



# Competitor Strategies in Retail

May 2026

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## EXECUTIVE SUMMARY

Why read this report?

Key findings

## INTRODUCTION

Retail becomes an asymmetric growth equation with rising complexity

## OVERVIEW

Companies at a glance

Amazon emerges as the world's largest retail company by revenue

While legacy players grew, ByteDance steadily reinforced its role in global retail

Retailers drive expansion through exporting commerce models in new market segments

Most retailers rely on flagship banners, but new retail dynamic may drive brand extensions

Global retail still largely fragmented, calling retailers to balance scale and localisation

## STRATEGIES IN RETAIL

Retailers are prioritising five focus areas in their business strategies during 2026

Recalibration of value perception among consumers calls for new value architecture

Owning a defensible price-to-value position must be a priority

AI integration transitions from pilots to outcome-driven profitability

Retailers must operationalise AI to drive real productivity and competitive advantage

Retailers continue to face headwinds in the wake of trade volatility

Retailers restructure supply chains as regionalisation replaces global efficiency models

Financial resilience through operational discipline becomes a leadership priority

Retailers must shift from reactive crisis management to building proactive resilience

Rethinking demand creation and customer engagement as new engines drive discovery

Retailers must explore a shopping journey for one

## CONCLUSION

Recommendations/Opportunities for growth

Questions we are asking

## CONCLUSION/APPENDIX

About Euromonitor's Syndicated Channels Research

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