**Emergence**

**Introduction**

**Growth**

**Saturation**

**Declaine**

Electronic retail

Turnover

Other category killers

Specialized outlets of clothes and footwear

DIY

Hypermarkets

Strong discount stores supermarkets

Traditional supermarkets

Department stores

Profit

Time

Turnover

Profitability

Permanence of customers

Competition

Low growth

Negative

Innovators

No

Fast competition

High yield

Special needs

Limited

Growth at high level

High, declining

Wide market

Extensive

Decline

Low

Special needs

Intensive

**Figure 1. Lifecycle of retail formats in the European Union**

Source: Planet Retail. Retrieved on March 1, 2016, from <http://www.planetretail.net/presentations/ApexBrasilPresentation.pdf>

**Figure 2. Structure of food retail formats (2009-2014)**

Source: Own calculation based on Global Power of Retailing (2011- 2016), Global power of retailing (2011-2016). Retrieved on March 2, 2016 from <http://www2.deloitte.com/be/en/pages/consumer-business/articles/global-powers-of-retailing.html>



**Figure 3. Normality test**

Source: Own calculation