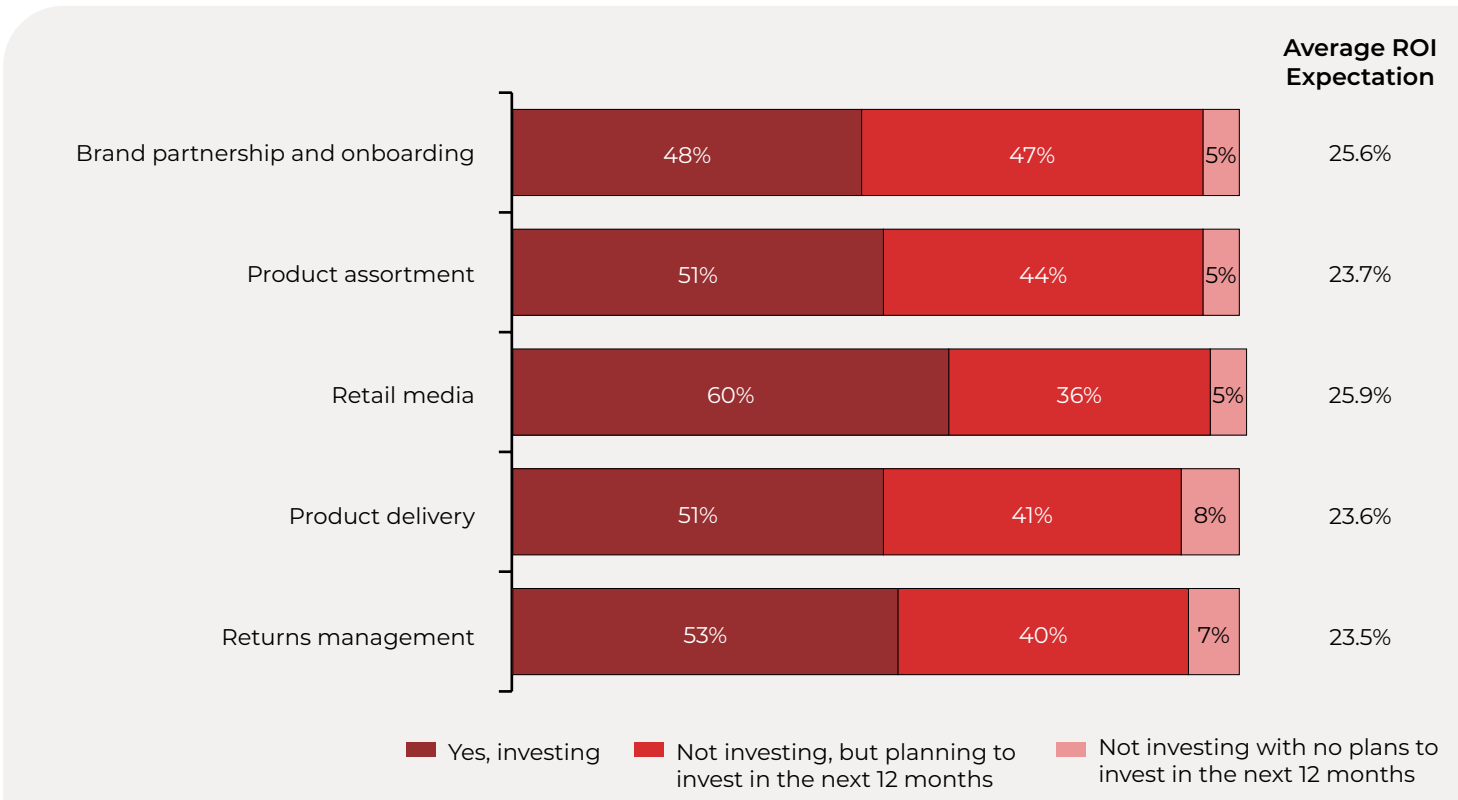## Technology Investment Plans and ROI Expectations

Our survey found that, on average, 53% of retailers are currently investing in technology across business functions, and 42% are planning to do so in the next 12 months. Similarly, 46% of brands, on average, are currently investing in technology across business functions, and 46% plan to do so in the coming 12 months.

Retailers

Among the business functions, the highest proportion of retailers are currently investing in building retail media capabilities—the biggest challenge, as we saw earlier.

Retailers have an average ROI expectation of 24.4%. The highest ROI expectation is from retail media, with retailers expecting 25.9% ROI on their retail media investments, on average.

Figure 16. Retailers: Whether They Are Currently Investing in Technology Across Business Functions (Left; % of Respondents) and ROI Expectations (Right; Average Expected Percentage Return on Technology Investment)
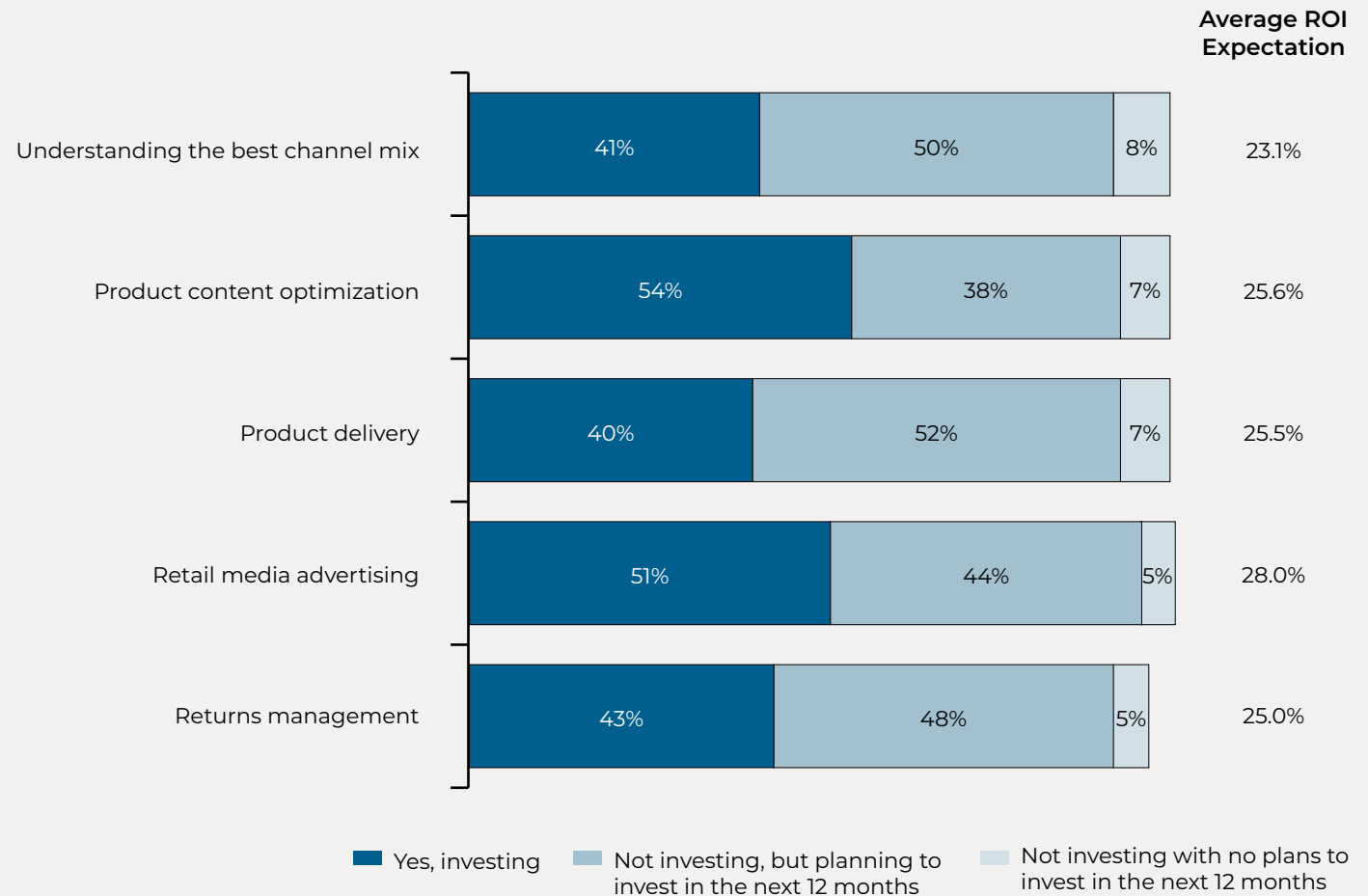
	Yes, investing	Not investing, but planning to invest in the next 12 months	Not investing with no plans to invest in the next 12 months	Average ROI Expectation
Brand partnership and onboarding	48%	47%	5%	25.6%
Product assortment	51%	44%	5%	23.7%
Retail media	60%	36%	5%	25.9%
Product delivery	51%	41%	8%	23.6%
Returns management	53%	40%	7%	23.5%

The business functions are ordered from top to bottom based on their logical occurrence within a commerce stack.
Base: US-based retailers, surveyed on March 11–12, 2024—151 in total (left); retailers that are investing or planning to invest in technology for each area (right; 143 for supplier partnerships, 143 for product assortment, 144 for retail media, 139 for product delivery and 141 for returns)
Source: Coresight Research

Brands

Among the business functions, the highest proportion of brands are currently investing in improving product content optimization—the biggest challenge, as we saw earlier. Brands have an average ROI expectation of 25.4%. Like retailers, the highest ROI expectations among brands is from retail media, at 28.0%, on average.

Figure 17. Brands: Whether They Are Currently Investing in Technology Across Business Functions (Left; % of Respondents) and ROI Expectations (Right; Average Expected Percentage Return on Technology Investment)

Average ROI Expectation

Business Function	Yes, investing	Not investing, but planning to invest in the next 12 months	Not investing with no plans to invest in the next 12 months	Average ROI Expectation
Understanding the best channel mix	41%	50%	8%	23.1%
Product content optimization	54%	38%	7%	25.6%
Product delivery	40%	52%	7%	25.5%
Retail media advertising	51%	44%	5%	28.0%
Returns management	43%	48%	5%	25.0%

Legend: ■ Yes, investing   ■ Not investing, but planning to invest in the next 12 months   ■ Not investing with no plans to invest in the next 12 months

The business functions are ordered from top to bottom based on their logical occurrence within a commerce stack.
Base: US-based brands, surveyed on March 11–12, 2024—151 in total (left); brands that are investing or planning to invest in technology for each area (right; 137 for channel-mix optimization, 138 for product content optimization, 140 for product delivery, 143 for retail media and 138 for returns)
Source: Coresight Research

5 Future-Proofing Technology Investments

Retailers' and Brands' Investment Priorities

In terms of investment priorities, our survey revealed some interesting disparities for brands and retailers.

Retailers

Retailers are most challenged in managing returns, but it ranked fourth in the priority order for investing to improve business functions in the coming 12 months. On the other hand, retailers are least challenged in managing product assortment across all business functions, but it is their topmost investment priority in the coming 12 months. While it may not be possible for a retailer to take up multiple investments together, we believe that closely examining the challenges experienced by the organization before proceeding with investments can help retailers align their investments with the areas in which they most need support.

Figure 18. Retailers: Current and Planned Investment Priority and Challenge Rank Across Business Functions

Business Function	Average Priority Rank	Absolute Priority Rank	Challenge Rank
Brand partnership and onboarding	3.8	5	3
Product assortment	2.1	1	5
Retail media	2.2	2	2
Product delivery	2.7	3	4
Returns management	3.2	4	1

The business functions are ordered from top to bottom based on their logical occurrence within a commerce stack.
Base: 151 US-based retailers, surveyed on March 11–12, 2024
Source: Coresight Research

Brands

Brands plan to prioritize product content optimization in terms of investments in the coming 12 months and are also most challenged in this area when it comes to driving profitability. However, like retailers, there is a misalignment for brands with investments in managing returns and the extent to which they are challenged. Returns emerge as the lowest-priority investment for the coming 12 months for brands, but it is the second biggest challenge in driving profitability.

Figure 19. Brands: Current and Planned Investment Priority and Challenge Rank Across Business Functions

Business Function	Average Priority Rank	Absolute Priority Rank	Challenge Rank
Understanding the best channel mix	2.8	3	5
Product content optimization	2.5	1	1
Product delivery	2.8	2	3
Retail media advertising	2.9	4	4
Returns management	2.9	5	2

The business functions are ordered from top to bottom based on their logical occurrence within a commerce stack.
Base: 151 US-based retailers, surveyed on March 11–12, 2024
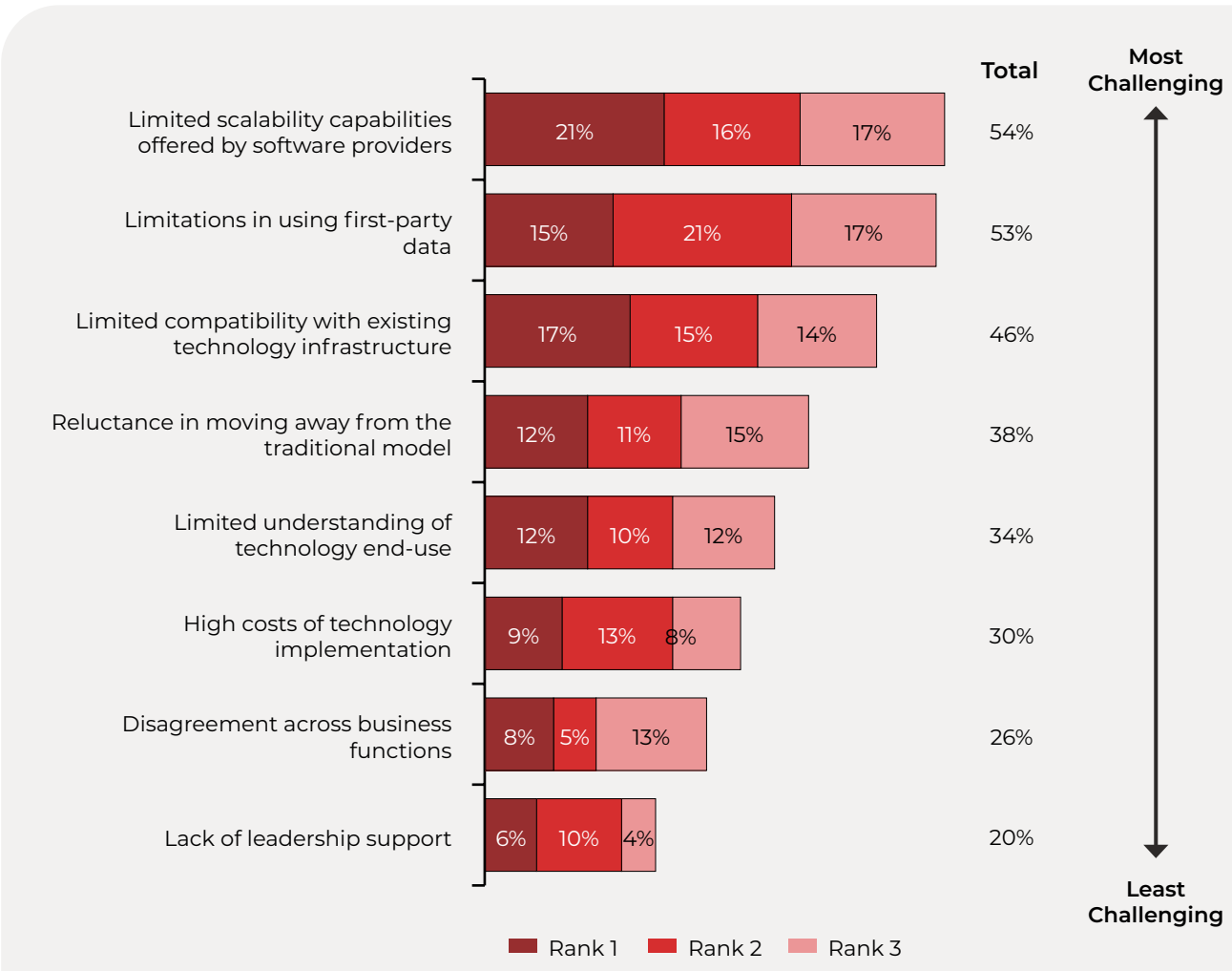*Source: Coresight Research*

Key Challenges at the Time of Making Technology Investments

Retailers

Retailers currently investing in technology for at least one business function to improve overall business operations cited the following as their top challenges:

- **Limited scalability capabilities offered by software providers:** 54% of respondents—the highest proportion—cited this as among their top three challenges. Lack of scalability can have serious negative implications for retailers such as technology's inability to handle expanding data sets or process upgrades. Limited scalability considerably limits the future growth potential for retailers.

- **Limitations in using first-party data:** We expect that internal challenges such as data silos, a lack of depth in first-party data, and technology providers' inability to provide robust analytics tools contribute to this challenge.

- **Limited compatibility with existing technology infrastructure:** This correlates with the topmost challenge of scalability to some extent. Helping retailers identify and invest in technologies and systems that align with their overall technology infrastructure can substantially alleviate this challenge.

Figure 20. Retailers: Key Challenges at the Time of Investing in Technology (% of Respondents)

Challenge	Rank 1	Rank 2	Rank 3	Total
Limited scalability capabilities offered by software providers	21%	16%	17%	54%
Limitations in using first-party data	15%	21%	17%	53%
Limited compatibility with existing technology infrastructure	17%	15%	14%	46%
Reluctance in moving away from the traditional model	12%	11%	15%	38%
Limited understanding of technology end-use	12%	10%	12%	34%
High costs of technology implementation	9%	13%	8%	30%
Disagreement across business functions	8%	5%	13%	26%
Lack of leadership support	6%	10%	4%	20%

Most Challenging ↕ Least Challenging

■ Rank 1   ■ Rank 2   ■ Rank 3

Respondents were asked to select and rank their three biggest challenges in investing in technology to improve overall business operations, from Rank 1 (most challenging) to Rank 3 (least challenging). Challenges ordered in the chart from most to least challenging based on a weighted calculation, whereby "Rank 1" carries the highest weight and not ranked carries the lowest weight.
Base: 149 US-based retailers that are currently investing in technology to improve at least one business function, surveyed on March 11–12, 2024
Source: Coresight Research

Brands

Brands currently investing in technology for at least one business function to improve overall business operations cited the following as their top challenges:

- **Limited understanding of technology end uses:** 25% of respondents cited this as their biggest challenge. We believe that having a robust understanding of a technology's end use is critical to creating long-term value and to capitalize on emerging trends. Without having a robust understanding of the technology, brands may fail to bring leadership on board to make investments in the technology solution.

- **Reluctance in moving away from traditional models:** 54% of respondents cited this as among their top three challenges. This challenge is tightly correlated with brands' limited understanding of technology end uses, which can raise skepticism around investing in technology and adds to the reluctance to move away from traditional practices.

- **Disagreement across business functions:** The prevalence of this challenge reinforces that brands are dealing with organizational and internal challenges when making technology investments. Disagreement across business functions can lead to difficulties in aligning objectives across an organization and ambiguity around ownership of success on metrics such as ROI.

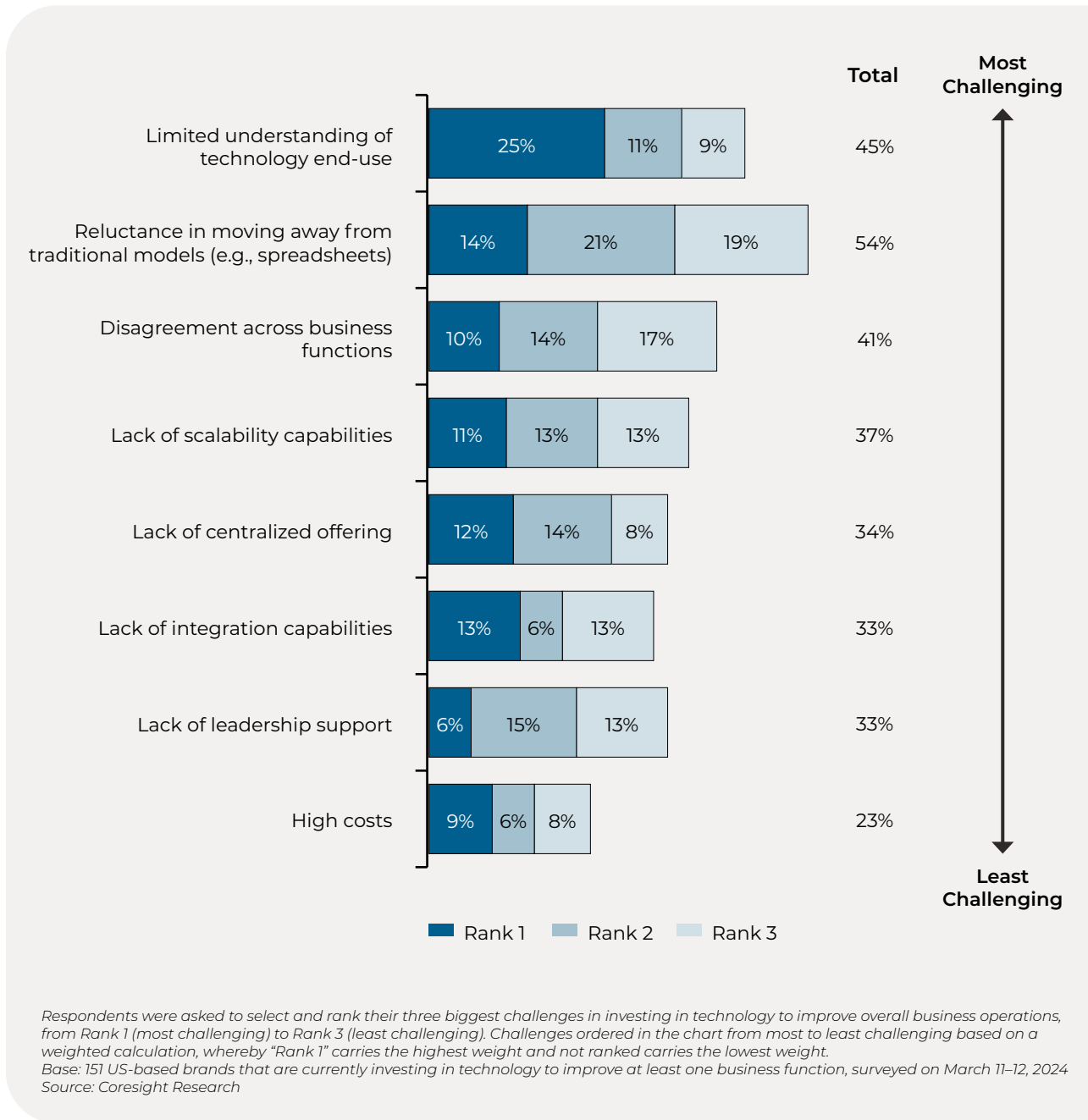Figure 21. Brands: Key Challenges at the Time of Investing in Technology (% of Respondents)

Respondents were asked to select and rank their three biggest challenges in investing in technology to improve overall business operations, from Rank 1 (most challenging) to Rank 3 (least challenging). Challenges ordered in the chart from most to least challenging based on a weighted calculation, whereby "Rank 1" carries the highest weight and not ranked carries the lowest weight.
Base: 151 US-based brands that are currently investing in technology to improve at least one business function, surveyed on March 11–12, 2024
Source: Coresight Research

What We Think

Profitable growth is not easy; brands and retailers need to optimize multiple business functions simultaneously to drive profitability. Optimizing business functions involves adapting to changing shopper preferences, continued technology investments and keeping pace with innovation throughout the supply chain. We think there is an increasing need for brands and retailers to remove any silos across business functions and examine each business function closely to understand core challenges that may be deterrents to profitability.

This understanding on a business-function level will strongly position both brands and retailers to orchestrate their investments and lay a robust foundation for the future. However, our survey data reveal some misalignments in how brands and retailers plan to prioritize their investments and the extent of challenges across business functions. This underlines an opportunity to strategize investments to maximize ROI.

Implications for Brands/Retailers

- Brands and retailers must aim to fully understand deterrents to profitability as they may be more challenged in some business functions versus others and should prioritize to improve areas where they are most challenged.

- Identifying synergies across business functions can help brands and retailers streamline their investments as this will allow them to identify the technology partners that are a right fit for the company and focus better on technology scalability and integrations.

- Focusing on the centralization of information across the supply chain through advanced analytics and AI can help brands and retailers streamline end-to-end business operations.

Brands or Retailers Poised To Gain Advantage

- Brands and retailers that can identify the core areas where they are challenged in driving profitability and then can align investments in accordance will be better positioned to achieve expected ROI.

- When introducing AI-based solutions, brands and retailers that focus on scalability and technology integration with company-wide business verticals will be positioned better to reap the benefits of AI.

- Addressing challenges, both internal and external will be key to the successful implementation of AI, timely addressing challenges and finding solutions that align with broader business goals will be the key.

Brands or Retailers That Risk Losing Advantage

- Those slow to integrate AI, ML and data analytics into their business processes will be more prone to margin erosion, as without adept technologies, brands and retailers will face difficulties in identifying revenue leakages.

- Brands and retailers relying on legacy systems and having limited digital capabilities will face challenges in adapting to fast-changing consumer needs and market shifts.

- Retail companies that do not integrate key business functions will be more prone to siloed decision-making which can increase the challenges in driving profitability through technology investments.

Implications for Technology Vendors

- There is a big opportunity for technology companies to help brands and retailers truly streamline and centralize their business operations. Technology companies that focus on centralizing their technology stacks to meet wide-ranging shopper needs are strongly positioned to benefit from upcoming investments.

- Technology vendors that demonstrate an understanding of business functions and the primary reasons why brands and retailers are challenged in driving profitability will be better positioned to resonate with the needs of modern businesses.

Notes

Data in this report are as of March 10, 2025.

Methodology

Informing the data in this report is on an online survey of 302 US-based brands and retailers, conducted by Coresight Research on March 11–12, 2024. The results have a margin of error of +/-5%.

Respondents in the survey satisfied the following criteria:

- Companies: Operating in the retail sector (including apparel/footwear, health and beauty, grocery, electronics and appliances, home and home improvement, multi-category and sporting goods), with annual revenues of $50 million to $10 billion

- Job role: Senior Director or above who are at least "slightly familiar" with their company's day-to-day operations across surveyed business functions; departments include strategy/executive leadership, distribution/merchandising, operations, supply chain and digital/e-commerce

About Coresight Research Custom Reports

Coresight Research Custom Reports are produced as part of commercial partnerships with leading firms in the retail, technology and startup ecosystems. These Custom Reports present expert analysis and proprietary data on key topics in the retail, technology and related industries, and enable partner companies to communicate their brand and messaging to a wider audience within the context of brand-relevant research.

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Manik Bhatia

Head of Custom Research

Steven Winnick

Vice President—Innovator Services

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Rithum is an end-to-end provider of network capabilities and platforms for building durable and sustainable e-commerce businesses for brands and retailers. Learn more at https://www.rithum.com/