



**RETAIL BAROMETER 2025**

**How are Europe's largest retailers  
optimizing processes to combat  
rising operating costs?**

**SOLITA**

# Intro



## ANDERS HEDFALK

Business transformation consultant  
and Retail Industry expert, Solita



Entering 2025, European retailers reflect on a challenging 2024. The industry's performance was largely perceived as weak or average, but 38.9% rated it as good. Rising operating costs (72.22%) remained the dominant concern throughout the year, significantly impacting business strategies. Additionally, challenges in recruiting and retaining skilled employees (55.56%) have emerged as a major difficulty, surpassing previous concerns. Geopolitical instability and regulatory constraints further complicated the landscape and seem poised to continue to do so throughout 2025.

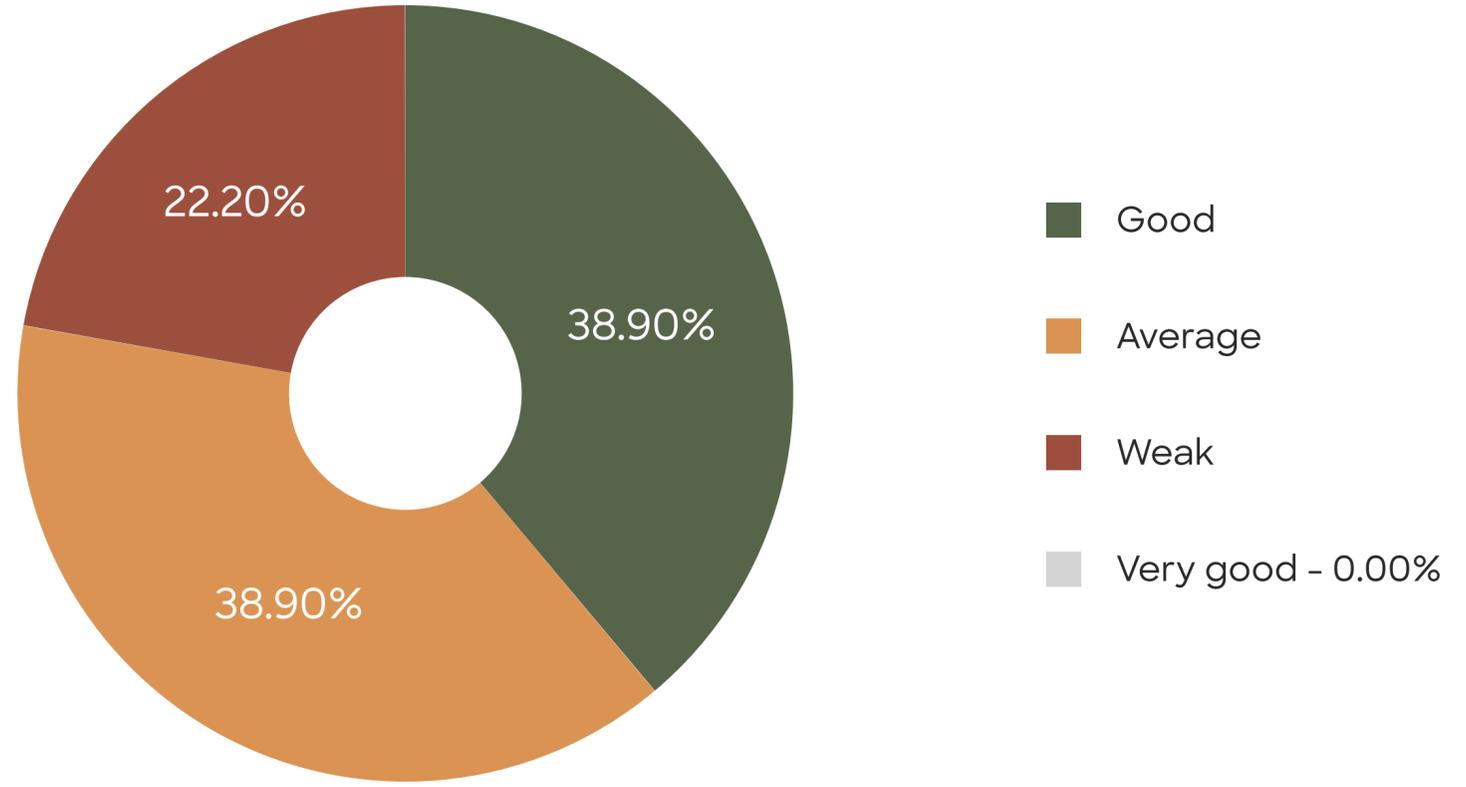
Although some retailers closed 2024 on a high note, optimism for 2025 is limited. 50% of respondents expect the industry to perform better than in 2024, but 22.2% believe it will remain the same, and another 27.8% predict it will worsen. Among these mixed perceptions, process optimization remains a key opportunity for retailers to see this challenging period through, with automation, supply chain enhancements, and AI implementations driving efficiency improvements.

Retailers also recognize the potential of technology in shaping the future. Generative AI and AI overall, with their diverse applications, were identified as the biggest opportunities for growth. A heightened interest in data analysis for trend forecasting and innovations in delivery and logistics further highlights the industry's shift toward digital transformation.

As 2025 unfolds, retailers remain focused on technology and optimization to navigate an uncertain but evolving market.

# How would you rate the performance of the retail industry in 2024?

European retailers are strongly divided on the state of the retail industry in 2024. While the majority describe the industry's performance as either good or average, indicating resilience despite ongoing challenges, a notable 22.2% of respondents perceive it as weak. Interestingly, no respondents selected "Very good," suggesting that while the year may not have been a disaster, it has not been particularly memorable or exceptional for retailers either. This reflects a year of modest performance, with the industry navigating difficulties without significant breakthroughs.



# Expert comment



**MACIEJ TOMASZEWSKI**

General Manager, CEO  
Hochland Poland



## What are the key challenges retailers will face in 2025?

We can see that the FMCG market is changing, and the key elements that determine it are the inflation rate, which, despite the fact that it is lower compared to previous years, continues to drive up prices, resulting in consumers seeking quality products at a reasonable price, and the growing importance of private labels.

Another visible trend is the digitalization of business and investments in e-commerce infrastructure. We are increasingly using automation and artificial intelligence to streamline logistics and production processes, and we are using consumer analytics to better understand consumers' preferences and behaviors and tailor products to their needs. At Hochland, which is one of the market leaders in the country's branded cheese market, innovative thinking is a priority, as well as the search for new technologies.

We operate in an extremely competitive market, and with such dynamics of change, the challenge is to develop new skills and implement appropriate standards at every position. In the new strategy of Hochland Poland, which we defined this year, we target smart growth using employees' key competencies and organizational strengths, further technological advances, and market opportunities.

Our strategic pillars are: Attractiveness, Efficiency, Digitalization, Profitable Growth, and Sustainability. It is in these areas that we are developing and will continue to develop our power – we want to maintain high operational efficiency and strengthen the environmental aspect in the context of sustainable development, raising awareness of food safety every day based on our company's core values. When it comes to working with our suppliers, we focus a lot on sustainable milk production, including the topic of yield and greenhouse gas emissions depending on the farming system.

# Expert comment



**MACIEJ TOMASZEWSKI**

General Manager, CEO  
Hochland Poland



## What areas should retailers focus on and invest in to build a long-term competitive advantage?

Forecasts for Poland's FMCG industry in 2025 indicate growth in several key areas, driven by increasing consumer demands, changing dietary trends, and pressure to adopt environmentally friendly measures.

The cheese industry, in particular, will align with trends emphasizing product quality, convenience, and sustainability.

These dynamics present significant challenges for Hochland.

We plan to significantly increase production capacity in Poland across our leading categories. Through these investments, we aim to respond more flexibly to growing demand in the Polish and EU markets.

In recent years, the Polish dairy sector has been undergoing progressive consolidation, a trend driven by the need for companies to enhance their efficiency and competitiveness in international markets.

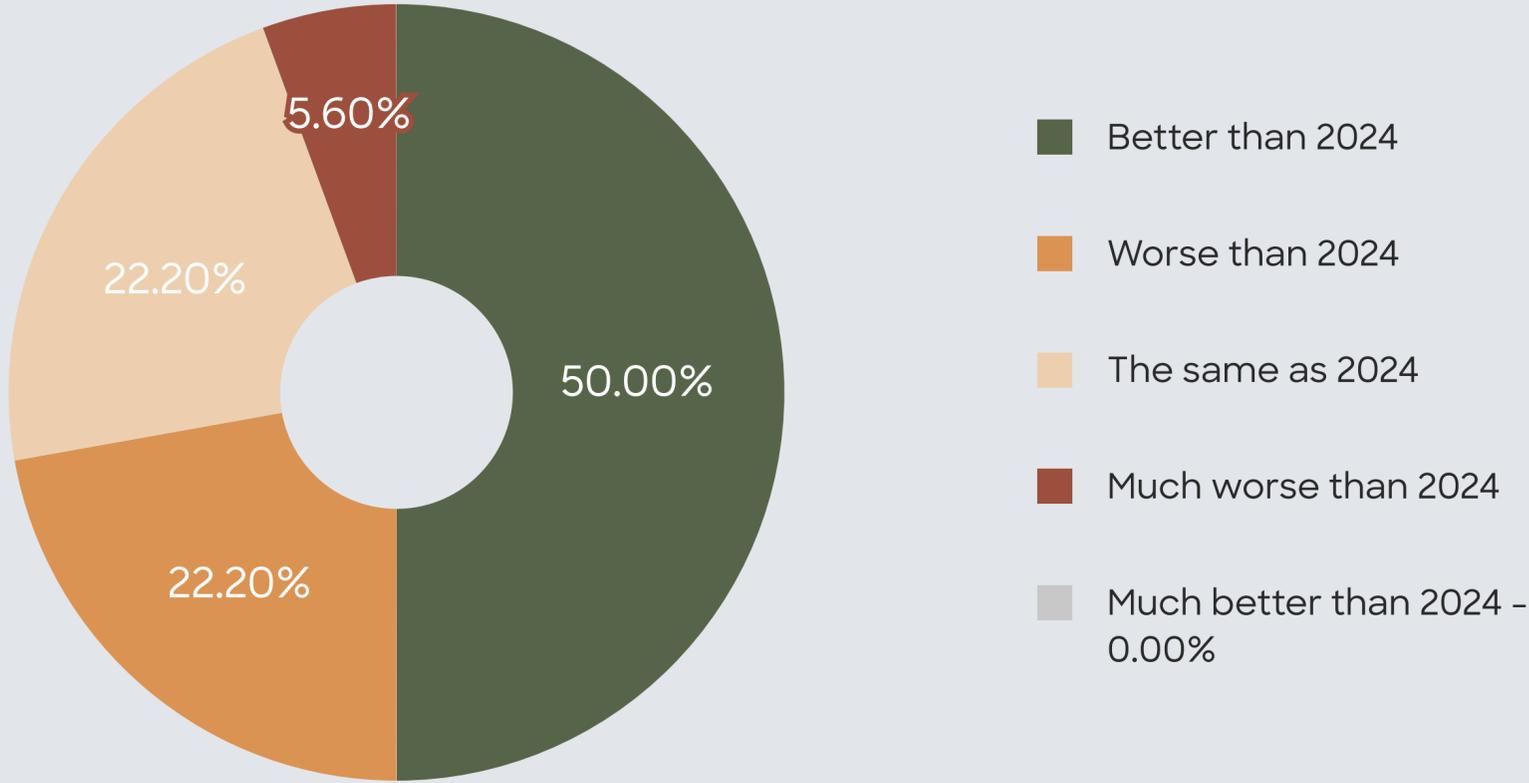
However, smaller or medium-sized players often struggle with challenges such as rising costs or intense competition, leaving acquisition by larger players as their only viable option. It is also important to note that this consolidation of dairy companies is closely tied to the consolidation of dairy farms.

Looking ahead to 2025, milk prices are expected to rise due to increasing costs associated with fertilizers, feed, and energy. Additionally, heightened environmental requirements, regulations for sustainable agriculture, and greenhouse gas reduction targets are challenges that farmers will need to address. These factors are likely to impact raw material prices. However, potential price increases may be offset by imports from markets such as the US or New Zealand.

As the industry evolves, adapting to these changes will be crucial for maintaining competitiveness and meeting consumer expectations.

# What are your expectations on the performance of the retail industry in 2025?

European retailers are cautiously optimistic about the retail industry's prospects in 2025, with 50% anticipating better performance compared to 2024. This suggests a glimmer of hope following what has been a lukewarm year. However, the outlook is far from unanimous, as 27.8% of respondents predict the industry will perform "Worse" or "Much worse" than in 2024. This division highlights the uncertainty and challenges facing the sector, including rising operational costs and ongoing geopolitical instability. While some stakeholders are hopeful for improvement, a significant portion remains wary, preparing for what could be an even more demanding year ahead.



# Expert comment



**TOMASZ WOŹNIAK**

CEO  
Future Mind, a Solita company



## What are the key challenges retailers will face in 2025? What scenarios are there for the retail market's development?

We are definitely witnessing certain competitive boundaries begin to blur. I am increasingly convinced that virtually all retailers are now competing with each other in at least a few spaces. For instance, Zalando and Modivo have started selling cosmetics, entering territory previously dominated by players like Notino or Hebe in the Polish market.

The boundary between quick commerce and e-grocery has long since faded. Discounters, convenience chains, startups, and established leaders now all compete for the same customer with similar value propositions. This convergence highlights the growing challenge of differentiation in these overlapping markets.

New marketplace launches provide another compelling example of this trend. In Poland, many marketplaces have significantly expanded their assortments, encroaching on the space that Allegro has dominated for decades. The prioritization of such

investments is certainly debatable, but it seems that operators with the most loyal customers are quietly realizing profits from this sales model, having invested in it for years.

In physical retail, the trend of intense localization has been evident for quite some time. Retail parks are appearing in increasingly smaller cities, reshaping customer behavior. Many consumers who once traveled to larger cities for shopping or entertainment are now finding those experiences closer to home.

Today, even the pretext of a trip to the cinema is losing its allure, with the instant availability of streaming services making such outings less relevant. This shift will likely deepen, especially as more retailers offer click & collect services. These services provide access to a much larger assortment than what is available in physical stores, further strengthening omnichannel strategies.

# Expert comment



**TOMASZ WOŹNIAK**

CEO  
Future Mind, a Solita company



Looking ahead, I see the coming year as one marked by an intensifying battle for every second of customer attention.

Mere promotions showing minor differences in “typical” shopping carts are no longer enough to win customers. Rewarding loyalty must evolve to mean truly personal treatment – both for the individual customer and for entire households. This level of personalization will be essential to stand out in an increasingly competitive landscape.

### **What trends will shape retail in 2025?**

### **What areas should retailers focus on and invest in to build a long-term competitive advantage?**

The agenda for difficult times, in my opinion, remains the same: “Maintain quality and improve customer experience” – the only way to increase loyalty and raise the topline.

I firmly believe that consumer digital products still hold untapped potential. In terms of investment, I would highlight two key areas.

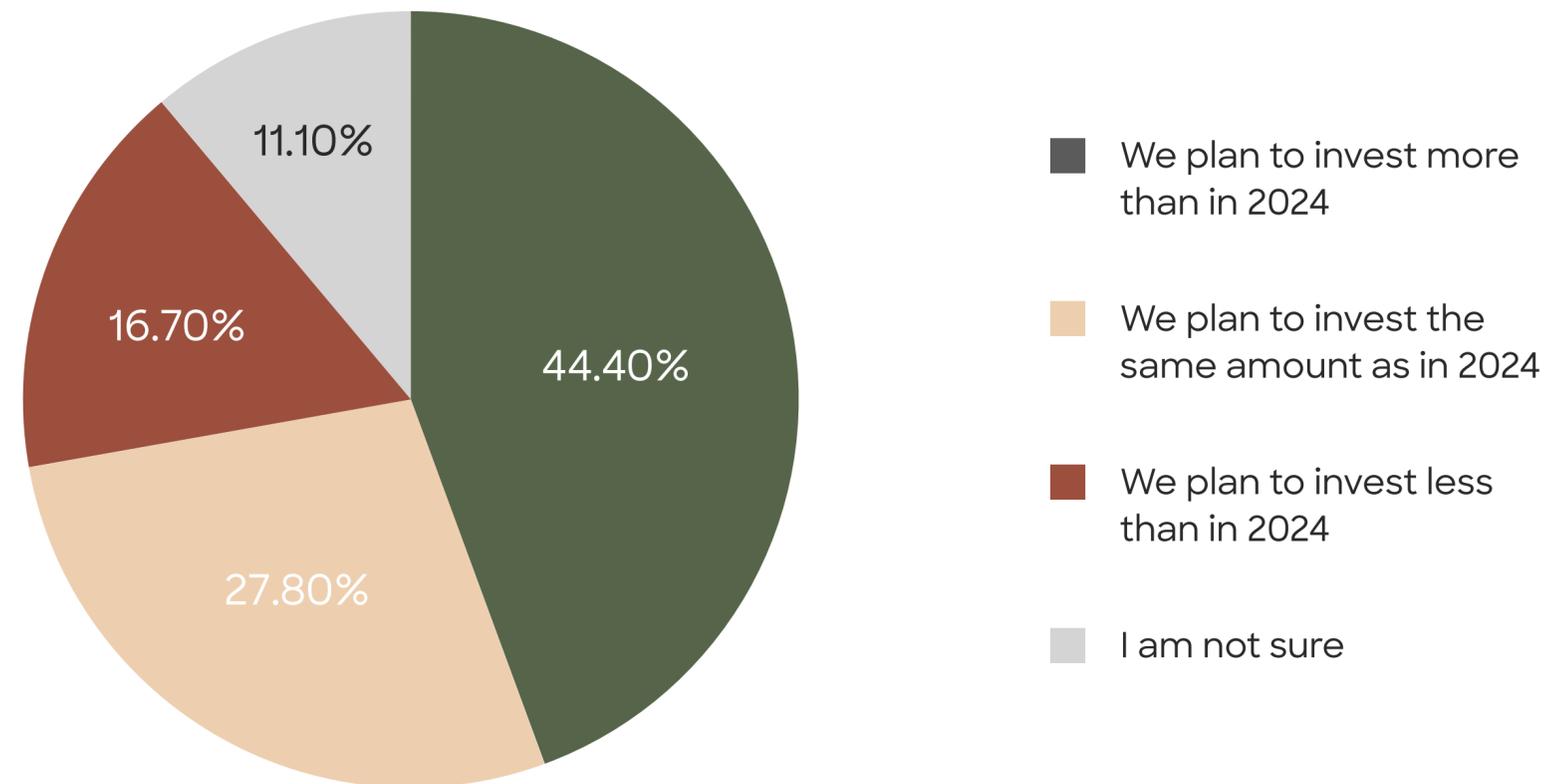
The first is business-to-employee (B2E) applications, which are digital tools designed to support employees in their daily duties.

This is a margin goldmine for retailers. AI-backed apps that optimize store processes – such as Asystent Żabka – not only reduce labor costs but also increase employee satisfaction. Interestingly, employees sometimes prefer intelligent automation to dealing with a human call center, as it streamlines their workflows and minimizes frustration.

The second area is retail media. According to the IAB, the retail media landscape in Europe is growing almost four times faster than the overall digital advertising market. Unfortunately, in Poland, effective implementations are still rare. According to Dunnhumby, the largest Polish retailers have untapped retail media potential worth \$80–100 million. After the initial large investment is recouped, this revenue stream becomes almost pure profit. Additionally, it serves as a valuable source of data about customer needs, further enhancing retailers’ ability to serve their audience.

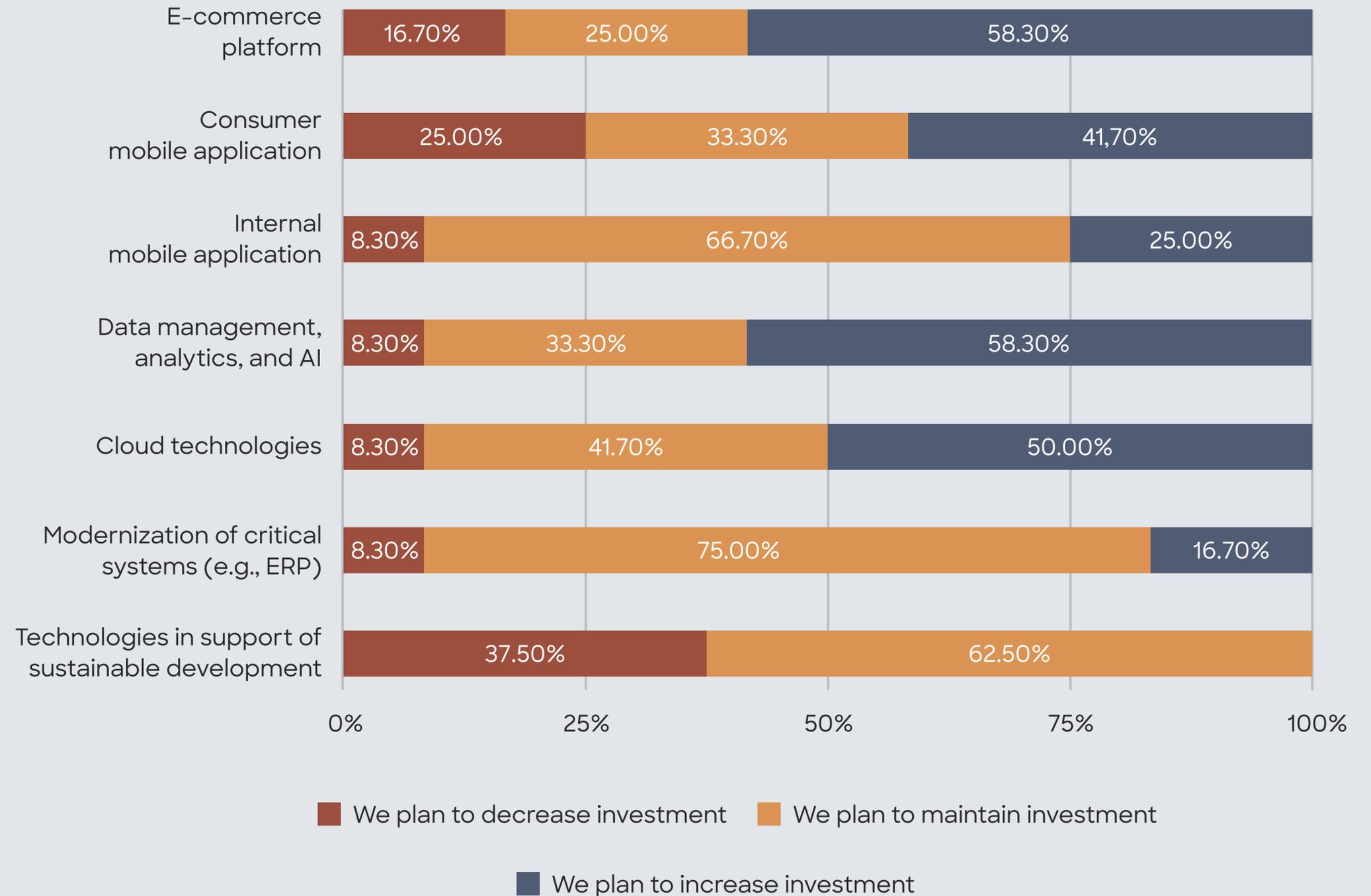
## What are your company's plans regarding investment in IT infrastructure development for 2025?

Only 16.7% of large European retailers plan to cut IT infrastructure investments in 2025, with 44.4% maintaining and 27.8% increasing spending. For those retailers bold enough to increase their investments, there is a significant opportunity to gain a competitive edge. By leveraging advanced IT solutions, they can enhance operational efficiency, strengthen customer loyalty, and establish stronger market positions. Additionally, the current challenges faced by IT providers present a unique opening for retailers to access high-level expertise and innovative technologies that were previously out of reach due to intense competition for software vendors.



## What are your company's plans regarding these specific technologies for 2025?

Retailers are prioritizing investments in e-commerce platforms, cloud technologies, and data management, analytics, and AI. While a notable share of retailers also plans to increase spending on consumer mobile apps, 25% intend to reduce investments in this area, reflecting mixed strategies for customer loyalty. Interestingly, no companies plan to increase investments in technologies supporting sustainable development. Most are maintaining current levels, while 37.5% are cutting back, likely due to economic pressures pushing firms to focus on initiatives with a direct impact on profitability, not long-term sustainability goals.



# Expert comment



**MARCIN PONIATOWSKI**

Marketing Director, Board Member  
PSH Lewiatan

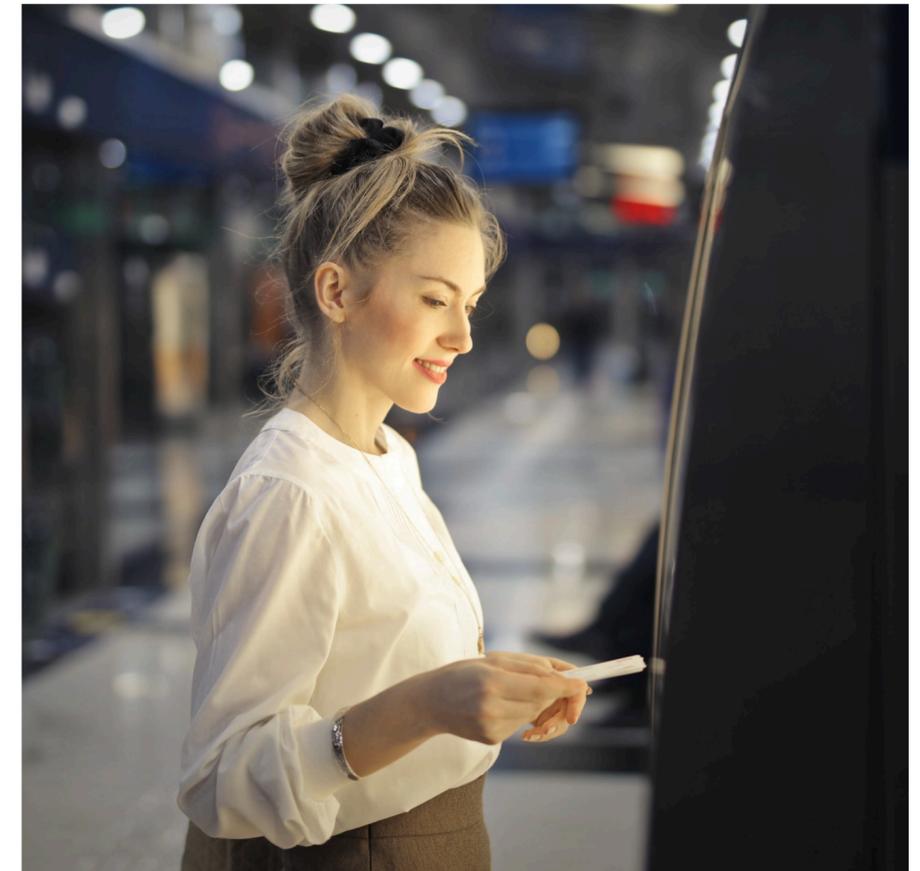


**What are the biggest challenges your company faces when trying to optimize internal processes, and how are you addressing them?**

Today's retail industry faces numerous challenges, from increasing competition to ever-changing customer preferences. Additionally, there are important economic and environmental aspects such as the increase in the minimum wage, rising energy costs, and the introduction of the container-deposit system.

These challenges impact the entire network management process. The customer of today expects not only the best product quality and high-level service, but also maximum offer personalization and fast delivery. Without the right tools, it is difficult to meet such demands.

That's why we have implemented a technology-focused strategy in our network. Today, every Lewiatan franchisee has the ability to automate many processes and accounting, including the automation of data transfer to stores' sales systems, file descriptions and information on assortment recommendations.



These activities increase product turnover, thereby freeing up cash flow. Thanks to digitalization, we can also constantly expand the range of nationwide promotional activities, introducing more models of conditional promotions, and, via the My Lewiatan application, personalized offers for customers in local stores.

# Expert comment



**MARCIN PONIATOWSKI**

Marketing Director, Board Member  
PSH Lewiatan



## How do sustainability and process optimization intersect in your company's strategy and how do you prioritize them?

In fact, the focal point connecting the two is PSH Leviathan's business strategy 2023-25, which is based on four pillars: precise communication with the customer, an effective and efficient business model, a strong and socially responsible brand in the local community, and technological solutions that link all areas of the network's operations.

Sustainability and process optimization are not detached from the core business, but blend together in projects that reinforce responsible environmental, social as well as business approaches.

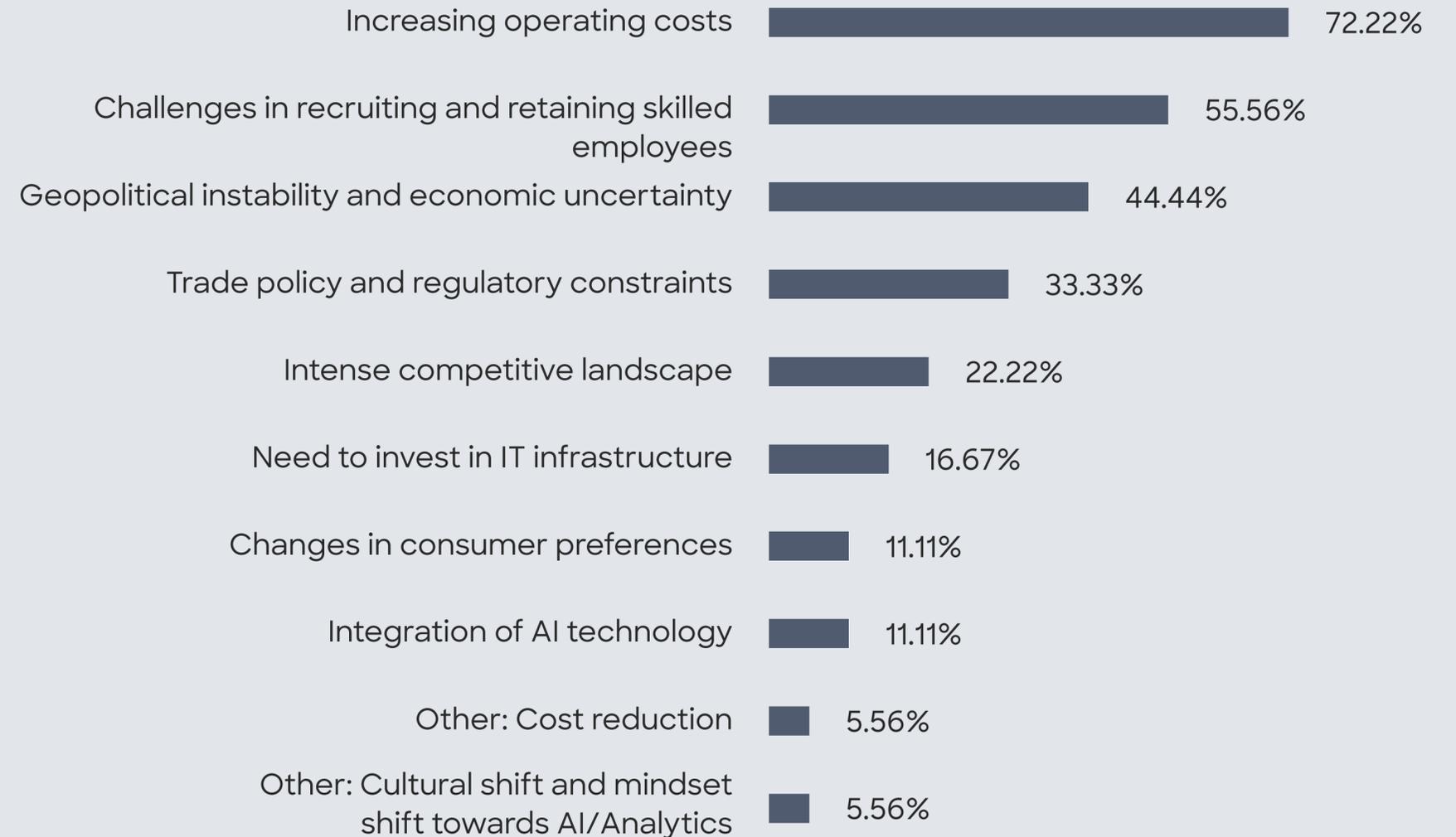
We are pursuing the idea of responsible branding through the Locally Responsible project, which consists of four network initiatives. The first of these is the Energy-Saving Store, which is a platform for green, energy-saving and environmentally responsible solutions.

This project addresses the need to optimize the costs associated with running stores. The second is I Choose Local, which invites indigenous, local suppliers and producers to cooperate with us and highlights local products on the shelves of Lewiatan stores. Offering products made in the store's region of operation also reduces the carbon footprint.

A third long-term initiative to build a responsible brand in line with sustainable development goals is the PSH Lewiatan Foundation. In the fourth initiative, Born Entrepreneurs, we educate and exchange business experience. The overarching goal of our activities is therefore to accurately identify and connect the needs of customers and entrepreneurs operating in the local community, in which we are supported by technology based on the PowerBI solution.

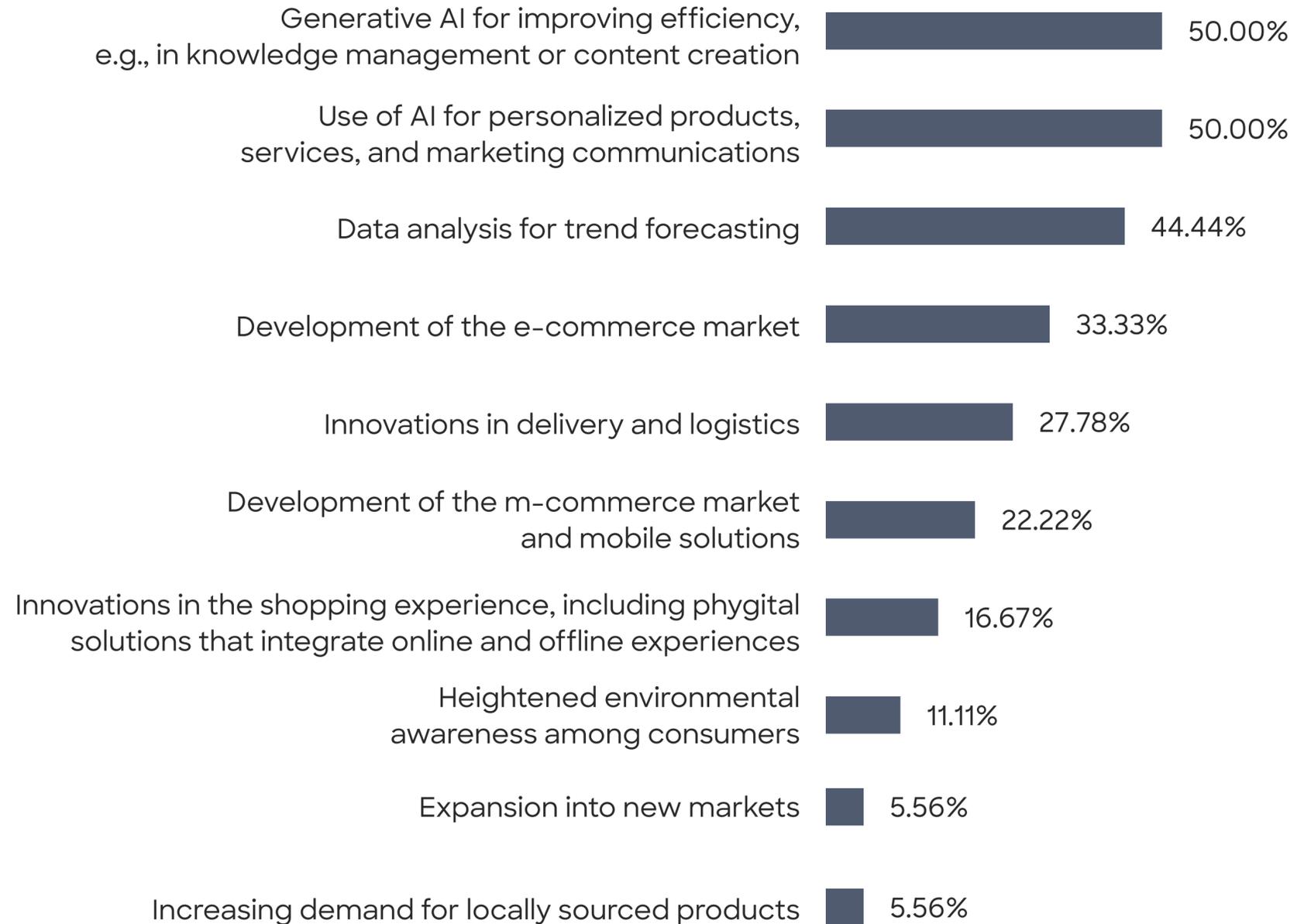
## What do you think are the largest challenges for the retail industry at this time?

Rising operating costs and the recruitment and retention of skilled labor are identified as the top challenges by over half of European retailers. Geopolitical instability, economic uncertainty, trade policy, and regulatory concerns also rank as significant barriers to growth. Notably, few retailers view the integration of AI technology as a major challenge. This likely reflects a perception of AI as an opportunity to drive efficiency and solve problems, rather than a hurdle to overcome.



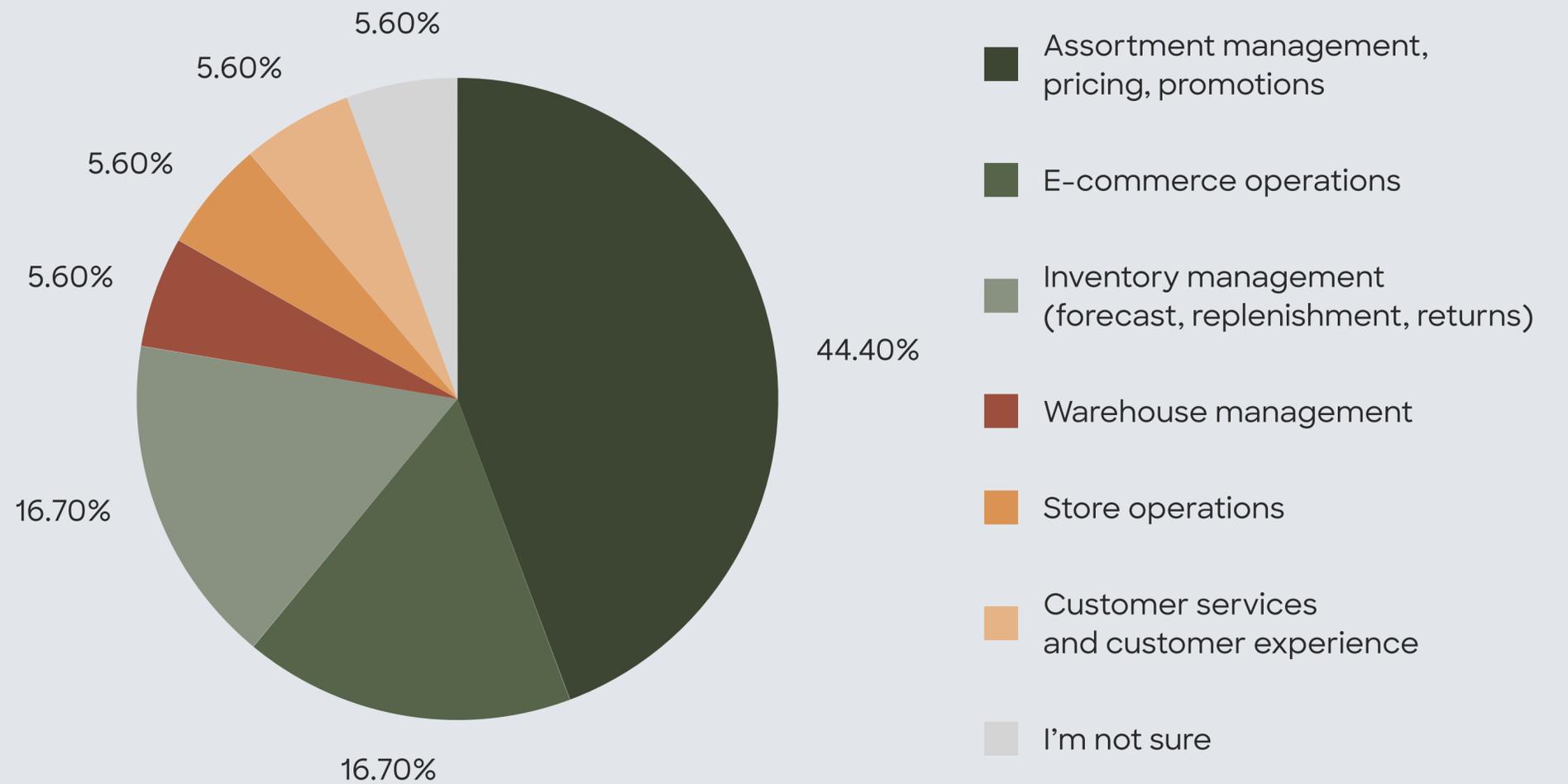
## What do you think are the largest opportunities for the retail industry at this time?

Retailers see generative AI as a major opportunity to enhance efficiency, particularly in knowledge management and content creation, alongside the use of AI for personalized products, services, and marketing communications. Additionally, data analysis for trend forecasting, e-commerce market growth, and innovations in delivery and logistics are viewed as promising areas. These priorities highlight retailers' optimism about technological advancements, with a strong focus on the diverse benefits of AI implementation to drive innovation and improve operations across the industry.



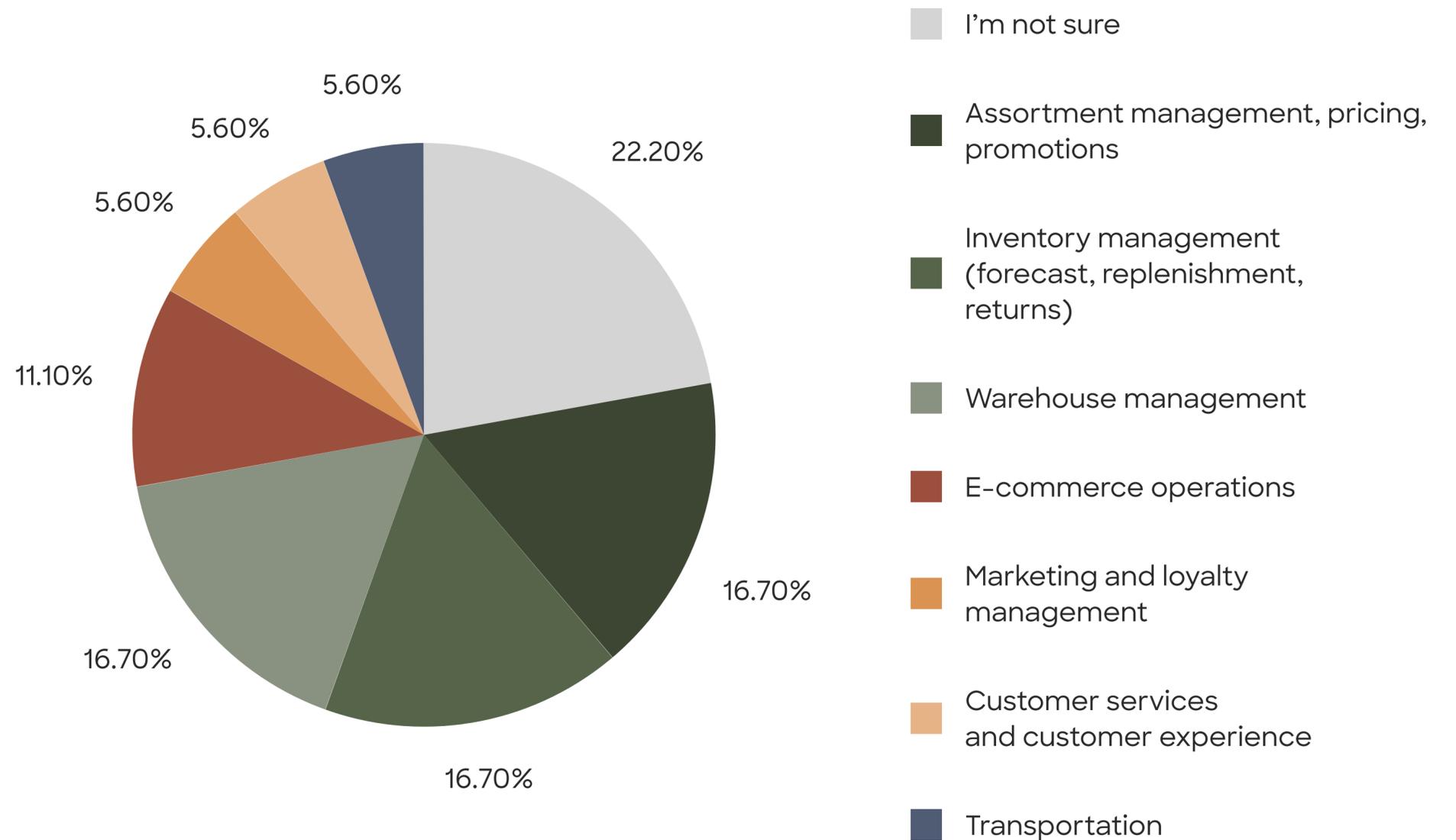
## Which business process area do you think has the most potential for impactful optimization?

Retailers identify assortment management, pricing, and promotions as the most promising area for optimization, followed by e-commerce operations and inventory management. Notably, no respondents selected transportation, marketing, or loyalty management as priorities. While all business processes can benefit from optimization, these insights highlight where retailers believe initial efforts should be focused to maximize returns. By prioritizing these key areas, retailers can drive significant efficiency gains and strengthen their competitive positioning.



## Which business process area has seen the highest ROI from your process optimization efforts?

Retailers may view assortment management, pricing, and promotions as the area with the highest optimization potential, but they also experience equally significant ROI from improving inventory and warehouse management. E-commerce operations is another key focus, with retailers already investing in its optimization and achieving meaningful results. These areas collectively represent critical opportunities for driving efficiency and maximizing returns in the retail sector.



# Expert comment



## ANDERS HEDFALK

Business transformation consultant  
and Retail Industry expert, Solita



### What emerging technologies and business approaches do you believe will have the greatest impact on retail process optimization in the next few years?

When we talk about emerging technologies, we often visualize cutting-edge or futuristic advancements that spark our imagination: virtual reality, drones, blockchains, and quantum processing. However, for most retailers working on process optimization, it is often wiser to focus on the real, business-viable technology frontier – ensuring a return on investment and encouraging user adoption of new technologies. Key emerging technologies that are maturing here and now – and still have many years of practical implementation ahead – include cloud computing, generative AI (Gen-AI), and automation.

Cloud solutions, which currently cost less than 15% of enterprise applications, enable retailers to access shared data across their operations and processes. This drives visibility and traceability while supporting the rapid roll-out of SaaS solutions. By unifying data sources,

cloud computing empowers businesses to make informed decisions and streamline operations.

Analytics and AI, including Gen-AI, have the potential to enhance decision-making and efficiency across core retail processes. These include merchandising, logistics, marketing, store operations, e-commerce, and digital services. While Gen-AI is nearing the end of its first hype cycle – marked by some disappointments in the corporate sphere – promising use cases are emerging. These include applications in marketing, customer service, software development, and master data management, showcasing its transformative potential.

In logistics and warehouse management, automation is seeing strong advancements. Retailers are increasingly investing in versatile and flexible automation technologies. Notably, automation in retail logistics is expanding beyond dry goods to include deep-frozen items, fruits and vegetables, and fresh foods, opening new avenues for efficiency.

# Expert comment



## ANDERS HEDFALK

Business transformation consultant  
and Retail Industry expert, Solita



The forward-thinking retailer must stay informed about more futuristic technologies but should prioritize investments in areas where there is a clear return on investment and readiness among users. By balancing innovation with practicality, retailers can optimize their operations and stay competitive in a rapidly evolving landscape.

### **In your experience, which technology solutions tend to deliver the fastest ROI for retailers seeking to optimize processes?**

The first step for a retailer who wants to optimize processes is to understand and define those processes to a reasonable level of detail. Surprisingly, many retailers are only now beginning to develop and implement process ownership and management. In practice, it is difficult to control and improve a process that is not defined or measurable. Analytics, AI, and automation solutions require clear definitions of processes, information, and interfaces.

The optimization of a defined process is best achieved not by simply throwing technology at it, but by identifying which process steps

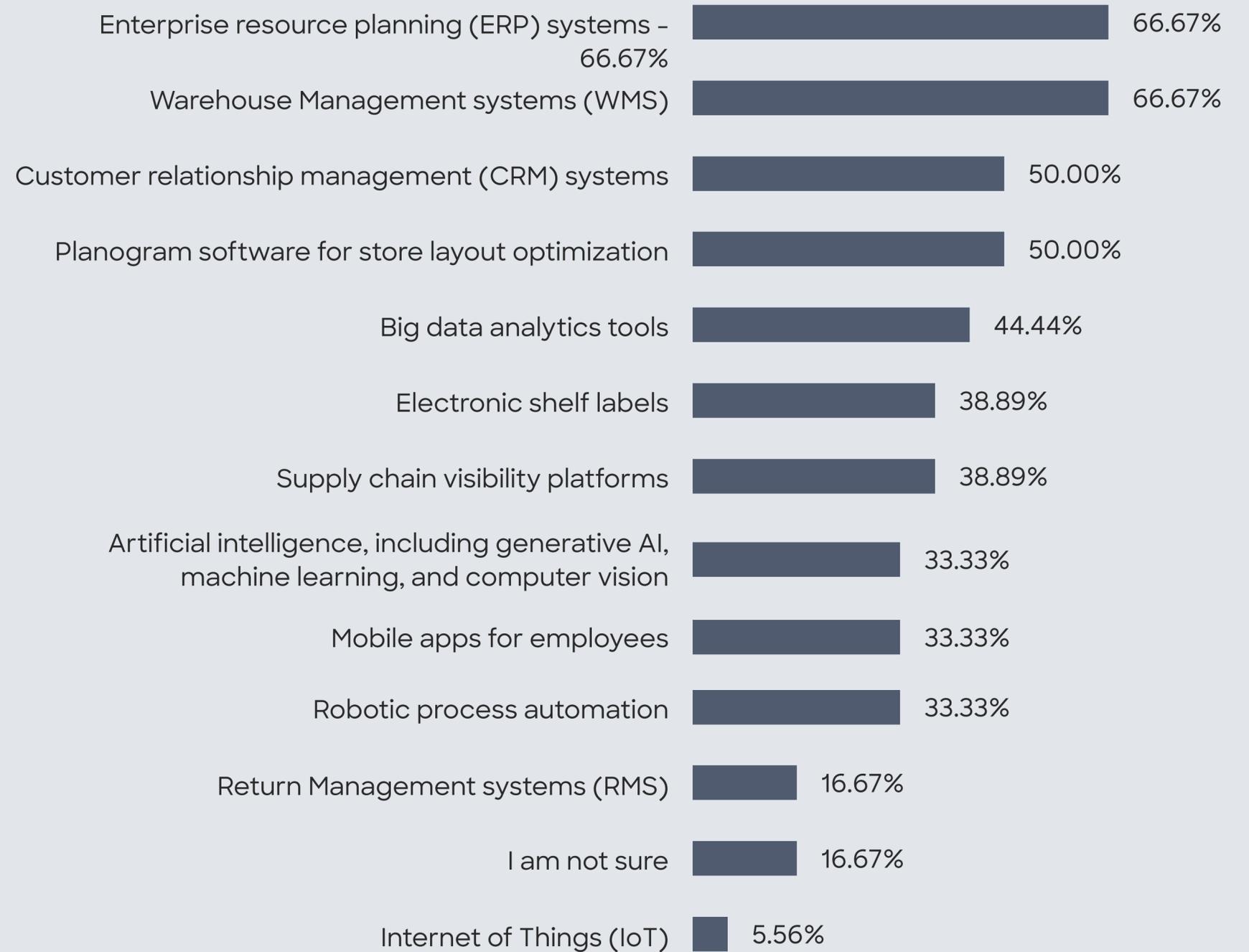
and key performance indicators can be improved by a selected technology. This focused approach ensures that technology is applied where it has the greatest potential for impact.

One classic process-technology solution that is gaining even more potential with AI is the Forecast & Replenishment process. This process calculates the optimal order quantity to be replenished across all SKU locations for a retailer. It was a priority when I started in the industry 25 years ago – and it still is. The difference now is that we have more data to work with, algorithms are more powerful, and the emerging omni-channel adds additional complexity.

A major advantage of the Forecast & Replenishment use case is its scalability. You can expand and leverage forecast algorithms to address a range of high-potential use cases, including assortment optimization, dynamic pricing, promotion optimization, warehouse operations, and transport management. This versatility makes it a cornerstone for retailers aiming to optimize their processes effectively.

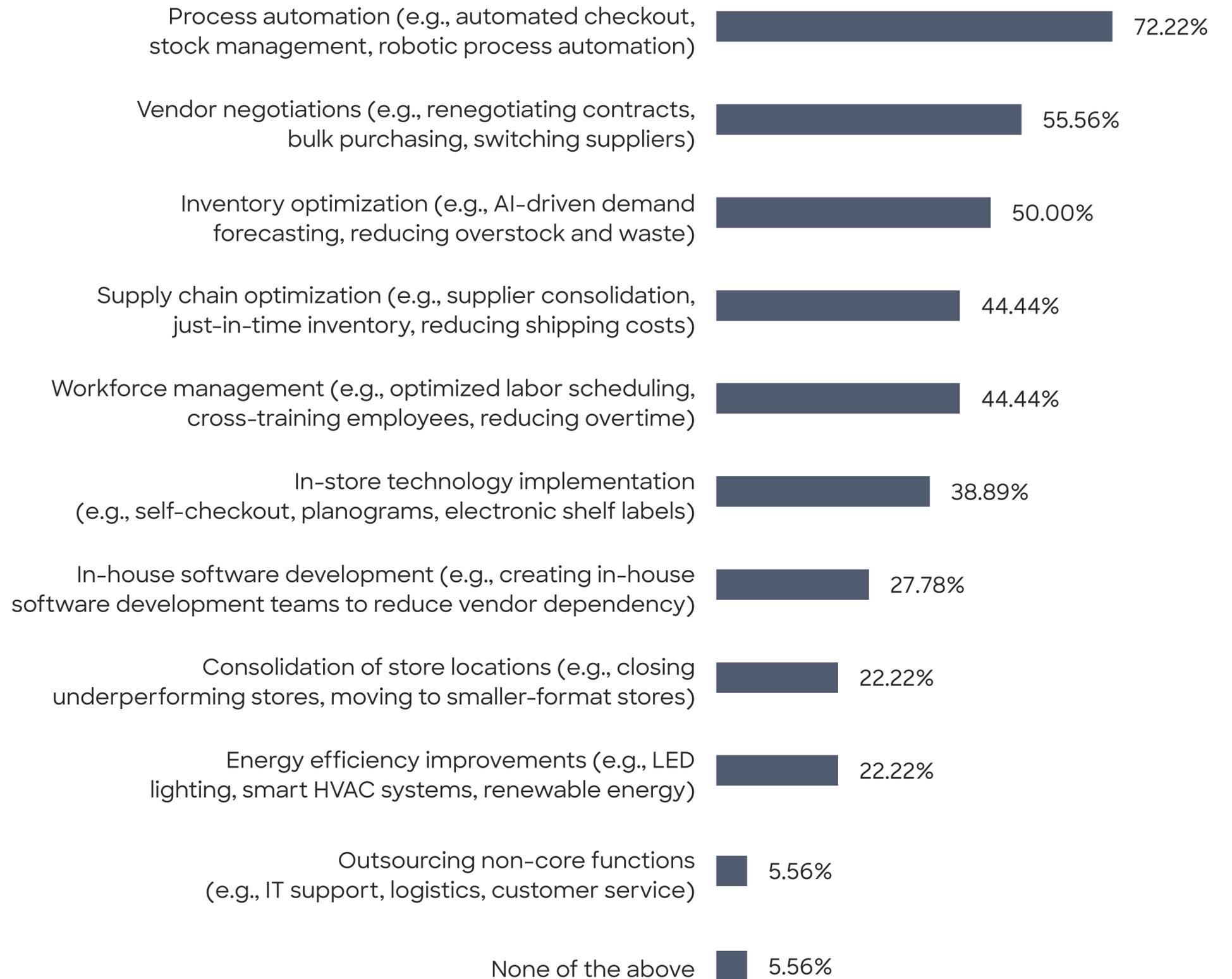
## Which of the following technologies does your company employ for process optimization?

Enterprise Resource Planning (ERP) systems and Warehouse Management Systems (WMS) emerge as the most widely adopted solutions for process optimization. Interestingly, Internet of Things (IoT) adoption remains low, and no respondents reported using radio-frequency identification (RFID), suggesting limited implementation of these advanced tracking technologies. Artificial intelligence, robotic process automation, and mobile apps for employees show moderate adoption, indicating growing interest in automation and workforce enablement.



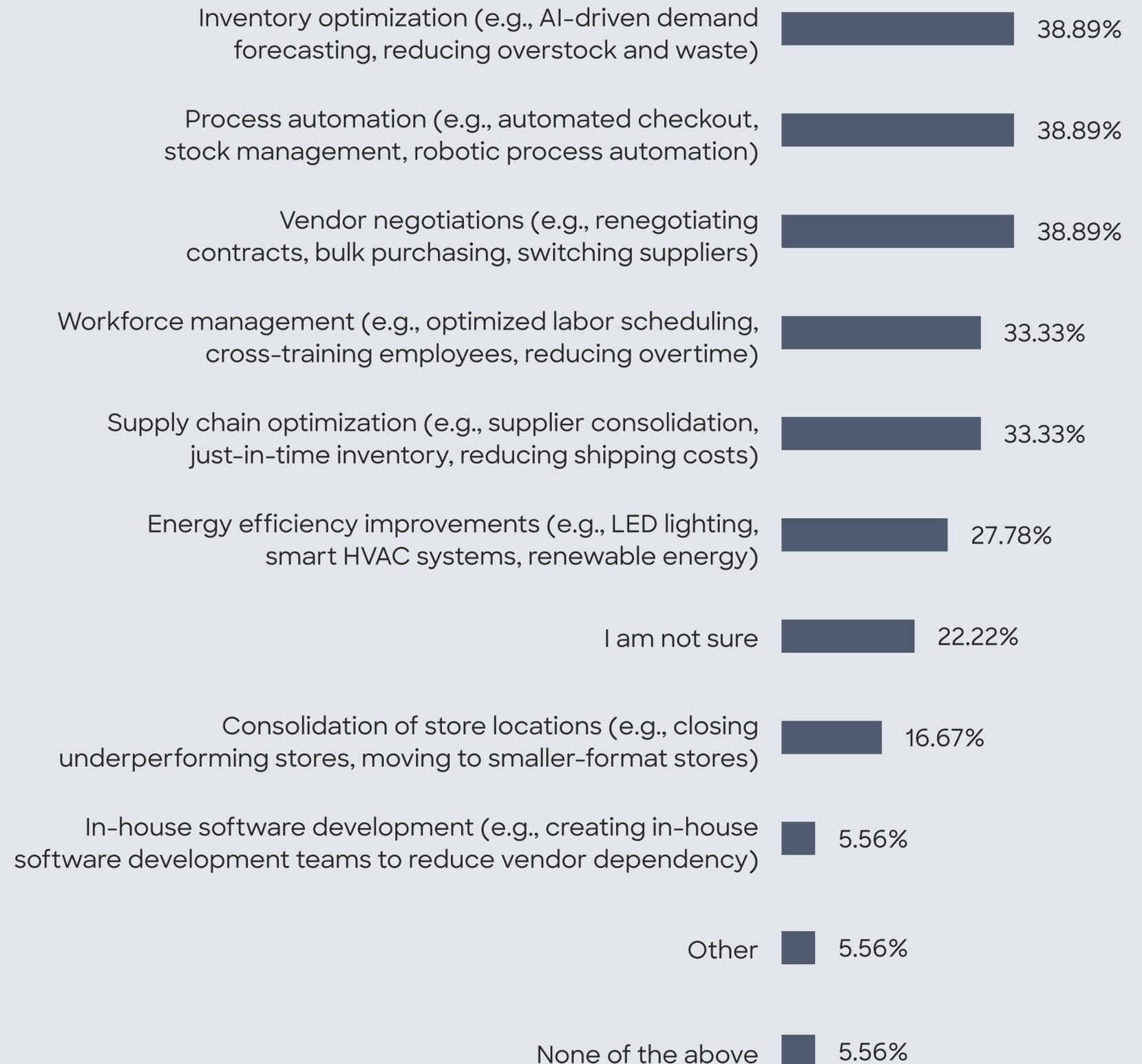
## Which of the following strategies have you employed to reduce operational costs in 2024?

Process automation was the most widely used strategy for reducing operational costs in 2024, highlighting retail industry's push toward efficiency through automated checkout, stock management, and robotic process automation. Supply chain optimization, vendor negotiations, and workforce management also played a crucial role, indicating a focus on cost reduction through streamlined logistics, supplier consolidation, and improved labor strategies.



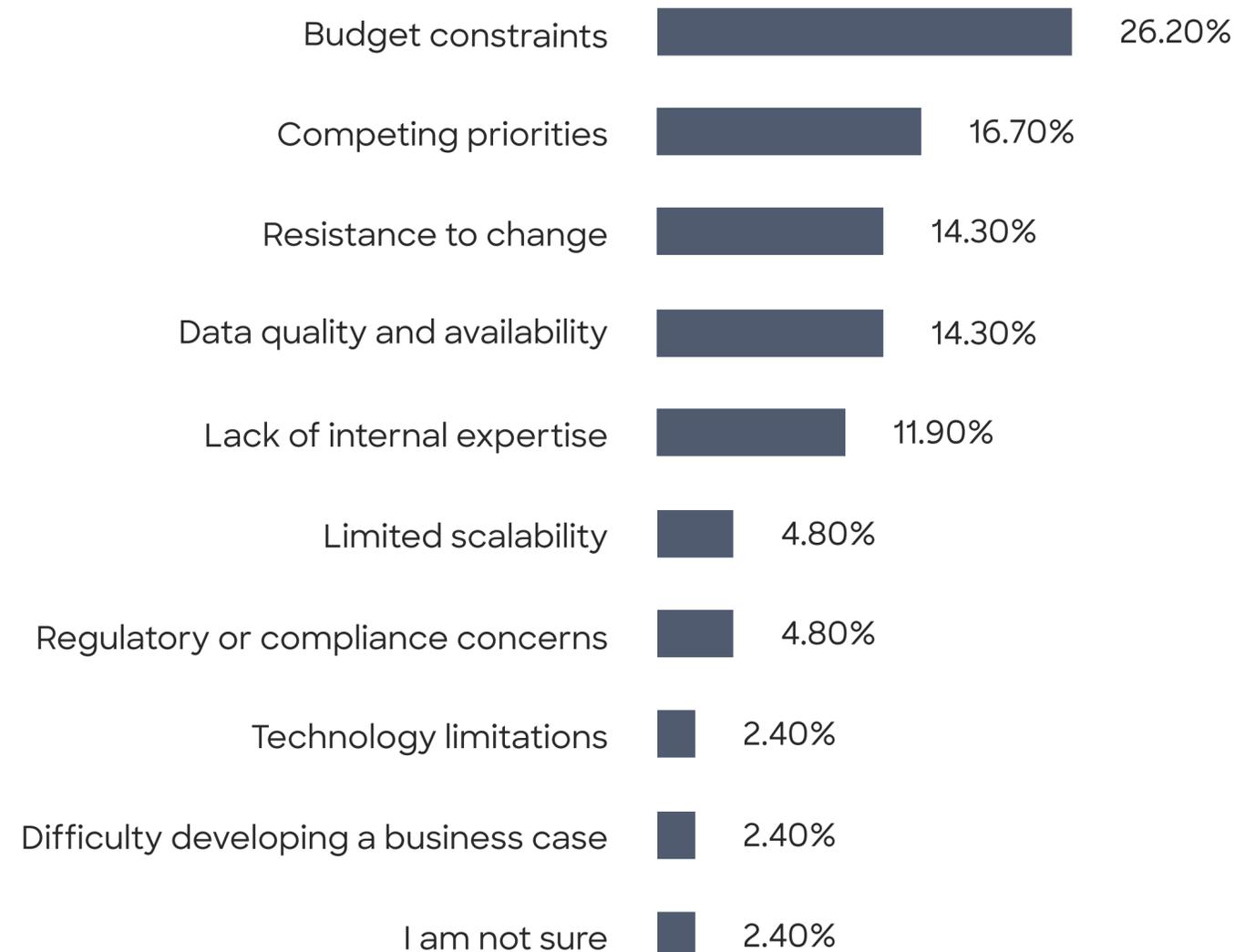
## Which of the following strategies do you plan to employ to reduce operational costs in 2025?

Process automation, inventory optimization, vendor negotiations, and in-store technology implementation are among the key strategies retailers employ for cost reduction in 2025. This suggests a continued emphasis on AI-driven demand forecasting, self-checkout systems, and robotic process automation to enhance efficiency. Supply chain optimization and workforce management remain significant, though slightly less so than in 2024, reflecting a shift in focus toward other cost-saving measures.



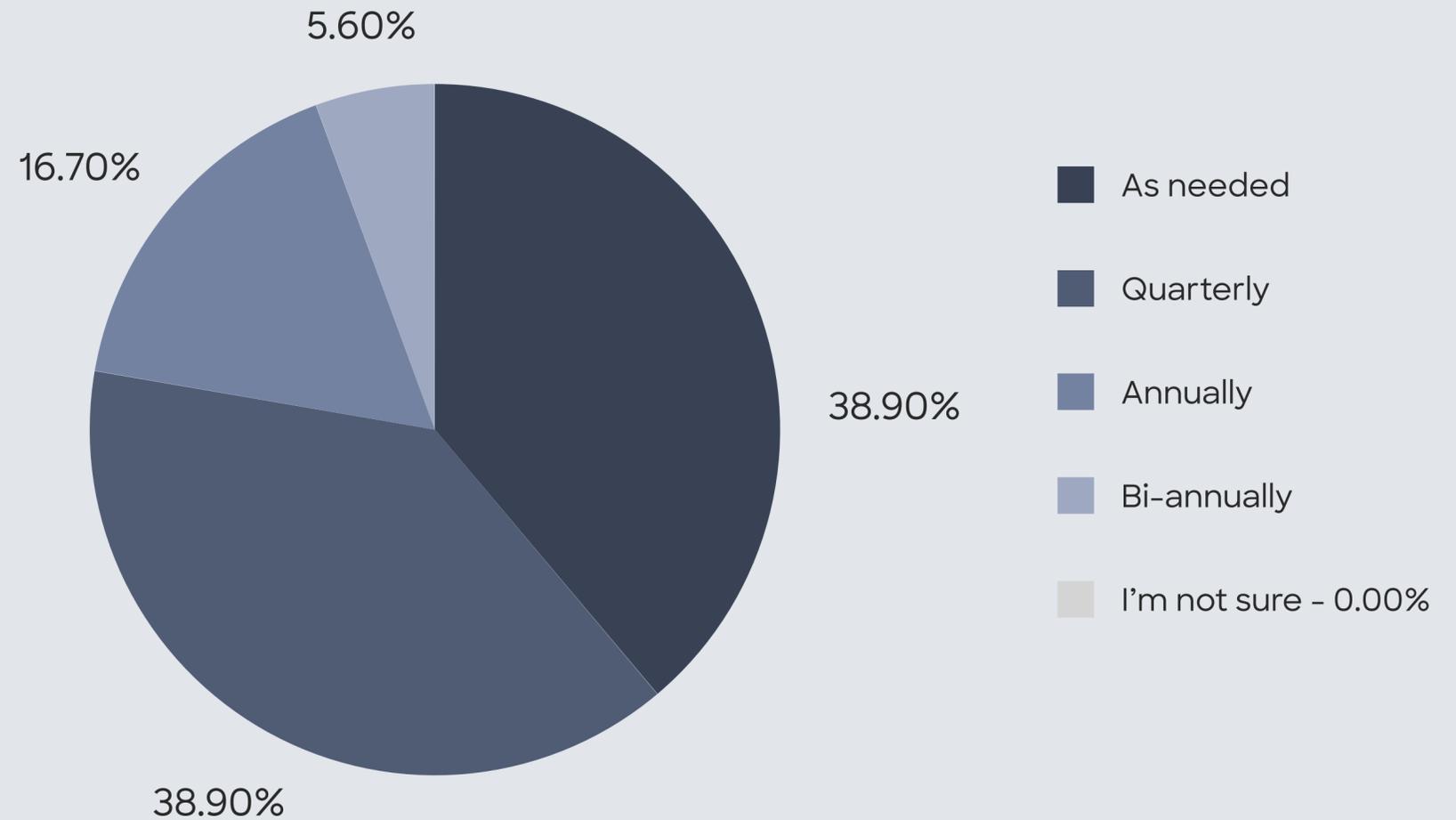
## What are your company's biggest obstacles to implementing process optimization initiatives?

Budget constraints are the most significant obstacle to implementing process optimization initiatives, underscoring financial limitations as a key barrier. Competing priorities, resistance to change, and data quality and availability also rank high, indicating that both organizational and technical challenges impact optimization efforts. Lack of internal expertise (11.9%) is another notable challenge, highlighting the need for specialized skills.



## How often does your company review and adjust its cost-saving strategies?

European retailers take a dynamic approach to cost-saving strategies, with 38.9% reviewing and adjusting them as needed, ensuring flexibility in response to market conditions. An equal share (38.9%) conduct quarterly reviews, highlighting a structured approach to financial efficiency. Annual and bi-annual reviews are less common, suggesting that most companies prefer more frequent adjustments to their strategies.



# Expert comment



**EMIL WASZKOWSKI**

Head of Strategy  
Future Mind, a Solita company



**What emerging technologies and business approaches do you believe will have the greatest impact on retail process optimization in the next few years?**

The biggest impact on process optimization comes from technological solutions that not only streamline operations but also drive sales. The retail space is an ideal environment for implementing such systems.

When it comes to specific solutions, I see great potential in planogram verifiers. These tools leverage image recognition technology to ensure that product displays align with predefined plans, improving product availability and potentially boosting sales by several percentage points.

Another promising innovation is electronic shelf labels (ESLs), which enable dynamic, real-time price adjustments. This increases operational efficiency and has the potential to raise profit margins by an additional percentage point.



I'm also closely following Lidl's initiatives, particularly its efforts to revive Scan and Go technology, which it plans to test in selected stores. This could mark a significant step toward enhancing the shopping experience and operational agility.

If the new approach works and meets consumers' expectations, we may see more of these solutions at major retail stores, which will significantly reduce labor costs.

# Expert comment



**EMIL WASZKOWSKI**

Head of Strategy  
Future Mind, a Solita company

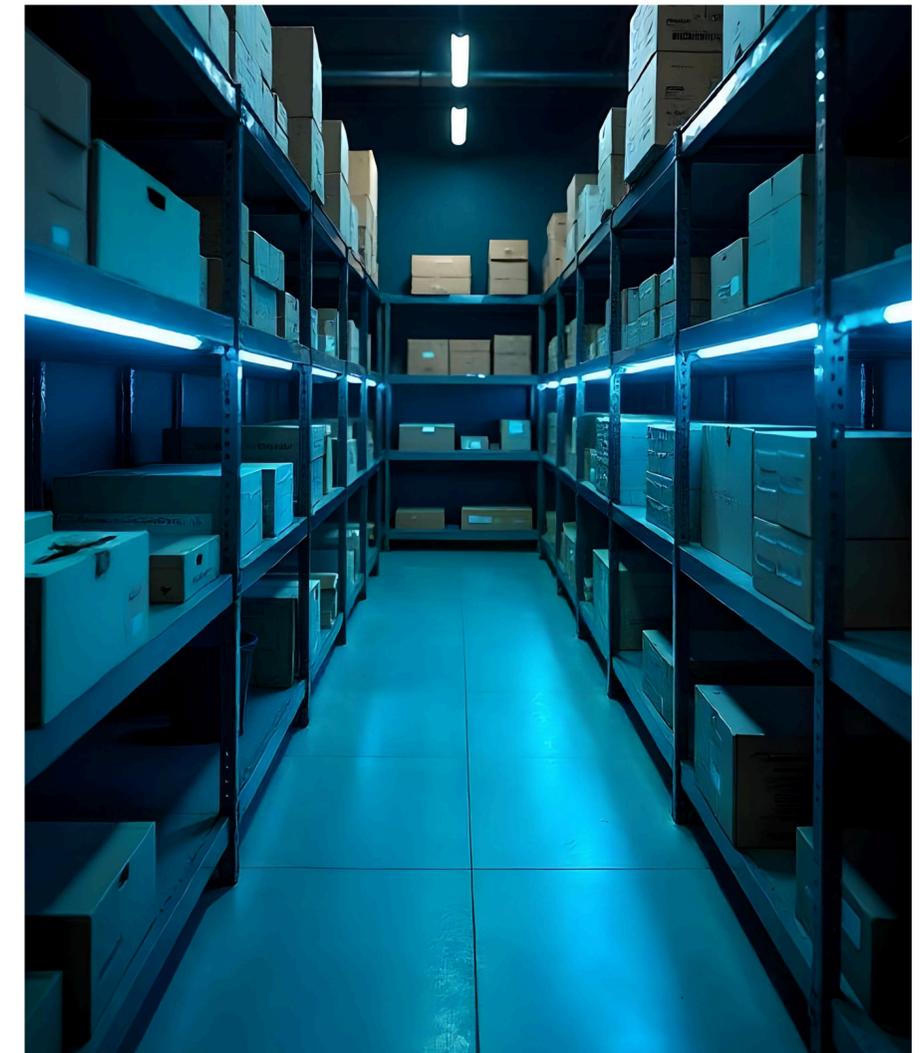


**Which technology solutions, in your experience, provide the fastest return on investment for retailers seeking to optimize their processes?**

When considering solutions for optimizing store processes, it's important to account for the time required to implement technology across physical outlets, which can mean dozens, hundreds or even thousands of locations. As a result, implementation timelines are typically longer than, for example, deploying project management software.

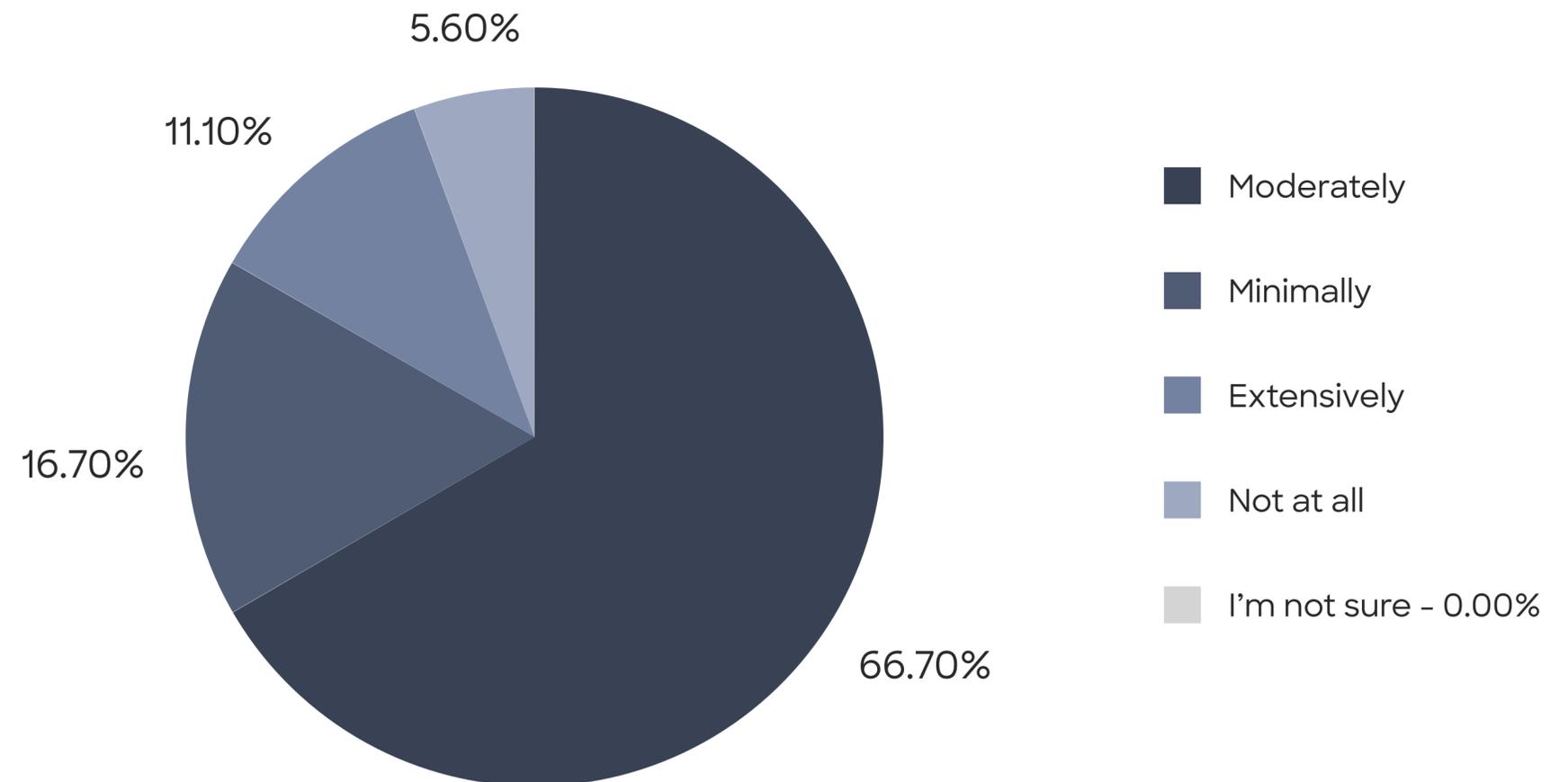
One technology I haven't mentioned yet, but which complements the other store solutions, is Forecast & Replenishment (F&R). Advanced F&R systems leverage AI to analyze sales data, seasonality, and market trends, enabling accurate demand forecasting and optimal inventory management.

For retailers focused on long-term strategies with high returns, I would recommend integrating all the solutions mentioned above into a cohesive ecosystem for maximum efficiency and impact.



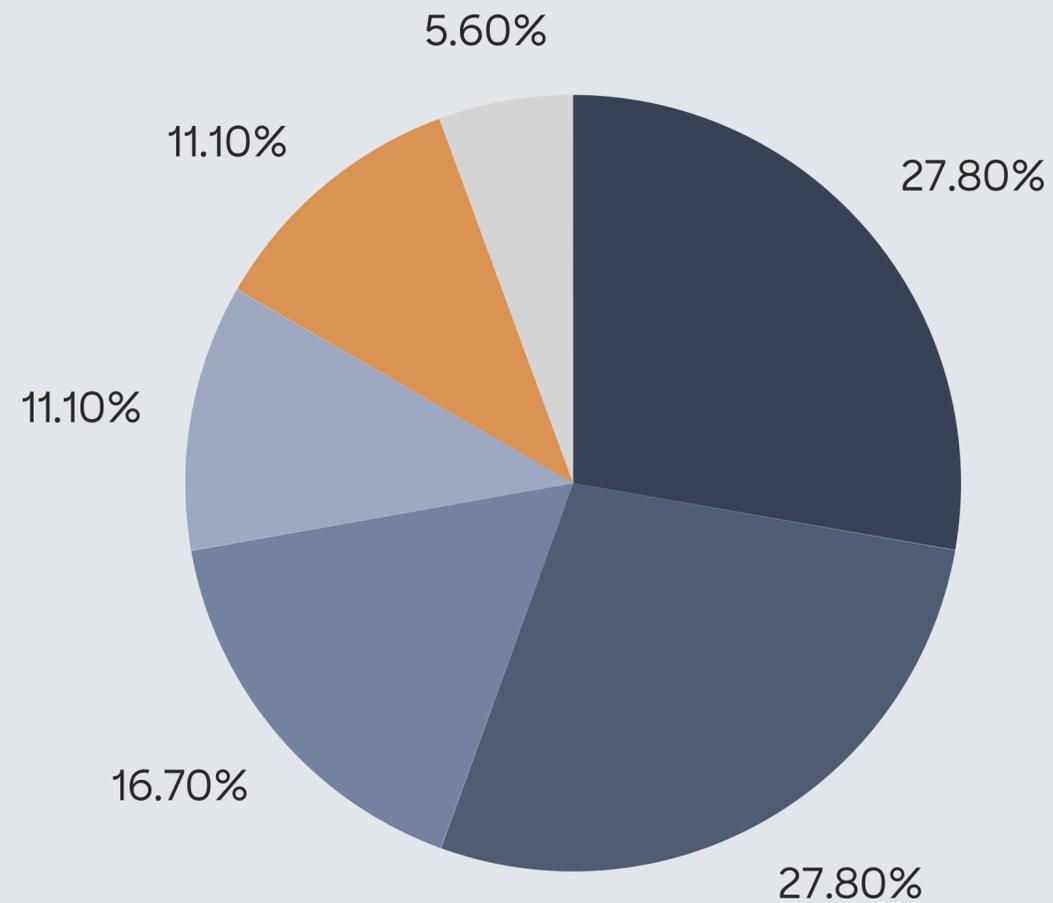
## To what extent does your company use automation to improve employee workflows and enhance their experience?

The majority of retailers use automation moderately to improve employee workflows and enhance their experience, indicating a balanced approach to digital transformation. Only a small portion report extensive automation usage, suggesting that full-scale automation adoption is still limited. 16.7% of companies use automation minimally and 5.6% do not use it at all, highlighting that some organizations have yet to embrace automation.



## To what extent does your company integrate sustainability into its cost-saving strategies?

European retailers remain cautious about sustainability. 55.6% prioritize it to some degree, but only when it aligns with financial goals. A smaller but notable 18.7% fully integrate sustainability into all cost-saving initiatives, signaling a commitment to balancing environmental and economic concerns. However, 11.1% rarely consider sustainability, and an equal share does not factor it in at all. While sustainability is on the radar, financial pressures continue to dictate retail strategies across Europe.



- Moderate priority: Sustainability is considered, but financial impact generally takes precedence in decision-making
- High priority: Sustainability is a significant factor, but only in initiatives where it aligns with financial goals
- Core priority: Sustainability is a central focus in all cost-saving initiatives, and we actively seek to balance environmental and financial goals
- Low priority: Sustainability is occasionally considered but is not a primary focus in cost-saving efforts
- No priority: Sustainability does not play a role in our cost-saving strategies
- I am not sure

# Expert comment



**PETER BJÖRKLUND**

Business Process Consultant  
Solita



## What emerging technologies and business approaches do you believe will have the greatest impact on retail process optimization in the next few years?

Over the past few years, the retail industry has experienced significant supply chain disruptions, which have led to persistent forecasting challenges in procurement and order delivery. By now, we should have learned valuable lessons from these disruptions and begun to apply them moving forward. While there is a broad range of technologies that can enhance supply chain predictability, it's wise to analyze the entire value chain (planning, buying, selling, and moving) before jumping on the latest technology hype.

For instance, improving your Sales & Operational Planning (S&OP) processes can drive significant downstream benefits for both Procurement and Sales Order Management. This, in turn, reduces waste, such as manual rework, and mitigates inventory redundancy or shortages, ultimately enhancing the customer experience.



For some businesses, a simple integration with supplier inventories for real-time updates may suffice. For others, opportunities may be found in leveraging more advanced technologies.

However, data quality remains a major concern. No process can outperform the data it relies on, and no data can surpass the process that creates it. Therefore, investing in process and data management is a crucial step toward realizing any technology's return on investment.

# Expert comment



**PETER BJÖRKLUND**

Business Process Consultant  
Solita



## What are the key challenges retailers will face in 2025?

In 2025 and the coming years, retailers will face increasing pressure to improve sustainability reporting, particularly with the introduction of the Corporate Sustainability Reporting Directive (CSRD). The CSRD will require companies to identify and mitigate potential risks related to environmental and social issues. Without a unified and well-defined understanding of internal processes, this could become an expensive and resource-intensive exercise.

However, with a strong framework and baseline for analyzing processes and process data through a sustainability lens, CSRD-related assessments can actually create a competitive advantage. A clear example is the ability to mitigate reputational risks effectively.

The key is to prioritize sustainability within operations instead of focusing solely on reporting. For instance, the double materiality assessment offers an excellent opportunity to embed sustainability into overall risk management processes. This approach not only highlights sustainability risks but also identifies opportunities, both in the short and long term.



# Methodology

This report was prepared using the Computer-Assisted Web Interviewing (CAWI) method. Data was collected from 18 participants across Finland, Poland, and Sweden. The respondents were key retail decision-makers from companies with annual revenues exceeding 100 million EUR. The insights provided reflect the perspectives and experiences of these industry leaders, offering a comprehensive view of the current trends and challenges in the retail sector.



# About Future Mind and Solita

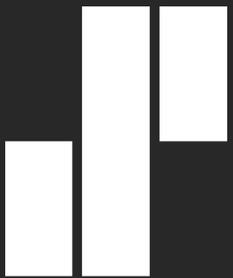
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Future Mind is an award-winning digital advisory & delivery company specialising in mobile, digital, and e-commerce solutions in domains such as Retail, Fintech, Telecom, and Health. Future Mind has received many acknowledgements for its cutting-edge work for leading brands, such as Żabka Group, Jeronimo Martins, and Super-Pharm. Future Mind joined forces with Solita in 2023 to form a leading European digital transformation agency and a vibrant community of over 2,000 forward-thinkers.

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**SOLITA**