

The Retail Score: Under Pressure

This scorecard gauges the **pressure** and **potential** created by **digital** disruption based on 10 indicators in 12 countries. It is derived from financials, national statistics, and in-house expert judgment by 1,500 analysts and underwriters

	Intensity of price wars		Likelihood of market reshuffle		Frequency of online shopping **	Digital Pressure	Awareness of digital challenges *	Logistic efficiency ***	Financial strength ****	Digital Potential
	Level of concentration *	Discounters' market share *	Probability of new players *	Threat of substitute *						
UK	10	10	4	1	10	8	10	8	7	8
US	4	10	7	7	7	7	10	8	7	8
South Korea	7	7	1	7	10	7	1	7	10	6
Germany	7	10	1	7	10	8	1	8	7	5
China	4	4	7	10	1	5	7	7	10	8
India	4	1	4	10	1	4	10	7	10	9
France	7	7	4	7	7	7	4	8	4	5
Japan	7	4	4	7	7	6	1	8	4	4
Italy	10	4	4	4	4	5	7	8	1	5
Spain	7	7	4	4	4	5	4	7	4	5
Russia	7	4	1	4	1	3	7	5	1	4
Brazil	4	1	1	4	4	3	4	6	1	4
Global	7	6	4	6	6	5	6	7	6	6

Source: Euler Hermes

* Assessment from local retail risk experts, from 1=Low to 10= High

** % e-shoppers, Statista and Ecommerce Europe 2016, data harmonization Euler Hermes, 1= less than 30%, 4= between 30 and 50%, 7= between 50 and 70%, 10= more than 70%

*** World Bank, international LPI

**** Bloomberg, financial statements of 922 listed companies in 12 countries. From FY 2011 to FY 2015, 2016 estimations Euler Hermes