

27 April, 2022.

TO: MEMBERS

CYPRUS CHAMBER OF COMMERCE AND INDUSTRY

Dear Member,

Invitation to participate in the study **"Triple Retail and Wholesale Transformation"** to be published by EuroCommerce and McKinsey & Company, Inc..

The Cyprus Chamber of Commerce and Industry would like to invite you to participate in our most recent study **"Triple Retail and Wholesale Transformation"** to be published by EuroCommerce and McKinsey & Company, Inc..

The purpose of this study is to **understand companies' maturity level across three transformation areas that will shape the industry until 2030**, namely Digitalization, Sustainability and People/Talent, as well as **discuss the target ambition and potential investment needs**.

To this end, we kindly ask you to take part in two **10-15 minutes surveys by May 3rd, 2022**. Please find below some instructions on how to proceed:

1. **"Survey 1 – Company information"** should be filled in by only one person within the organization. The goal of this survey is to collect general data about your company, including business model, relevant subsectors, number of employees, store and warehouse network, etc. This data will only be used to ensure that we have a representative sample of the different subsectors, geographies and company profiles.
2. **"Survey 2 – Digitalization, Sustainability and People"** could be filled in by different representatives within your company in case different people are responsible for the areas covered. The purpose of this survey is to collect data on the company's maturity level across Digitalization, Sustainability and People/Talent. In this sense, we recommend the survey to be distributed to the contact person responsible for these areas (e.g., Chief Information Officer, Head of Sustainability, HR Director). Please note that the same link can be used by different company representatives simultaneously.
3. In case your company has a relevant share of different business units (e.g., companies in distinct subsectors and/or geographies), we recommend you sharing this email with the different company(ies)/ business unit(s).
4. Both surveys are available in English, French, German, Spanish and Italian. You can change the survey language in the top right corner.

[Survey 1 – Company information](#)

[Survey 2 – Digitalization, Sustainability and People](#)

Note that we are asking national associations to circulate the questionnaire to their members and there may be cross circulation with national subsidiaries where relevant. We encourage companies to respond at group and at subsidiary level as appropriate.

Confidentiality of the survey is guaranteed and responses will only be treated in an aggregated way and published in a joint industry report by EuroCommerce and McKinsey & Company, Inc..

If you want to keep up-to-date and receive the final report of the study **“Triple Retail and Wholesale Transformation”**, feel free to contact triple_transformation_study@mckinsey.com or guedes@eurocommerce.eu.

Thank you very much for your time and collaboration.

Best regards,

Menelaos Xenophontos

In case you are not able to access the surveys through the hyperlinks above, you can copy and paste the following links to your browser:

Survey 1 – Company information:
https://www.surveys.online/jfe/form/SV_7VZ1uODoXvikZjU

Survey 2 – Digitalization, Sustainability and People:
https://www.surveys.online/jfe/form/SV_0wBxBvgj8EbNNvU