The Value of European Retail
A factbook
This graphic version of the Value of European Retail factbook is based on extensive desk research by Chris Smith, an independent analyst, directed by Christian Verschueren, Christel Delberghe and Jean-Albert Nyssens, respectively director-general, executive director for competitiveness and communication, and chief economist at EuroCommerce. It captures data and contributions from member associations, official statistics, consultancies and research organisation. The EuroCommerce staff also contributed to the factbook. The authors are grateful to all those contributors.

You can access the full version of the Value of European Retail factbook (a set of 150+ slides) at www.eurocommerce.eu

July 2021
Foreword

Facts matter!

Facts and figures are essential to provide evidence and to show scale and dimension of the retail sector. As proof points, they also form a solid basis for underpinning policy arguments.

By bringing together relevant data from our national associations, official statistics, research organisations and consultancies, and compiling them in a structured way, we have sought to fill an important gap.

We hope that this first “Value of European Retail” factbook will provide a valuable source of information and knowledge for anyone wishing to know more about European retail.

Christian Verschueren
Director-General
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A few basic definitions

Retail
The sale of goods to the public in relatively small quantities for final use or consumption rather than for resale. Etymologically, the word retail stems from the French word 'retailler' which means 'cut back, cut off, into smaller pieces'.

Today, the word is used for a wide diversity of players selling a wide array of products and services to consumers, i.e. B2C, through many store formats and channels, including online. Retailers operate through various business models, such as large integrated chains of stock listed or private companies, groups of small independent retailers or franchisees, or consumer cooperatives.

Distributive trade
The technical and statistical definition of the business sector involved in commerce and trade, and covering retail, wholesale, and distributive trade, grouped under statistical NACE codes G45 47; for the purpose of this factbook, only G47 (retail trade) is taken into account, at the exclusion of G45 (car sales and repair) and G46 (wholesale, B2B trade).

Commerce
A broad term describing the activity of trading, buying and selling, and including both retail and wholesale activities. Sometimes also used to define the distributive trade sector. Often used with the prefix 'e --' to describe online retail ('e commerce').

Shop/store
A building or part of a building where goods or services are sold to final customers. The word is evolving to describe e-commerce operations as well ('e-shop', 'webshop'). The words 'shop' and 'store' are used in interchangeably in this report, even though the word 'store' is more frequently in use in the US than in Europe.
European retail in numbers

**Retail annual turnover is €3.2 trillion**
- This represents almost 1/5 of European GDP
- This represents about 1/3 of total household consumption

**3.5 million retail businesses across Europe**
- 99% of these are SMEs:
  - 60% of employment
  - 50% of turnover
  - 50% of added value
- but also global leaders: Carrefour / Tesco / Metro / IKEA / Kingfisher / Ceconomy / Schwarz / Inditex

**Retail employs close to 20 million people**
- Together with 10 million in wholesaler: retail & wholesale employ 1 in 7 working European
- 62% are women (European average is 46%)
- 15% are young people under 25 (European average is 9%)
- Local jobs: in 95% of Europe’s regions, retail is #1, #2 or #3 employer

**Europe is a global leader in retail**
- 24 retailers among the top 50 global leaders.
- But it is losing ground in the top 10 global retail league:

<table>
<thead>
<tr>
<th>2008</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Walmart</td>
<td>Walmart</td>
</tr>
<tr>
<td>2. Carrefour</td>
<td>Amazon</td>
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<td>3. Metro AG</td>
<td>Costco</td>
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<td>4. Tesco</td>
<td>Schwarz</td>
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<td>5. Schwarz</td>
<td>Kroger</td>
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<td>6. Kroger</td>
<td>Walgreen Boots Alliance</td>
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<td>7. Home Depot</td>
<td>Home Depot</td>
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<td>8. Costco</td>
<td>Aldi</td>
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<td>9. Aldi</td>
<td>Carrefour</td>
</tr>
<tr>
<td>10. Target</td>
<td>CVS</td>
</tr>
</tbody>
</table>
I What is Retail?

If retail did not exist, what would we miss?

**Many products in one place**

Shoppers would need to go to many more places to find the products they were looking for, be it in food and groceries or non-food.

**Choice: a broad range of products and services**

Retailers, through the different segments that they cater for, allow shoppers to access a broad range of products and services and define themselves where to buy on the quality vs price scale. There is also a broad range of shop formats.

**Immediate availability**

In stores and warehouses, retailers maintain stocks of products and make products readily available. Only when products are sold out, or out of stock, does the shopper realise that value. In e-commerce, this translates into fast delivery times.

**Efficiency and speed of moving goods**

Retailers have developed very strong and dense networks of warehouses, transport and stores, allowing goods to move efficiently and quickly from all over the world. Without these, we would have a combination of less variety, more traffic congestion, increased time to identify and access products.

**Reach & density**

The possibility to go into a store a short distance from my home or office, or better, the ability to have the goods delivered where I want them.

**Time saver**

Retail saves significant time and energy by providing a wide range of products “under one roof” in stores and / or in combination with a broad e-commerce catalogue that can be rapidly delivered / picked up.

**Affordable prices**

By consolidating volumes, retailers place mass orders on behalf of customers, hence reducing production costs and prices. In making bulk purchases, their stores allow thousands of shoppers to make individual purchases and benefit from better conditions.

**Transparency & comparison**

Increasingly, through barcodes, price indicators, labelling, certification of origins, shoppers know better what they are buying and can compare products and prices.
The Value of European Retail

**Fun experience**

Shopping is also a leisure activity. It can be a real pleasure when stores provide a fun/pleasant experience and are staffed with friendly and welcoming sales associates.

**Inspiration**

Through the buying, producing, curating and displaying of products, retailers inspire shoppers with new food & recipes, attractive ways to dress, new ways to improve their home or better ways to follow their hobby or sport.

**Social interaction**

Shops and malls continue the tradition of markets set up centuries ago where people trade goods in a common place. For many people, the local store or supermarket is one of the main places where they interact with other people.

**Identification**

Many people identify with the retailers where they shop. These shops are part of their identity.

**Trust & assurance**

The shopper trusts that the retailer selects and curates quality and safe products for his/her at the best conditions, from reliable suppliers.

**Quality, safety & freshness**

In food, this also translates into freshness, safety and respect of cold chain / end of use dates.

**Vibrant cities, towns, and villages**

Thanks to the many retail outlets of large and small companies, and together with cafés, restaurants, (movie) theatres, museums, cultural centres, and art galleries, town centres are vibrant communities and places people want to go.

**Jobs**

Retail provides close to 20 million jobs in Europe to many women, young, sometimes people with lower levels of education, giving them opportunities and training.
An essential ecosystem for all Europeans

1. Providing essential services
   - Continuous supply of food and other essentials
   - Resilient supply chains, no shortages
   - Safety protocols for shopping

2. Keeping everyone safe
   - Protective equipment
   - Donations and support to health professionals
   - Deliveries to isolated and vulnerable people

3. Helping communities & society
   - Shorter payment terms to small suppliers
   - Transfer of staff between companies
   - Support to local farmers and suppliers
   - Taking over surplus volumes intended for (closed) restaurants

4. Supporting employment & other businesses
   - Commitment not to increase prices
   - More online and other delivery options
   - Support to other businesses

Responsibility ★ Solidarity ★ Cooperation

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Impact of COVID-19: «A tale of two cities...»

«...it was the best of times» for retailers selling food and groceries, the so-called “essentials”, but also DIY, toiletry and hygiene products, petfood, computers, printers, video games

- Higher, volatile demand leading to shortages of supply in selected key categories
- Higher sales from closure of restaurants and canteens
- Higher costs: • safety measures • additional labour costs • handling volatile demand • logistics and supply chain disruption

A shift to online shopping and working

- Online trend is there to stay
- Online sales growth accelerated by restrictions on brick-and-mortar stores
- Digital investment accelerated

Online e-commerce share of sales in 8 months in the apparel, fashion and luxury sector

Changing consumer behaviour

- Depressed consumer confidence of consumers are looking for a way to save money
- Price is top priority for consumers
- Focus on health and sustainability
- Safety first! 30% of consumers view disinfection and safety measures as top priority for shopping in-store

Plummeting sales €300bn estimated annual losses in Europe;
-30% to -40% annual turnover for fashion retailers
Online sales + click & collect helped, but did not compensate for lost sales
Bankruptcies e.g. 50,000 expected in Germany

Source: Nielsen, Eurostat, McKinsey

Higher, volatile demand leading to shortages of supply against unprecedented levels of demand

Higher sales from closure of restaurants and canteens

Higher costs: • safety measures • additional labour costs • handling volatile demand • logistics and supply chain disruption

Source: Nielsen

Online trend is there to stay

Online sales growth accelerated by restrictions on brick-and-mortar stores

Digital investment accelerated

6 years online growth in 8 months in the apparel, fashion and luxury sector

Source: Eurostat, McKinsey
Digital transformation of retail

64% of European consumers shopped online up from 22% 15 years ago

Source: Eurostat

2019 vs. 2004

Double digit growth of e-commerce sales every year in Europe

€713 bn
€370 bn
2020
2015
+14% CAGR

Source: RetailX, Ecommerce Europe, Eurostat

Acceleration during COVID-19
In COVID-19 times, e-commerce grew as fast in 2 months as in the past 10 years, also in food and groceries

10 years pre-COVID
2 months during COVID

Source: McKinsey

The future is omnichannel

58% of consumers are shopping omnichannel for 75% of spending

Source: HDE, GfK

but few retailers are prepared

67% of retail businesses have NO e-commerce sales!

Source: Eurostat, 2018, i.e. pre-COVID

WITH HUGE DIFFERENCES:

BETWEEN COUNTRIES

84% Denmark
22% Bulgaria

BETWEEN CATEGORIES

37% Electronics
6% Food

Source: McKinsey

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E-commerce growth rate is lower in Europe than in US and Asia. E-commerce growth rate 2018-19 (fcst) %

Source: eMarketer

The biggest challenge is how to make the omnichannel model profitable.

Continuous growth of digital payments

Number of card transaction per person per year (EU27+UK).

Source: ECB, Eurostat

but significant differences between countries:

2014 99
2018 151
+53%

Source: ECB, Eurostat

To stay relevant, retailers need to make huge investments in:

Technology
- Process automation
- Robotics
- AI & data
- Fintech
- Blockchain
- Payments

Stores
- New store format, e.g. proximity
- Refurbishment of existing stores

People
- Reskilling
- Upskilling
- Wages

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### Challenges and mega-trends

#### Growing consumer awareness about health & the environment

- More than two-thirds of European consumers say that their consumption habits affect the environment.

- 68%

- One-fourth of European consumers say they will buy less meat in next 5 years, primarily for health reasons.

- 27%

Source: EuroBarometer, ING

#### Disappearance and closure of stores in towns and villages

- Across Europe, the total numbers of stores fell 12%.

- 2012 2017

- Source: Eurostat

- Vacancy rates tend to be higher (up to 30%) in smaller towns and shopping centres.

- Security

- Shop closures lead to a loss of community and higher criminality.

- Source: HDE

- Small, independent retail businesses are giving way to larger retail chains.

- DE example. Source: HDE

- SMEs

- 257,500

- 222,100

- -35,400

- Source: HDE

- Larges Businesses

- 2,700

- 3,600

- +900

- Source: HDE
Challenging socio-economic context

**Slow economic growth**
compared to US, China, India

- 2010: 12%
- 2015: 8%
- 2020: 4%
- 2022: 0%

**Relatively high unemployment**
compared to US, China

- 2010: -4%
- 2015: -8%
- 2020: 0%
- 2022: 4%

Source: IMF

**Ageing population**

- Under 40 years: 46%
- Over 40 years: 54%

**Shrinking population**

- Under 40 years: 63%
- Over 40 years: 37%

EU population 2020-2050: -5%
World population 2020-2050: +25%

Source: UN, Eurostat

Growing competitive pressure on traditional retailers

- Online pure players within Europe
- Discounters, ultra-discounters
- Dematerialisation of products (books, movies, photos, music)
- Big brands selling directly via stores and online
- Shifts in household spending, away from goods and towards experience (travel, entertainment, eating out)
- Retailers already a low-margin business

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The value of European retail
Serving customers, helping consumers

A. Retailers deliver an essential service to everyone's daily life

B. Retailers provide choice, access and convenience

C. Retailers sell quality products at affordable prices

D. Consumers like retailer brands, also known as 'private labels'

E. Retailers guarantee quality and safety
Serving customers, helping consumers

## A

Retailers deliver an essential service to everyone’s daily life

Variety of essential products
Retailers provide an essential service, too often taken for granted: making food and other daily products available and affordable, all the time, everywhere.

## B

Retailers provide choice, access and convenience

Many formats and channels, huge choice
Small stores sell more than 1,500 unique items; hypermarkets up to 80,000 or even 100,000 (numbers are rough averages; there is huge variation between formats, depending on location, business model, etc.)

<table>
<thead>
<tr>
<th>Format</th>
<th>Area</th>
<th>Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local shop</td>
<td>100 m²</td>
<td>1,500 products</td>
</tr>
<tr>
<td>Supermarket</td>
<td>2,000 m²</td>
<td>10,000 products</td>
</tr>
<tr>
<td>Hypermarket</td>
<td>6,000 m²</td>
<td>50,000 products</td>
</tr>
<tr>
<td>Department store</td>
<td>20,000 m²</td>
<td>200,000 products</td>
</tr>
<tr>
<td>Webshop</td>
<td></td>
<td>from a few to several million products</td>
</tr>
</tbody>
</table>

Source: EuroCommerce members
Retailers have products for all kinds of needs, aspirations, and demands

- Ecological
- Vegan
- Healthy
- Ethical
- Organic
- Cultural
- Local
- Value
- Animal welfare

Grocery shops everywhere, easily accessible

- 90% of Spanish consumers go shopping for groceries on foot
- Over 99.5% of Germans live within a 15 minute drive (and 57% with a 15-minute walk) of both a discounter and mainstream supermarket retailer

Source: ASEDAS
Source: HDE
Serving customers, helping consumers

Retailers sell quality products at affordable prices

Strong negotiations with suppliers, mass orders, logistics efficiencies, no frills

- Retailers negotiate hard but fairly with suppliers, passing on the benefits to consumers
- Retailers place mass orders with suppliers on behalf of individual consumers
- Retailers master efficiencies in supply chain and logistics
- Retailers control and reduce costs in all their operations, everywhere, all the time

Keeping inflation in check, to benefit the customer's purse

Price inflation of goods is below service price inflation, an effect that can be attributed to retailers

Consumers benefit

EU27 Household Inflation, 2014-2019
(Index 2014 = 100) Source: Eurostat
Consumers like retailer brands, also known as ‘private labels’

76% of EU shoppers agree with the following statement:
“private labels are usually extremely good value for money”

63% of EU shoppers agree with the following statement:
“I am a smart shopper when I buy private label products”

Source: Nielsen, IR

Retailers guarantee quality and safety with quality control, quality assurance and certification schemes, and traceability throughout the supply chain.
IV The value of European retail
Being inclusive employers

A Retail is Europe's number 1 employer

B Retailers grow people

C Retailers are inclusive employers
Retail is Europe’s number 1 employer

20 million direct jobs in Europe

Retail employs 19.7 million people in Europe*, making us the largest private sector employer; with an additional 10.6 million employees in wholesale, the commerce sector employs 1 in 7 Europeans.

Jobs in the communities, everywhere in Europe

Retail is the #1, 2, or 3 employer in 95% of Europe’s regions.

Retail = Top employer in 95% of European regions

Source: Eurostat, EuroCommerce Analysis

*EU27 plus UK, Switzerland, Norway and Iceland.

Source: Eurostat Structural Business Statistics

European Persons Employed by Sector 2017 – Millions (*)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>19.7</td>
</tr>
<tr>
<td>Construction</td>
<td>13.6</td>
</tr>
<tr>
<td>Accommodation and Food Service</td>
<td>12.8</td>
</tr>
<tr>
<td>Wholesale</td>
<td>10.6</td>
</tr>
<tr>
<td>Food manufacturing</td>
<td>5.0</td>
</tr>
<tr>
<td>Vehicles manufacturing</td>
<td>4.1</td>
</tr>
<tr>
<td>Textile, clothes, and leather manufacturing</td>
<td>2.0</td>
</tr>
</tbody>
</table>
We are also a major indirect employer

- Advertising: Retailers account for ~10% of total global advertising spend.
- Data / Advisory:
- Payment service providers: revenue from retailers hit $1tn globally in 2018.
- IT:
- Property investment: Retail accounts for 15% of total in Europe.
- Energy and other utilities:
- Suppliers:
- Logistics and delivery services:
- Professional services:

Retailers grow people

- Apprenticeships: We are the leading provider of apprenticeships in several European countries.
- First entry job: We provide job opportunities for people entering the jobs market, and train staff with less experience.
- Career progression: We provide real progression opportunities, with a visible pathway from the shop floor to the boardroom.
- Upskilling and reskilling: We provide upskilling opportunities, so our people keep up with technology, customer expectations, and the job market.
Retailers are inclusive employers

First job for many
15% of retailers’ workers are under 25

Flexible jobs
32% are part-time workers
For most of those (80%), part-time work in retail is a personal choice, to be combined with other work, studies, or family care.

Women inclusive
62% of workers
Retail is a key source of employment for women, with 62% of retail workers being women, compared to an average of 46% in Europe as a whole.

Women as Share of Workforce Europe 2019
EU27 + UK, Switzerland, Iceland and Norway
Source: Eurostat, EuroCommerce Analysis

European retail employees are generally satisfied with their working conditions.
1 in 4 workers has no upper secondary education qualification

Retail provides job opportunities for workers with less formal education and early school leavers. Retailers help them develop their skills to progress.

Source: Eurostat, Idea Consult

But retail also hires highly skilled people

Retail provides jobs in growth areas like software development, artificial intelligence, and engineering.

- Tertiary education: 24% in Retail vs. 18% EU average
- Upper secondary education: 56% in Retail vs. 48% EU average
- Lower secondary education: 20% in Retail vs. 34% EU average

Emerging jobs in European retail:
- Software developers
- Social media managers
- Mechanical engineers
- Artificial intelligence experts & data scientists
- Influencer marketing manager
- Customer experience manager
Acting sustainably

A Retailers care for the planet
B Retailers help customers to make healthy choices
C Retailers value cooperation with suppliers
Retailers care for the planet by:

- Reducing carbon emissions
- Growing use of renewable energy sources
- Reducing food waste
- Encouraging reuse or recycle
- Reducing plastic packaging
- Developing business models for second hand goods
- Developing and selling eco-designed products

Retailers are engaged in the shift towards a more circular economy and the UN Sustainable Development Goals.

- Consumer Goods Forum charters
- National associations’ commitments on plastic reduction
- Company commitments on plastics

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30
Lower emissions, more renewable energy

Leading retailers have

- significantly reduced their CO₂ emissions intensity
- shifted towards renewable energy

Examples:

**Share of electricity from renewable sources**

<table>
<thead>
<tr>
<th>Year</th>
<th>TESCO</th>
<th>Inditex</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>39</td>
<td>101</td>
</tr>
<tr>
<td>2018</td>
<td>54%</td>
<td>84</td>
</tr>
<tr>
<td>2019</td>
<td>58%</td>
<td>69</td>
</tr>
<tr>
<td>2020</td>
<td>68%</td>
<td>68</td>
</tr>
</tbody>
</table>

**Kg CO₂ equivalent per square foot**

<table>
<thead>
<tr>
<th>Year</th>
<th>TESCO</th>
<th>Inditex</th>
</tr>
</thead>
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<tr>
<td>2017</td>
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<td>2018</td>
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<td>84</td>
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<td>2019</td>
<td>29</td>
<td>69</td>
</tr>
<tr>
<td>2020</td>
<td>26</td>
<td>41</td>
</tr>
</tbody>
</table>

Source: Tesco plc Sustainability Report; Inditex Annual Report

- **CO₂**
- **Kg CO₂ equivalent per square foot**
Retailers help customers to make healthy choices

Examples of actions:

- **Lidl**: Reduction Strategy 2025 (DE) will reduce salt and sugar in own brand products by 20%.
- **Carrefour**: Reformulating products to reduce salt, sugar and fat in their own brand products.
- **Ahold Delhaize**: (NL, BE, CZ, RO, EL) targets 45% of private label sales to come from nutritious products by 2025.
- **Mercadona**: (ES, PT) have introduced new own brand ranges to support healthy consumer choices.
- **Jerónimo Martins**: In 2020, by reformulating products, Jerónimo Martins removed from the market 2,468 tons of sugar, 58 tons of salt and 212 tons of fat.
- **Colruyt**: Encourages consumers to lead healthy lifestyles with ‘Cooking Class’ (BE).
- **Decathlon**: (many countries) supports projects with sports as a way to improve health and social inclusion.
- **Tesco**: (UK, EI, PL, CZ, SK) has removed sweets and chocolates from checkout areas to help consumers make healthy choices.

Positive influence

- **Informative packaging & labelling**
- **Store design & layout**
- **Rebalancing product ranges for a healthier diet**
- **Encouraging healthy lifestyles**
- **Nudging and making choice for consumers to support and improve their health.**
Retailers value cooperation with suppliers

Retailers work with farmers and others in the supply chain to drive sustainability and a more circular economy:

1. Development of organic agriculture
2. Support to local producers
3. Responsible use of chemicals
4. Eco-designed products
5. More efficient use of raw materials
6. Optimisation of processes
7. Take-back and repair services
IV The value of European retail
Contributing to vibrant communities

A Retailers are the lifeblood of communities

B Retailers are good neighbours...

C ...and contribute beyond their core business
Retailers are the lifeblood of communities

They are making cities attractive...

They keep city centres **vibrant & safe**
They are **key investors in cities**
They promote **green mobility**

Shopping is a main reason for people to visit city centres

Consumers’ main reason for visiting city centres in Germany

- **Shopping**: 55%
- **Eating out**: 24%
- **Going to doctor, bank, work, school, or government building**: 17%
- **Sightseeing**: 15%
- **Living**: 11%
- **Leisure or culture**: 10%
- **Services**: 9%

Source: IFH, HDE
...and underpinning communities in rural and remote areas

Retailers make it possible for people to stay and live in these areas
They keep economic activities in remote areas

Retail ensures rapid access to supermarkets
Retail creates local jobs everywhere

Retail is #1, 2 or 3 employer in 95% of European regions
Retail jobs are local by nature
Retailers are good neighbours...

Sponsorships and donations to local:
- Sports team
- Schools
- Charities & food banks
- Associations

Retail support the fabric of communities:
- Creating footfall for other local businesses
- Selling local farmers’ products
- Expanding the market for local suppliers
- Paying significant local taxes
- Supporting digitalisation of small shops

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...and contribute beyond their core business

- Providing charging stations for cars
- Funding access roads also benefit other businesses and society
- Preserving and giving new life to heritage buildings
- Contributing to Smart Cities projects
- Providing housing besides shops
- Increasing the value of neighbouring properties

Source: EuroCommerce members
IV The value of European retail
Leveraging digital technologies

- **A** Digital boosts consumer choice
- **B** Digital increases transparency, quality, efficiency, and sustainability
- **C** Digital creates jobs in retail
Leveraging digital technologies

Digital boosts consumer choice

Consumers are increasingly embracing e-commerce
Share of European adults who have made an online purchase in last 12 months (EU27 + UK, NO, IS, CH)
Source: Eurostat

Increasing online spend
Total retail spending through e-commerce in Europe, €bn
Source: RetailX, Ecommerce Europe, Eurostat, EuroCommerce analysis

With digital technology, retailers offer combined services online and in-store, boosting choice, experience and convenience

Connecting products with services
Searching, ordering, paying, getting delivered... all seamlessly across channels
Providing access to customers in remote areas and/or with limited mobility

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The Value of European Retail

Big data and artificial intelligence help!

Exponential growth in available data

The digital transformation massively increases the amount of data and information available, with profound implications for retailers.

Volume of data / information worldwide 2010-2019 and forecast until 2024, in zettabytes. (1 zettabyte is one billion terabytes).

Source: IDC; Seagate; Statista

Massive investment

Retailers invest massively in new technologies such as artificial intelligence, robotics, process automation, and blockchain.

77% of retailers plan to deploy A.I. by 2021

Source: Gartner

Retailers and wholesalers invested €140bn in 2018 in A.I.

Retail investment is approximately equal to average profit margin.

Consumers benefit from big data and AI in retail

Improves and personalises the customer service & experience

Provides recommendations & reduces search time

Source: Gartner
Digital increases transparency, quality, efficiency, and sustainability

Digital supports information transparency

- Provides more accurate and real-time pricing in stores with digital price tags
- Allows greater product information than on label/package
- Increases access to information (support good choices, recipes, health, etc.)
- Allows easy price comparison

Better stock management reducing food waste

Ecosystems fueled by shopper data, enabled by AI and data, leading to faster and further individualisation

Data analysis for better choices, personalisation

AI to plan efficient & greener delivery routes

Partnerships (e.g. for fast / last mile delivery)

Greener delivery (e-mobility, soft mobility)

Supply chain traceability

Digital labelling reduces the need for paper

Digital contributes to sustainability, quality, and efficiency

The Value of European Retail
Digital creates new jobs in retail

Digital is an opportunity to help employees focus on higher value jobs, fulfilling tasks, or customer service.

Creating new jobs in digital technology and investing in reskilling and training.

- Big data
- AI
- Automation
- Data analysis
- Digital Marketing
- E-commerce operations
## Top 50 European retailers

**Global Retail Sales 2019 (USD bn)**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Retailer</th>
<th>Sales (USD bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Schwarz Group (Lidl-Kaufland)</td>
<td>126.1</td>
</tr>
<tr>
<td>2</td>
<td>Aldi</td>
<td>106.3</td>
</tr>
<tr>
<td>3</td>
<td>Carrefour</td>
<td>90.5</td>
</tr>
<tr>
<td>4</td>
<td>Tesco</td>
<td>81.3</td>
</tr>
<tr>
<td>5</td>
<td>Ahold Delhaize</td>
<td>74.2</td>
</tr>
<tr>
<td>6</td>
<td>Edeka</td>
<td>61.2</td>
</tr>
<tr>
<td>7</td>
<td>Rewe Group</td>
<td>55.8</td>
</tr>
<tr>
<td>8</td>
<td>Auchan</td>
<td>51.2</td>
</tr>
<tr>
<td>9</td>
<td>E Leclerc</td>
<td>43.4</td>
</tr>
<tr>
<td>10</td>
<td>LVMH</td>
<td>41.8</td>
</tr>
<tr>
<td>11</td>
<td>IKEA / INGKA</td>
<td>41.6</td>
</tr>
<tr>
<td>12</td>
<td>Casino</td>
<td>38.8</td>
</tr>
<tr>
<td>13</td>
<td>J Sainsbury</td>
<td>36.3</td>
</tr>
<tr>
<td>14</td>
<td>Intermarché Les Mousquetaires</td>
<td>35.4</td>
</tr>
<tr>
<td>15</td>
<td>Inditex</td>
<td>31.6</td>
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<tr>
<td>16</td>
<td>X5</td>
<td>26.8</td>
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<tr>
<td>17</td>
<td>Mercadona</td>
<td>26.1</td>
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<td>18</td>
<td>Metro AG</td>
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<td>20</td>
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<td>24.7</td>
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<td>21</td>
<td>Groupe Adeo (Leroy Merlin)</td>
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<tr>
<td>22</td>
<td>Ceconomy (Mediamarkt-Saturn)</td>
<td>24.2</td>
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<tr>
<td>23</td>
<td>Coop Switzerland</td>
<td>23.3</td>
</tr>
<tr>
<td>24</td>
<td>Système U</td>
<td>22.9</td>
</tr>
<tr>
<td>25</td>
<td>WM Morrisons</td>
<td>22.4</td>
</tr>
<tr>
<td>26</td>
<td>Jerónimo Martins (Pingo Doce-Biedronka)</td>
<td>20.9</td>
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<tr>
<td>27</td>
<td>Kingfisher</td>
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<tr>
<td>28</td>
<td>El Corte Inglés</td>
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<tr>
<td>29</td>
<td>Conad</td>
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<tr>
<td>30</td>
<td>Décathlon</td>
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</tr>
<tr>
<td>31</td>
<td>Coop Italia</td>
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<td>32</td>
<td>Kering</td>
<td>13.5</td>
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<tr>
<td>33</td>
<td>John Lewis Partnership</td>
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<tr>
<td>34</td>
<td>Marks and Spencer</td>
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<tr>
<td>35</td>
<td>Dixons Carphone</td>
<td>12.9</td>
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<tr>
<td>36</td>
<td>Spar Austria</td>
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<td>ICA Gruppen</td>
<td>12.2</td>
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<td>38</td>
<td>Otto</td>
<td>11.9</td>
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<tr>
<td>39</td>
<td>S Group (SOK)</td>
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<tr>
<td>40</td>
<td>Dirk Rossmann</td>
<td>11.2</td>
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<tr>
<td>41</td>
<td>Richemont</td>
<td>11.1</td>
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<tr>
<td>42</td>
<td>dm-drogerie markt</td>
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<tr>
<td>43</td>
<td>NorgesGruppen</td>
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<tr>
<td>44</td>
<td>ABF / Primark</td>
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<td>45</td>
<td>Coop UK</td>
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<tr>
<td>46</td>
<td>Signa (Karstadt-Kaufhof-Inno)</td>
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<tr>
<td>47</td>
<td>Esselunga</td>
<td>9.0</td>
</tr>
<tr>
<td>48</td>
<td>Cora-Louis Delhaize</td>
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<tr>
<td>49</td>
<td>Tengelmann</td>
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<tr>
<td>50</td>
<td>Colruyt Group</td>
<td>8.8</td>
</tr>
</tbody>
</table>

**Note:** 1. Several of these retail companies are cooperative structures, group of independent retailers, or franchise organisations, with therefore many small-and-medium sized enterprises underpinning these global leaders. 2. Only retail companies headquartered in Europe have been listed. For the sake of accuracy, there are a few global retail companies with significant sales in Europe, such as Amazon, Walgreens Boots Alliance, or AS Watson/Hutchison Whampoa. But European sales figures are smaller than in the rest of the world or are unknown.

Source: Global Powers of Retail, 2021 (Deloitte), Company reports (Carrefour)
### Top 10 European food retailers (European sales 2019)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Schwarz Group (Lidl, Kaufland)</td>
<td>DE</td>
</tr>
<tr>
<td>2</td>
<td>Aldi</td>
<td>DE</td>
</tr>
<tr>
<td>3</td>
<td>Rewe Group</td>
<td>DE</td>
</tr>
<tr>
<td>4</td>
<td>Tesco</td>
<td>UK</td>
</tr>
<tr>
<td>5</td>
<td>Carrefour</td>
<td>FR</td>
</tr>
<tr>
<td>6</td>
<td>Edeka</td>
<td>DE</td>
</tr>
<tr>
<td>7</td>
<td>Les Mousquetaires (Intermarché)</td>
<td>FR</td>
</tr>
<tr>
<td>8</td>
<td>E. Leclerc</td>
<td>FR</td>
</tr>
<tr>
<td>9</td>
<td>Sainsbury</td>
<td>UK</td>
</tr>
<tr>
<td>10</td>
<td>Auchan</td>
<td>FR</td>
</tr>
</tbody>
</table>

### Top 10 European personal care retailers (European sales 2019)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>DM-Drogerie Markt</td>
<td>DE</td>
</tr>
<tr>
<td>2</td>
<td>Walgreens Boots Alliance</td>
<td>US</td>
</tr>
<tr>
<td>3</td>
<td>Dirk Rossmann</td>
<td>DE</td>
</tr>
<tr>
<td>4</td>
<td>A.S. Watson</td>
<td>HK</td>
</tr>
<tr>
<td>5</td>
<td>Müller</td>
<td>DE</td>
</tr>
<tr>
<td>6</td>
<td>Douglas Holding</td>
<td>DE</td>
</tr>
<tr>
<td>7</td>
<td>Sephora</td>
<td>FR</td>
</tr>
<tr>
<td>8</td>
<td>Yves Rocher</td>
<td>FR</td>
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<tr>
<td>9</td>
<td>Beauty Alliance</td>
<td>DE</td>
</tr>
<tr>
<td>10</td>
<td>The Body Shop</td>
<td>UK</td>
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</table>

### Top 10 European fashion and clothing retailers (European sales 2019)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inditex (Zara)</td>
<td>ES</td>
</tr>
<tr>
<td>2</td>
<td>H&amp;M</td>
<td>SE</td>
</tr>
<tr>
<td>3</td>
<td>Primark</td>
<td>UK</td>
</tr>
<tr>
<td>4</td>
<td>LVMH</td>
<td>FR</td>
</tr>
<tr>
<td>5</td>
<td>C&amp;A</td>
<td>NL</td>
</tr>
<tr>
<td>6</td>
<td>M&amp;S</td>
<td>UK</td>
</tr>
<tr>
<td>7</td>
<td>Next</td>
<td>UK</td>
</tr>
<tr>
<td>8</td>
<td>JD Sports</td>
<td>UK</td>
</tr>
<tr>
<td>9</td>
<td>Calzedonia</td>
<td>IT</td>
</tr>
<tr>
<td>10</td>
<td>Arcadia</td>
<td>UK</td>
</tr>
</tbody>
</table>

### Top 10 European consumer electronics retailers (European sales 2019)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ceconomy (Mediamarkt Saturn)</td>
<td>DE</td>
</tr>
<tr>
<td>2</td>
<td>Euronics</td>
<td>NL</td>
</tr>
<tr>
<td>3</td>
<td>Expert</td>
<td>CH</td>
</tr>
<tr>
<td>4</td>
<td>Dixons Carphone</td>
<td>UK</td>
</tr>
<tr>
<td>5</td>
<td>Fnac-Darty</td>
<td>FR</td>
</tr>
<tr>
<td>6</td>
<td>Argos (Sainsbury’s)</td>
<td>UK</td>
</tr>
<tr>
<td>7</td>
<td>Boulanger</td>
<td>FR</td>
</tr>
<tr>
<td>8</td>
<td>UniEuro</td>
<td>IT</td>
</tr>
<tr>
<td>9</td>
<td>RTV Euro AGD</td>
<td>PL</td>
</tr>
<tr>
<td>10</td>
<td>Electronic Partner</td>
<td>DE</td>
</tr>
</tbody>
</table>

### Top 10 European DIY / home improvement retailers (European sales 2019)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Groupe Adeo (Leroy Merlin)</td>
<td>FR</td>
</tr>
<tr>
<td>2</td>
<td>Kingfisher (B&amp;Q, Castorama)</td>
<td>UK</td>
</tr>
<tr>
<td>3</td>
<td>Obi</td>
<td>DE</td>
</tr>
<tr>
<td>4</td>
<td>Bauhaus</td>
<td>DE</td>
</tr>
<tr>
<td>5</td>
<td>Hornbach</td>
<td>DE</td>
</tr>
<tr>
<td>6</td>
<td>Les Mousquetaires (Bricomarché)</td>
<td>F</td>
</tr>
<tr>
<td>7</td>
<td>XL-Byg(g) Nordic</td>
<td>DK</td>
</tr>
<tr>
<td>8</td>
<td>Hagebau</td>
<td>DE</td>
</tr>
<tr>
<td>9</td>
<td>Rewe Group (Toom)</td>
<td>DE</td>
</tr>
<tr>
<td>10</td>
<td>Stark Group</td>
<td>DK</td>
</tr>
</tbody>
</table>

### Top 10 European furniture retailers (European sales 2019)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IKEA</td>
<td>SE</td>
</tr>
<tr>
<td>2</td>
<td>Steinhoff</td>
<td>ZA</td>
</tr>
<tr>
<td>3</td>
<td>XXXLutz</td>
<td>AT</td>
</tr>
<tr>
<td>4</td>
<td>JYSK</td>
<td>DK</td>
</tr>
<tr>
<td>5</td>
<td>Otto</td>
<td>DE</td>
</tr>
<tr>
<td>6</td>
<td>Möbel Höffner</td>
<td>DE</td>
</tr>
<tr>
<td>7</td>
<td>Conforama</td>
<td>FR</td>
</tr>
<tr>
<td>8</td>
<td>BUT</td>
<td>FR</td>
</tr>
<tr>
<td>9</td>
<td>Howdens</td>
<td>UK</td>
</tr>
<tr>
<td>10</td>
<td>Roller</td>
<td>DE</td>
</tr>
</tbody>
</table>

**Note:** 1. Several of these retail companies are cooperative structures, group of independent retailers, or franchise organisations, with therefore many small-and-medium sized enterprises underpinning these global leaders. 2. In contrast to the previous page, companies that are not headquartered in Europe have been listed here when they are in the top 10 of their categories. 3. Some data sources, but not the one we have used here, put Amazon in the top 10 for some of those categories.

Source: Retail Index, EDRA
**EuroCommerce members (at July 2021)**

<table>
<thead>
<tr>
<th>National associations</th>
<th>Details</th>
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<tbody>
<tr>
<td>Austria (A)</td>
<td>Wirtschaftskammer Österreich (WKÖ)</td>
</tr>
<tr>
<td>Belgium (B)</td>
<td>Comeos</td>
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<tr>
<td>Bulgaria (B)</td>
<td>Association of Modern Trade (AMT)</td>
</tr>
<tr>
<td>Croatia (C)</td>
<td>Hrvatska Gospodarska Komora (HGK)</td>
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<tr>
<td></td>
<td>Hrvatska Udruga Poslodavaca (HUP)</td>
</tr>
<tr>
<td>Cyprus (C)</td>
<td>Cyprus Chamber of Commerce &amp; Industry (CCC)</td>
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<tr>
<td>Czech republic (Cz) (C)</td>
<td>Svaz Obchodu a Cestovniho Ruch Čr (SOCR)</td>
</tr>
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<td>Denmark (D)</td>
<td>Dansk Erhverv</td>
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<td>Estonia (E)</td>
<td>Eeste Kaupmeeste Liit (EKL)</td>
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<td>Finland (F)</td>
<td>Kaupan Liitto (KL)</td>
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<td>France (F)</td>
<td>Conseil du Commerce de France (CDCF)</td>
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<td></td>
<td>Fédération du Commerce et de la Distribution (FCD)</td>
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<td>Germany (G)</td>
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<td>Handelsverband Deutschland (HDE)</td>
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<td>Greece (G)</td>
<td>Hellenic Confederation of Commerce and Entrepreneurship (ESEE)</td>
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<td>Associação Portuguesa de Empresas de Distribuição (APED)</td>
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<td>Trgovinska zbornica Slovenije (TZS)</td>
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<td>Spain (S)</td>
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<td>Asociación de Empresas de Supermercados (ASEDAS)</td>
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<td>Asociación Supermercados (ACES)</td>
</tr>
<tr>
<td>Sweden (S)</td>
<td>Svensk Handel</td>
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</tbody>
</table>

The Value of European Retail

48
EuroCommerce is the principal European organisation representing the retail and wholesale sector.

It embraces national associations in 28 countries and 5 million companies, both leading global players such as Carrefour, Ikea, Metro and Tesco, and many small businesses. Retail and wholesale is the link between producers and consumers. Over a billion times a day, retailers and wholesalers distribute goods and provide an essential service to millions of business and individual customers. The sector generates 1 in 7 jobs, offering a varied career to 26 million Europeans, many of them young people. It also supports millions of further jobs throughout the supply chain, from small local suppliers to international businesses. EuroCommerce is the recognised European social partner for the retail and wholesale sector.

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