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BJ's fleet has three site models, not one.

BJ's just opened their first four clubs in Texas. I profiled all 276 existing clubs against the four new ones to find the trade-zone pattern. There isn't one. There are three.

276

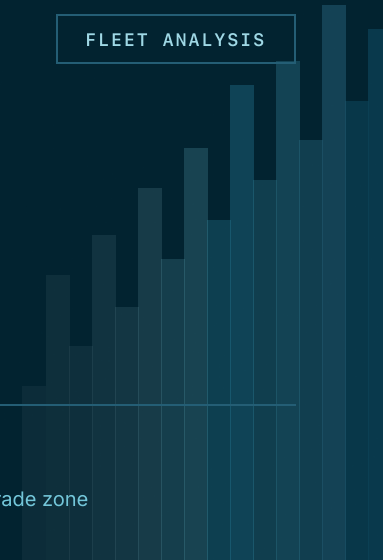
Existing clubs profiled

80.5%

Fleet-wide retail-spend CV¹

16 min

Routed isochrone trade zone



*This analysis profiles BJ's portfolio using public store locations and GrowthFactor's demographic engine. For clients, we pair this with your revenue data to identify which variables actually predict performance. [Learn more about Discovery →](#)

METHODOLOGY

- 01 **Pulled all 276 existing BJ's Wholesale Club addresses** from their public store locator (NY, MA, NJ, PA, CT, FL, VA, MD, NC, GA, OH, TN, plus the new TX entries).
- 02 **Pulled 16-min drive-time trade zones** for every club via GrowthFactor. Esri 2026 demographics, 14 variables per zone.
- 03 **Ran a Karpathy-style discriminator search.** Single-variable winner: trade-zone retail spend (16-min isochrone). Plotting all 276 baseline clubs on that axis exposed natural breaks at \$2B and \$7B — three distinct site models.
- 04 **Profiled the four new TX clubs against each cluster's IQR².** Forney and Waxahachie land in the low-volume cluster. Fort Worth and Grand Prairie land in the suburban-core cluster. All four sit at the younger, larger-HH, more-Hispanic edge of their respective cluster.

WHY THREE CLUSTERS, NOT ONE?

A coefficient of variation of 80.5% on retail spend means the fleet doesn't have a single typical trade zone — half the clubs sit at \$400M to \$2B in trade-zone spend, half sit above \$3B, and 21 sit in \$7B+ urban submarkets. Inside each of the three clusters, however, demographic profiles tighten sharply.

FIG 1: THREE TRADE-ZONE CLUSTERS — N=276 EXISTING BJ'S CLUBS

CLUSTER	N	SPEND RANGE	MEDIAN SPEND	MEDIAN HHI	MEDIAN HH
LOW Low-volume SE/MW Concord NC, La Vergne TN, Homestead FL, McDonough GA	100	\$0.4–\$2B	\$1.30B	\$80,018	2.42
CORE Suburban core NE (heritage) Westchester ring, Boston ring, Philadelphia-ring suburbs	155	\$2–\$7B	\$3.58B	\$84,839	2.50
TAIL Urban high-volume tail Long Island City, the Bronx, Paramus, Falls Church, Alexandria	21	\$7–\$22B	\$8.88B	\$103,687	2.64

The discriminator: retail-spend volume separates the clusters before any demographic variable does. **Inside each cluster, demographics tighten sharply** — population, HHI, household size, ethnicity all narrow once you stop comparing a \$1.4B exurb to a \$22B urban submarket as if they're the same site model.

What this means for scoring: Stop modeling BJ's — or any multi-format chain — as a single demographic. Pick the cluster first by trade-zone retail spend at 16 minutes, then compare candidate sites against the peer cluster, not the fleet average. A \$1.4B trade zone scored against the full-fleet median will look atypical. Against its actual peer cluster, it's the heart of the profile.

FIG 2: FOUR NEW TX CLUBS AGAINST THEIR CLUSTER BASELINES

SITE	TRADE-ZONE SPEND	MEDIAN AGE	HH SIZE	HHI	% HISPANIC
LOW-VOLUME SE/MW CLUSTER (N=100)					
CLUSTER IQR ² (P25-P75)	\$0.7–\$1.6B	39.2–44.2	2.27–2.59	\$68K–\$95K	6%–17%
Forney, TX	\$1.5B	34.6	3.07	\$96K	28%
Waxahachie, TX	\$1.3B	36.5	2.91	\$91K	27%
SUBURBAN-CORE NE CLUSTER (N=155)					
CLUSTER IQR ² (P25-P75)	\$2.6–\$4.6B	38.0–41.8	2.40–2.66	\$73K–\$111K	10%–26%
Fort Worth, TX	\$5.0B	35.3	2.60	\$74K	35%
Grand Prairie, TX	\$6.0B	34.2	2.84	\$72K	43%

↑ Values above cluster P75 · ↓ Values below cluster P10 (younger than 90% of cluster peers)

TWO-FORMAT PROBE, READ IN ONE FRAME

The four TX clubs don't share a single trade-zone profile. Forney and Waxahachie sit in \$1.3–\$1.5B exurban zones (low-volume cluster). Fort Worth and Grand Prairie sit in \$5–\$6B inner-suburb zones (suburban-core cluster). **Same metro, same six-month window, two distinct site models.**

What the four *share* is the demographic skew: every TX club sits younger than 90% of its cluster peers, three of four sit above their cluster's P75 on household size, and all four sit at or above P75 on Hispanic share. **Two volume tiers, one demographic edge.**

THE VOLUME PROBE

Two clusters at once

Low-volume + suburban-core formats tested simultaneously. The next four TX leases will say which one held.

THE DEMOGRAPHIC PROBE

Younger, larger-HH, more Hispanic

Every TX trade zone sits at the same edge of its cluster. Whether that's deliberate or what DFW geography hands you is the open question.

The caveat: I can identify the clusters BJ's runs and where the four TX clubs sit. I can't tell you which existing clubs actually generate the most revenue without their P&L. The year-two comp split between Forney/Waxahachie and Fort Worth/Grand Prairie will tell which format wins.

To turn this into a finding for *your* chain, pair demographics with store-level revenue. That's what **GrowthFactor Discovery** does: a 30-day pass that maps revenue against demographics, geography, and competition to find what separates your top stores from your bottom ones.

¹ CV = Coefficient of Variation (std dev ÷ mean). Lower = more consistent across the portfolio. ² IQR = Interquartile Range (P25–P75). The middle 50% of cluster trade zones. Source: GrowthFactor, Esri 2026 demographics, 16-min routed isochrone, n=276 existing + 4 new TX.