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# ***Are you prepared to make the decisions that matter most?***

Decision making in retail



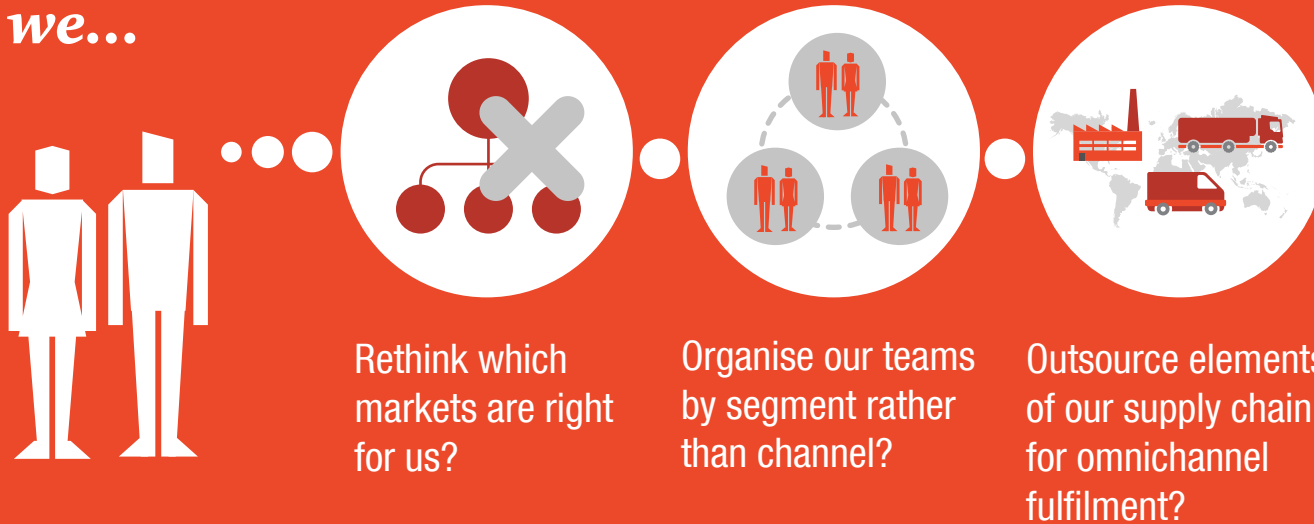


“Showrooming” and mobile search. Omnichannel integration. Digital cross-sell. Retailers can no longer rely on historical shopping behaviors as consumers increasingly expect more personalized, digital experiences. Are your analytics set up to help you quickly spot and evaluate new possibilities and impacts?

# Big decisions in retail

Big decisions change strategy and long-term course.  
Few feel fully prepared to make big decisions.

## Should we...



Few see their senior management as fully prepared to make the most important decision they need to make in the next 12 months

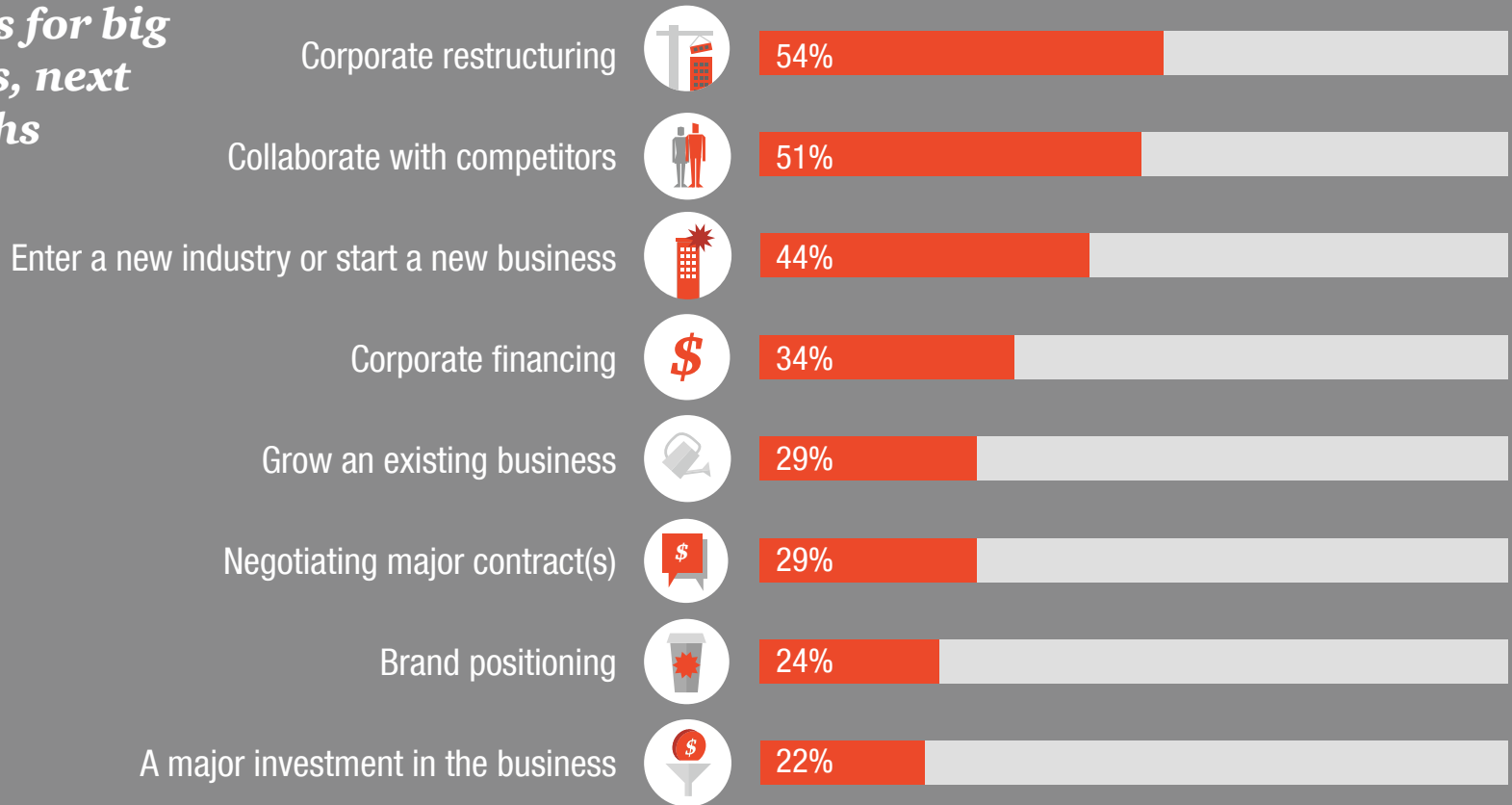


Fully prepared    Somewhat prepared    Moving from unprepared to prepared    Unprepared

# Where speed and sophistication count

Among retail executives

## Top goals for big decisions, next 12 months



# No time for indecisiveness

Among retail executives, next 12 months



44% expect to make a big decision at least once per month

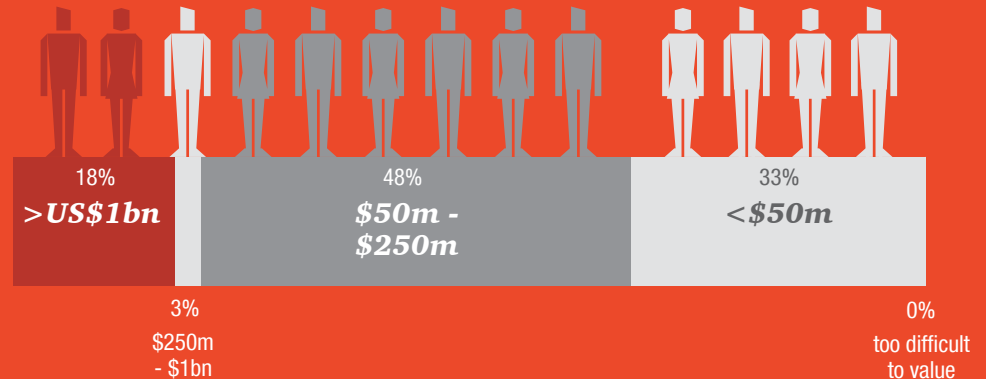


32% say their most important decision will be based on a new opportunity they simply can't ignore



56% plan to revisit their most important big decision within 3-6 months to adjust for new information

18% estimate the value of their most important big decision as US\$1 billion or more in future profitability

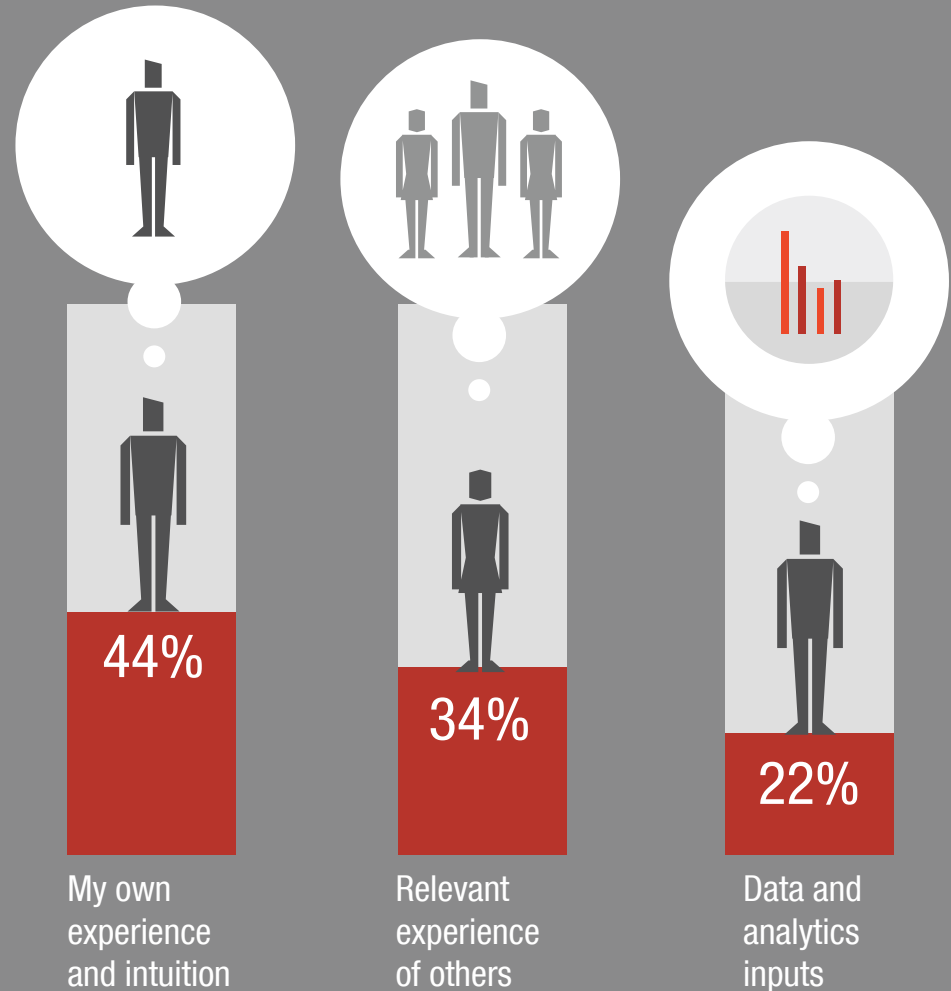


# Both intuition and analytics matter

It's no longer good enough to make decisions based on intuition alone.

*Among retail executives*

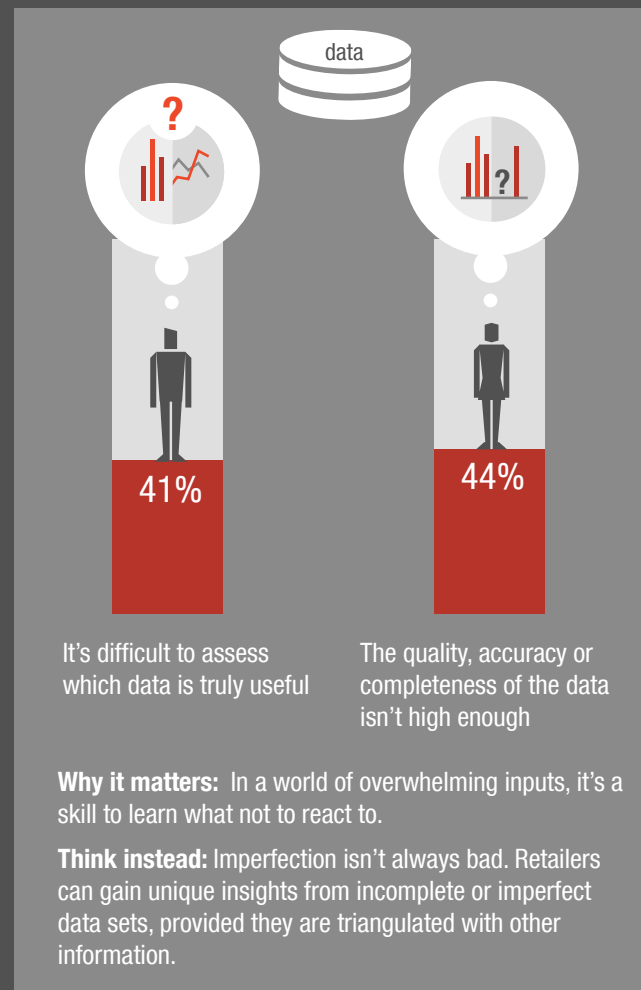
*Which did you rely on most for the last big decision you made?*



# Where deciders struggle: new skills, better analytics

Among retail executives: top responses

**What prevents you from making greater use of data and data analysis when making big decisions?**



# Where change in decision making is starting to happen

Among retail executives



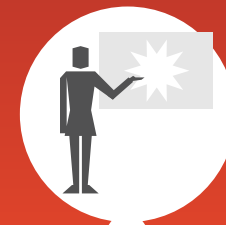
Top three changes, last 24 months



Employed a dedicated data insights team to inform strategic decisions



Relied on enhanced data analytics such as simulation, optimisation, or predictive analytics



Changed the way data or analytics is presented to management



# *Big decisions need better analytics*

Some decisions you need to make are big enough to change the course for your business. And your past experiences may not be good predictors of the future. More data are within your reach to understand what was previously unknown. Sophisticated analytical tools are available to you to 'see' a wider range of possibilities and evaluate them quickly. Now is a good time for an upgrade in your decision making capabilities. Where should you start?

# To explore the data and more: [www.pwc.com/bigdecisions](http://www.pwc.com/bigdecisions)

**Base:** Retail (41); All respondents (1,135). Responses of “do not know” and “other” are excluded. Responses may not total to 100%.

**Source:** PwC's *Global Data & Analytics Survey 2014*.

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