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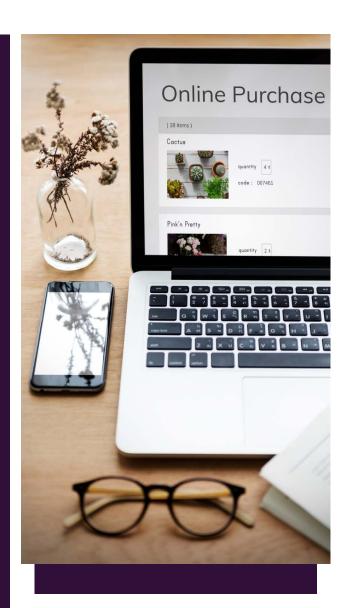
### Introduction

The e-commerce landscape in Europe is undergoing a remarkable evolution, fueled by changing consumer habits and advancements in technology. This report seeks to deliver a comprehensive analysis of the e-commerce sector across different European regions, with a particular focus on the interplay between online shopping and traditional in-store purchases. In 2023, Europe emerged as the third-largest retail e-commerce market worldwide, generating approximately \$631.9 billion in revenue, with forecasts suggesting a strong annual growth rate of 9.31%, potentially reaching \$902.3 billion by 2027. (European Region Ecommerce, n.d.)

E-commerce adoption rates vary significantly across Europe, shaped by factors such as internet access, consumer preferences, and economic conditions in each region. For example, the United Kingdom stands out with an impressive e-commerce penetration rate of 97.25%, while countries like Italy show a lower rate at 45.65%. This variation underscores the diverse shopping behaviors across the continent and highlights the necessity for tailored strategies that cater to regional needs.

The transition from conventional retail to online shopping has accelerated dramatically, particularly because of the COVID-19 pandemic. In 2023, around 70% of consumers in Europe reported engaging in online shopping, with strong preferences for categories such as fashion and electronics. Nevertheless, physical stores continue to play an essential role, especially in regions where shoppers appreciate the tactile experience associated with purchasing products. (Bulgarian E-commerce Association, 2023)

This report focuses on consumer shopping habits and preferences, key trends that influenced the market over time, and the main differences between offline and online customer behaviors. By analyzing these factors on a regional basis, it aims to provide a thorough understanding of how online and offline purchasing behaviors are evolving within Europe's multifaceted retail landscape.



# E-commerce overview by region

Western Europe remains the leader in terms of its share of B2C e-commerce turnover in Europe, consistently encompassing over 67% of total turnover, with Southern Europe catching up at 16%. This share of turnover is reflected in the E-GDP of the regions, with Western Europe remaining the highest at 5.2%. The e-commerce markets are robust and expected to contribute 5% to GDP in 2023. Eastern Europe's fast-growing digital economy provides ample opportunity for e-commerce players.

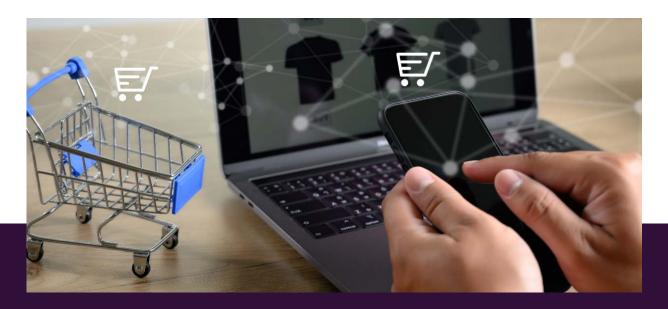


#### **Key Facts** (Statista, 2024)

- Revenue in the eCommerce Market is projected to reach US\$529.80bn in 2024.
- Revenue is expected to show an annual growth rate (CAGR 2024-2029) of 8.91%, resulting in a projected market volume of US\$811.80bn by 2029.
- In the eCommerce Market, the number of users is expected to amount to 485.6m users by 2029.
- User penetration will be 51.1% in 2024 and is expected to hit 60.8% by 2029.
- The average revenue per user (ARPU) is expected to amount to US\$1,388.00.

The e-commerce landscape in Europe is marked by intense competition among several major players, each commanding significant market shares in various countries. Amazon.com, Inc. is the leader, with its platforms in Germany and

the UK generating net revenues of approximately \$17.36 billion and \$16.61 billion in 2023, respectively. Collectively, Amazon's regional sites account for nearly 40% of total sales among the top 20 online retailers in Europe. eBay Inc. follows closely, maintaining a robust presence in key markets like Germany and the UK, where it attracts over 460 million monthly visitors. In Poland, Allegro has made notable gains, with around 201 million monthly visitors and facilitating more than 1.2 million transactions daily. AliExpress has also carved out a niche in various European markets by appealing to cost-conscious consumers with its low-priced offerings. Lastly, Zalando SE has positioned itself as a leading fashion marketplace, serving approximately 50 million active customers across over 25 European countries. This diverse mix of platforms underscores the dynamic nature of the European e-commerce sector, where both established giants and emerging contenders play vital roles in shaping the retail landscape. (Europe E-commerce Market Size & Share Analysis - Growth Trends & Forecasts (2024 - 2029), n.d.)

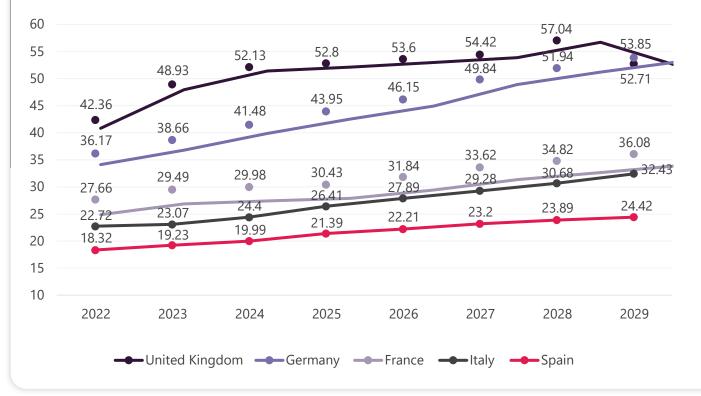


# Number of e-commerce users in selected European countries from 2019 to 2029

The e-commerce sector in Europe is poised for significant expansion in the coming years, driven by increasing internet penetration, evolving consumer preferences, and advancements in technology. As digital shopping becomes more integrated into everyday life, projections indicate a substantial rise in the number of

e-commerce users across all regions by 2029. Among the countries analyzed, the United Kingdom is expected to lead the market with approximately 62.69 million users, while Italy is forecasted to have around 25.18 million users, highlighting a notable gap of 37.51 million users compared to the UK.

#### Number of e-commerce users in selected European countries from 2019 to 2029



#### **Offline Retail**

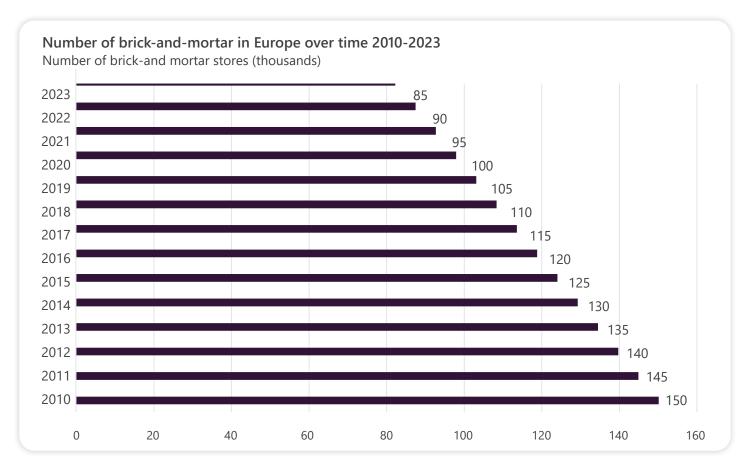
#### What is offline retail?

The offline retail market encompasses what many people recognize as traditional shopping environments, primarily consisting of brick-and-mortar stores where customers physically visit to browse and purchase products. This segment of the retail industry has been a cornerstone of commerce for decades, providing consumers with tangible experiences that online shopping cannot replicate. The ability to see, touch, and try products before making a purchase is a significant advantage that physical stores offer, fostering a sense of trust and satisfaction among shoppers.

Despite the rapid growth of e-commerce and the increasing popularity of online shopping, the offline retail market continues to hold substantial relevance and importance in the overall retail landscape. Many consumers still prefer the immediacy and convenience of purchasing items in person, particularly for categories such as groceries, clothing, and home goods. Additionally, physical stores often serve as

essential community hubs, where social interactions and personalized customer service enhance the shopping experience.

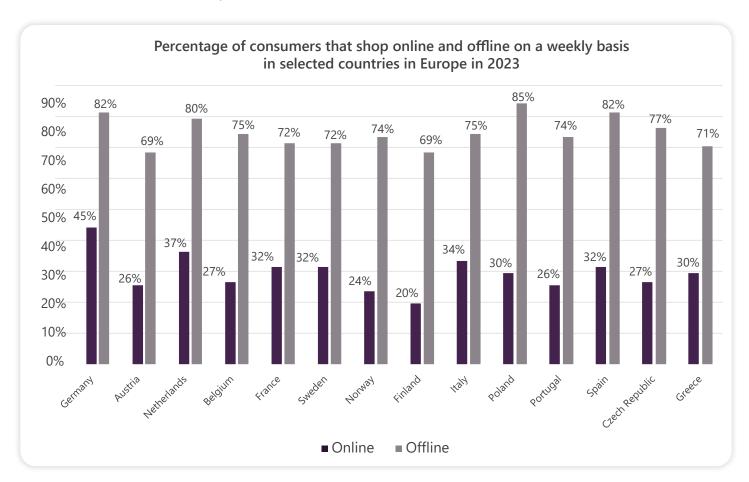
Moreover, offline retail has adapted to changing consumer behaviors by integrating technology into the shopping experience. Many retailers now offer omnichannel solutions that blend online and offline experiences, allowing customers to research products online before visiting stores or providing options for in-store pickup of online orders. This adaptability illustrates that while e-commerce is a growing force, traditional retail remains a vital component of the market, continuing to evolve alongside digital trends to meet the diverse needs of consumers. As such, the offline retail sector is not only surviving but also thriving by leveraging its unique strengths in an increasingly digital world. The graph below highlights the relevant presence of offline purchases by showcasing the total number of brick-and-mortar stores thousands, in Europe over time from 2021 until 2023. (Murphy, 2024)



#### Popularity of Offline Retail in Europe

The popularity of offline retail in Europe has been changing over the years, with the rise of eCommerce and online shopping. However, physical stores are still leading in terms of shopping frequency. This indicates that consumers are continuing to regularly visit offline outlets/shops despite the rise in online shopping interest.

The offline retail market in Europe remains dominant in terms of shopping frequency, with consumers visiting physical stores regularly despite the rise in online shopping interest. For instance, in Italy, 34% of consumers shop online weekly, while 75% prefer offline outlets. Similarly, in Germany, 45% opt for online shopping weekly, while 82% choose physical stores. France also shows a trend where 32% shop online weekly, while 72% prefer offline shopping. This data highlights that although online sales have been steadily increasing in Europe, physical stores continue to lead in shopping frequency. (Percentage of consumers that shop online and offline on a weekly basis in selected countries in Europe in 2023, 2024)



#### Offline Purchases

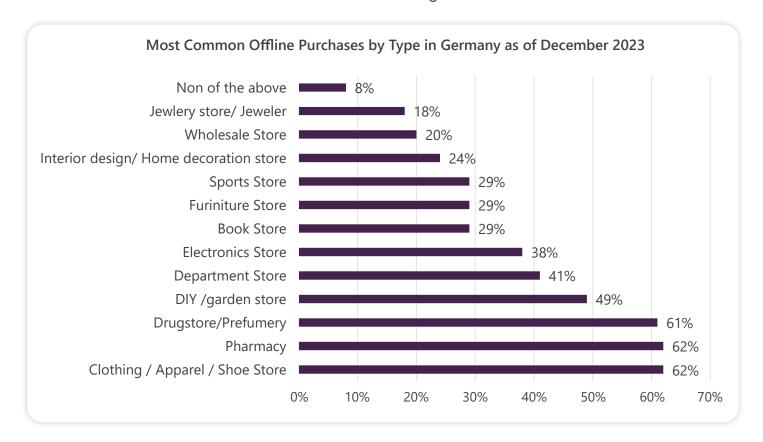
As the retail landscape continues to evolve, the offline retail market in Europe remains a vital component of consumer shopping habits. While e-commerce has gained significant traction, many consumers still prefer the immediacy and tangible experience offered by physical stores. This preference is particularly evident in the most

popular product categories within offline retail, which include fast-moving consumer goods (FMCG), clothing, food delivery, and hygiene products. These categories not only reflect essential everyday needs but also highlight the enduring relevance of brick-and-mortar establishments. Despite the growing interest in online shopping, physical

stores continue to attract consumers regularly, underscoring their dominant position in the European retail sector. (Uzunoglu, 2024)

This trend is particularly pronounced in specific countries, such as Germany, where certain product categories see a high volume of offline purchases. As of December 2023, a significant portion of German consumers reported buying clothing, apparel, and shoes from physical stores, with 63% indicating they prefer this

shopping method. Additionally, 62% stated they purchase items from pharmacies, while 61% shop at drugstores and perfumeries offline. These statistics illustrate not only the popularity of these categories but also reinforce the notion that traditional retail remains a crucial aspect of consumer behavior in Europe. The continued reliance on physical stores for these essential products highlights their importance in meeting everyday needs and maintaining strong connections with consumers.



#### Offline Market and Offline Market Forecast

According to a recent report by Forrester, the growth of offline retail sales in Europe has not kept pace with the rapid expansion of online retail, primarily due to the compelling factors driving online shopping. In 2020, offline retail experienced a decline; however, it rebounded strongly in 2022 as more consumers returned to physical stores. This resurgence in offline shopping momentum carried over into 2023, with offline retail growth surpassing that of online retail for the first time. Forrester forecasts that combined offline retail sales across the five major European markets (Germany, the UK, France, Italy, and Spain) are expected to reach an impressive €2.1 trillion by 2028. (Miglani, 2023)

In 2022, offline retail growth outpaced online sales growth, a trend that persisted into 2023. For instance, Germany's offline retail sales reached €490 billion in 2023, with projections indicating an increase to €527 billion by 2028. Similarly, the UK reported offline retail sales of £336 billion (€387.3 billion) in 2023, with expectations of reaching £368 billion (€424.2 billion) by 2028. France also demonstrated significant offline retail activity, with sales amounting to €448 billion in 2023 and projected to grow to €499 billion by 2028. These figures highlight not only the resilience of brick-and-mortar stores but also their critical role in the overall retail landscape as they adapt to changing consumer preferences and behaviors.

# Possible Reasons for Decline in Offline Retail in Europe

To fully understand the dynamics of the offline retail market in Europe, it is essential to consider the factors contributing to its challenges in the face of rising e-commerce. While physical stores have shown resilience and growth in recent years, several underlying reasons have influenced a decline in offline retail. The increasing prevalence of e-commerce, coupled with shifting consumer behaviors and businesses' investments in their online presence, has significantly impacted traditional shopping methods. The growing dominance of online retail over brick-and-mortar establishments is attributed to several factors, including the widespread availability of high-speed internet, the surge in mobile shopping, and the overall convenience that online purchasing offers. Additionally, changing demographics and evolving consumer preferences have played a crucial role in this transition, as more shoppers gravitate toward the flexibility and broader product selection available through online platforms. Understanding these trends provides valuable context for the current state of offline retail and highlights the ongoing evolution of consumer shopping habits.

# Overview of E-commerce in Europe for year 2023

The Covid-19 regulations and the subsequent surge in Internet access for a significant segment of the population have been crucial drivers of the sustained growth observed in the E-commerce sector over recent years. This trend continued into 2023, with European B2C e-commerce also expanding.

In 2023, 69% of EU citizens aged 16-74 engaged in online shopping, reflecting a I percentage point increase from the previous year. The ongoing war in Ukraine has notably influenced consumer behavior across Europe, contributing to a climate of uncertainty.

Among EU countries, the Netherlands reported the highest online shopping participation at 93%, followed by Sweden at 91% and Denmark at 90%. In contrast, Italy (58%), Romania (55%), and Bulgaria (54%) had the lowest percentages of online purchasers.

Estonia exhibited the most remarkable growth in online shopping, with an increase of 49 percentage points from 29% in 2013 to 78% in 2023. While the EU saw an overall increase of 18 percentage points during this period, several countries experienced growth exceeding 30%: Romania (40%), Hungary (37%), Czechia (36%), Croatia (32%), Lithuania (32%), Bulgaria (32%), and Slovakia (31%). Conversely, Germany's growth was minimal at just 3%, with Luxembourg and Malta following closely at 6% and 8%, respectively. (E-commerce statistics for individuals, 2024)

E-commerce statistics within Europe highlight significant disparities among online shoppers based on factors such as age, social status, and urban versus rural living conditions. Gender differences among e-shoppers were negligible; however, educational attainment and economic status emerged as key differentiators. In 2023, only 57% of e-shoppers had no or low formal education compared to 75% with medium education and up to 88% for those with high education levels.

Employment status also played a role in online shopping habits: 57% of pensioners shopped online compared to 64% of unemployed individuals, while students (81%) and employees/self-employed individuals (82%) showed higher engagement levels. Additionally, location influenced shopping behavior, with individuals in rural areas (73%) and towns/suburbs (74%) purchasing goods or services less frequently than city dwellers (78%).



In terms of purchasing preferences, European consumers primarily focused on clothing, food, and beauty products in 2023. The proportion of online shoppers buying clothing (including sportswear), shoes, and accessories rose to 44%, up from 42% in the previous year. The second most popular category was food from restaurants or catering services at 19%, followed closely by cosmetic and beauty products at 18%. Notably, younger age groups—specifically those aged 16-24 years (53%) and those aged 25-34 years (57%)—were particularly inclined to purchase clothing items.

Statistics indicate that 53% of online shoppers in Europe purchased goods and services from domestic sellers, while 21% opted for sellers from other EU countries, 13% from sellers outside the EU, and 10% from sellers with unknown origins. Notably, the percentage of male shoppers buying from other EU sellers was slightly higher than that of females, at 21% compared to 20%. (Lornes & Weltevreden, 2023)

Despite competition from larger geographic markets, Europe remains a significant player in the global economy, recognized for its robust manufacturing sectors and a vital role in the digital economy. European

e-commerce revenue is projected to continue its upward trend, potentially surpassing \$750 billion by 2027, with a steadily increasing user base indicating a growing market for online shopping.

Currently, Ireland, Czechia, and Belgium lead in e-commerce revenue share, with an expected compound annual growth rate (CAGR) of 9.15% from 2024 to 2029. The number of e-commerce users is anticipated to reach approximately 470.9 million by 2029, with user penetration expected to hit 50.3% in 2024 and rise to 58.9% by 2029. The average revenue per user (ARPU) is projected to be around \$1,890.

The European continent features a variety of marketplaces, including complex digital platforms. Following the Covid-19 pandemic, internet usage surged to encompass 92% of the European population. While challenges such as inflation and a declining population persist, GDP continues to grow across Europe.

In terms of B2C e-commerce turnover, Europe experienced an increase in total turnover, reaching €975 billion in 2023 compared to €899 billion in 2022. Eastern Europe has been growing at a faster rate than many Western European nations; however, Western



Europe still accounts for a larger share of the total turnover at 67%, while Eastern Europe holds about 2%. Southern Europe follows with a share of 16%. The E-GDPs reflect this distribution, with Western Europe maintaining the highest percentage at 5.2%. Strong e-commerce markets are expected to contribute an additional 5% to GDP in 2023, presenting numerous opportunities for e-commerce firms in Eastern Europe.

The driving force behind European e-commerce is the EU-27. Although the UK—formerly part of the EU—still represents a significant portion of European e-commerce revenue since its exit in 2020, the digital economy within the Single Market remains strong. The number of online shoppers continues to grow annually alongside E-GDP. Consumer confidence is evident; statistics show that in 2022, 81% of respondents planned to purchase from national sellers.

Several countries stand out within the European region regarding B2C e-commerce turnover: the UK leads with a turnover of €291 billion, followed by France at €146 billion, Germany at €102 billion, and Spain at €72 billion. The highest growth rates for e-commerce turnover (excluding inflation) were recorded in Estonia (106%), Romania (51%), Bulgaria (31%), Spain (31%), and Belgium (22%)

E-commerce growth can also be assessed by examining internet usage and online shopping behaviors across Europe. In 2022, 92% of Europeans had internet access, an increase from 90% in 2021. However, Southern and Eastern Europe lagged slightly behind, with usage rates at 89% and 88%, respectively. Countries such as Albania (79%), Bosnia and Herzegovina (80%), and both Croatia and Bulgaria (83%) fell below the European average. Conversely, Northern and Western Europe boasted the highest internet usage rates, at 97% and 95%, respectively. This high level of connectivity is reflected in their global rankings; for instance, Denmark ranks first in the Environmental Performance Index and the E-Government Development Index, while France holds the fourth position in the 2022 Inclusive Internet Index. Additionally, Finland leads the SDG Index and Logistics Performance rankings.

The annual ICT (Information and Communication Technology) survey on technology use among households and individuals in the EU revealed that in 2023, 92% of respondents aged 16 to 74 utilized the internet, with 69% making purchases or placing orders for products or services. This marks a rise of one percentage point from 2022. Furthermore, 75% of internet users in the EU engaged in online shopping during the same year. The UK led with 95% of its online shoppers, followed closely by the Netherlands (92%), Norway (92%), Denmark (90%), and Switzerland (90%). In contrast, Montenegro (31%), Bosnia and Herzegovina (39%), Albania (49%), and Bulgaria (49%) reported the lowest percentages of online shoppers. (European eCommerce Market Size 2024: Top Players & Market Size, 2024)

Overall, these statistics highlight significant disparities in internet access and e-commerce participation across different regions of Europe, underscoring the ongoing digital divide that exists within the continent. (Statista, 2024)



#### **E-commerce Past and Forecast Data**

Europe, while relatively small in terms of geography, is recognized as one of the most significant economic hubs globally. Traditionally celebrated for its strong manufacturing sectors—such as automotive, chemical, and electronics the continent has undergone considerable transformation over the years. This shift has not only reinforced its standing in established industries but has also positioned Europe as a vital contributor to the global digital economy. The region's rich industrial background has laid a solid groundwork for innovation and technological progress, allowing it to adapt effectively to the evolving economic environment.

In recent times, Europe has increasingly embraced digitalization, which has emerged as a key driver of economic growth and change. The expansion

of e-commerce has also significantly reshaped the retail sector in Europe, with online shopping becoming an essential aspect of consumer behavior. As traditional retail stores adapt to this trend, many are integrating digital tools to improve customer experiences. The surge in e-commerce is particularly evident in industries like fashion and electronics, where convenience and accessibility are increasingly important to shoppers. Additionally, European startups are thriving within this digital landscape, showcasing remarkable growth and innovative potential.

Nevertheless, challenges persist as Europe seeks to maintain its competitive position in the global marketplace. (European eCommerce Market Size 2024: Top Players & Market Size, 2024)

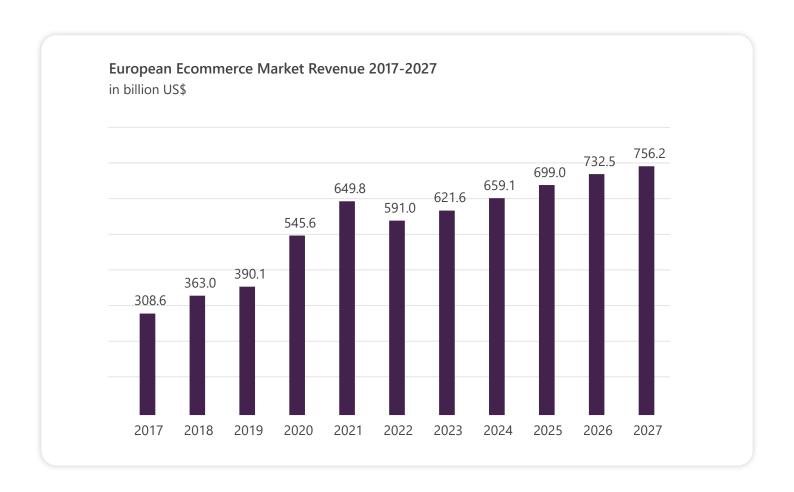
#### **E-Commerce Market Revenue**

According to a report published by the "Ecommerce Europe and Eurocommerce" the in 2022, the European B2C e-commerce turnover increased from €849 billion in 2021 to €899 billion in 2022, despite a shifting economic and political environment. Although the growth rate for 2022, reaching 6%, compares lower than in 2021. (Lornes & Weltevreden, 2023)

However, the market grew steadily from 257 Euro billion (US\$308 billion) in 2017, reaching a peak of 573 Euro billion (US\$649

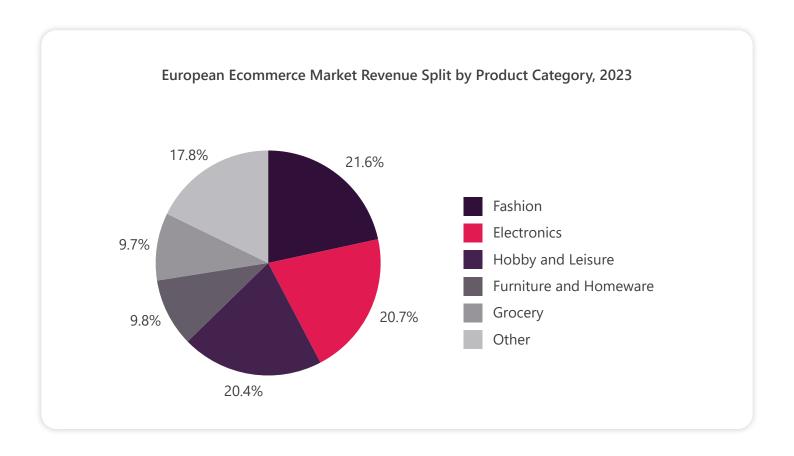
billion) in 2021. Even so, 2022 saw a decline to 553 Euro billion (US\$591 billion). After 2023's rebound, 563 Euro billion (US\$621 billion), 2024 is projected to set a new peak, reaching 613 Euro billion (US\$659 billion).

The long-term outlook remains optimistic, with the market anticipated to reach 703 Euro billion (US\$756 billion) by 2027. This suggests that despite short-term fluctuations, the general trend for eCommerce in Europe is upward.



(European eCommerce Market Size 2024: Top Players & Market Size, 2024)

In 2023, fashion led the way with 21.6% of market revenue. The top category is closely followed by Electronics and Hobby & Leisure, each with around 20% of the market. While Furniture & Homeware, Food and Personal Care have similar market shares ranging from 9.8% to 9.6%, the DIY category represents a smaller portion of the market at 8.2%.



(European eCommerce Market Size 2024: Top Players & Market Size, 2024)

In 2022, the most common online purchases of goods were clothes (including sports clothing), shoes or accessories (ordered by 42% of internet users). Following wearables, the top 5 most common online purchases of physical goods were completed by deliveries from restaurants, fast-food chains and catering services (19%), cosmetics, beauty or wellness products (17%), furniture, home accessories or gardening products (16%), and printed books, magazines or newspapers and sports goods (excluding sports clothing) (both 14%). (EuroStat, 2023)

Per the data of the European E-commerce Report, the top popular categories for E.U. e-shoppers in 2022 were clothing and accessories (for physical items) with 68% and streaming films (for digital goods) with 34%. On the other end the least bought items online were tickets to sports events with 9% and apps related to health and fitness with 6%. Other essential products such as medicine and dietary supplements were bought only in proportion of 20% while food/

beverages (stores or meal kits) were bought in proportion of 17% online. (Boukarroum, 2023)

Moreover, cross-border e-commerce has also been on the rise in Europe, with the market poised to grow by \$55.47 billion from 2022 to 2026. From our data, the market is accelerating at a compound annual growth rate (CAGR) of 11.71%.

After the peak of the COVID-19 pandemic, e-commerce has become even more firmly anchored in the European economy and society. Overall, two trends can be identified. On the one hand, there is the normalization and stabilization of online sales as compared to the exceptional year of 2021.

During Black Friday and Cyber Monday (BFCM) 2022, e-commerce parcel volumes only increased by 64.2%, notably lower than the 69.7% growth observed the year before.

On the other hand, consumers adopted a cautious approach to their expenditures due to factors like the war in Ukraine, and a prevailing sense of uncertainty.



However, despite this trend, the digital commerce sector has demonstrated remarkable resilience as e-commerce sales have only shown a minor decline. Furthermore, the online services industry, including e-tourism, events, and ticketing, has displayed a consistent recovery over the past year.

In 2023, many advanced economies faced an "economic tipping point." Global consumer confidence fell due to soaring inflation, escalating geopolitical tensions, and rapidly rising interest rates. Households worldwide are experiencing a severe strain on personal finances and are forced to make widespread cutbacks across all areas of their spending – including online shopping.

According to Retail Economics, Europe is among the regions most affected by the consumer downturn in 2023. Growth prospects are particularly bleak in the United Kingdom and Germany, as evidenced by their relatively high scores on the Shopper Sensitivity Scorecard. Consumers in France, Germany, and Italy were more reserved about spending than the country's economic benchmarks would suggest.

Despite the economic slowdown and grim overall outlook for 2023, about 57% of European merchants expected similar or better trading conditions moving forward. To ensure they are ready to capture any opportunity, retail businesses across the region are increasingly investing in innovative solutions that boost their capabilities. (The challenges and opportunities for e-commerce businesses in Europe, 2024)

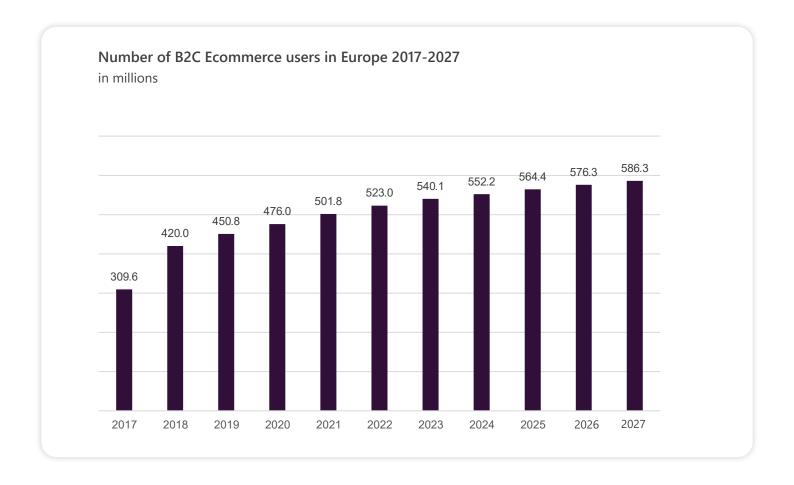
The pandemic-induced e-commerce boom, coupled with the ever-changing expectations of modern customers, has prompted several European retailers to explore unconventional e-commerce fulfillment methods. According to a report by Last Mile Experts, there are more than 336,000 PUDO locations available throughout Europe. 43,000 of these PUDO points are automated parcel machines (APMs).

Research also shows that there has been a 40% growth in PUDO points in the European Union and the United Kingdom since mid-2019. In 2022, Belgium had the highest collection point (CP) usage of 8.7%, followed by France (7.3%), Germany (7.1%), and the Netherlands (5.4%). (Ecommerce Delivery Benchmark Report, 2023)

#### **E-Commerce Users**

According to data in 2017, there were 390 million e-commerce users, and the figure grew to 540 million by the end of the 2023 year. Forecasts suggest the growth will continue, with 552 million users expected in

2024 and as many as 586 million by 2027. The steady increase in users suggests that businesses should fine-tune their strategies to meet the evolving needs of a larger and potentially more diverse consumer base.



(European eCommerce Market Size 2024: Top Players & Market Size, 2024)

Additional data shows that 76% of internet users in Europe shopped online in 2022 and it was projected to increase to 78% in 2023. Compared with 67% of users with shopped online in 2018.

According to data from Eurostat, in 2023 87%

internet users who bought or ordered goods or services for private use in the previous 12 months were of age ages between 25 and 34, while users between 65 – 74 years old accounted only for 60% of the internet users that order something online. Compared with 10 years ago where for the same age category 25–34 years only 65% of them ordered something online and only 49% of the 65 – 74 years old bought goods online.

### **Conclusion**

This report provides a comprehensive analysis of the evolving landscape of online and offline retail in the European region. It highlights the significant growth of e-commerce while contrasting it with the challenges faced by traditional brick-and-mortar stores.

E-commerce in Europe has demonstrated remarkable resilience, with revenues increasing from €849 billion in 2021 to €899 billion in 2022. Despite economic challenges such as inflation and geopolitical instability, projections indicate continued growth, with estimates reaching nearly €703 billion by 2027. This upward trajectory reflects a broader trend of increasing consumer adoption, as approximately 75% of internet users aged 16 to 74 engaged in online shopping by 2023, a substantial rise from just 53% in 2010. This trend is particularly pronounced in Western Europe, where e-commerce penetration is highest.

In contrast, offline retail is experiencing a decline due to changing consumer preferences and the convenience offered by online shopping. Several factors contribute to this decline, including high operational costs for physical stores and a shift towards omnichannel strategies that integrate both online and offline experiences. As consumers increasingly favor the ease of online purchasing, traditional retailers must adapt to maintain their relevance in the market.

The report also highlights regional disparities regarding e-commerce adoption and offline retail performance across Europe. While Western Europe remains the largest market, growth rates are notably higher in Eastern and Southern Europe, indicating potential opportunities for expansion in these regions.



Looking ahead, the forecast for e-commerce remains optimistic, with expectations for an increase in both the number of users and overall market revenue. However, traditional retail must innovate and enhance its online presence or improve customer experiences in-store to compete effectively.

In conclusion, the findings of this report underscore the dynamic nature of the retail landscape in Europe. E-commerce continues to thrive amid challenges faced by traditional retail, and stakeholders must navigate this transition strategically. The future of retail will likely hinge on blending the convenience of online shopping with the tangible benefits of offline experiences.

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