

**Summary, February 2016**

**Cover Story**.....1, 2

- “Working in food, it’s like working in the heart of people”. Interview with Nicola Farinetti, CEO of Eataly USA

**Return from the NRF**.....3

- A globetrotter from New York. Interview with Francoise Devé, E-commerce Director at Kering Sport and Lifestyle
- Expert viewpoint. By Jerome Gayet, President of Connected Commerce Institute (ICC)

**Europe**.....4, 5, 6

- Ikea invests in “pick-up” stores
- Decathlon goes global in every direction
- Vegga, the concept of the month, disrupts fashion retailers with its circular model
- Aldi launches online services
- A focus on Glories, the mall of the month, with its innovative fresh market
- In short: Muji takes over the reins in Spain and Portugal... John Lewis leads the e-commerce race... Hines focuses on high streets...Moscow’s vacancy rates climb...

**Americas**.....6, 7

- Amazon ends a historic year
- Unprecedented closures for Wal-Mart
- Which are the most expensive streets in Americas?

**Africa, Middle East**..... 8

- Department stores flock into the Gulf
- Sonae expands from Portugal to the United Arab Emirates
- In short: When caving for children mixes retail in Abu Dhabi... Majid Al Futtaim’s revenue up by 8%... In the U.A.E., fuel is cheaper than many daily products...

**Asia**.....9

- How Apple aims to conquer India
- Bain Capital raises US\$3 billion for Asia
- In short: John Lewis to land in Kuala Lumpur... Uniqlo launches a “click & collect” service... Dining out, China’s new passion... JD.com is testing a drone delivery...

**Study**.....10, 11

- Global ranking. The U.S. retailers top the world’s podium (Deloitte)

**People**.....12

- Resignation at Marks & Spencer... Benetton India appoints new C.E.O... A French woman takes over at ICSC... Kasper Rorsted, from Henkel to Adidas...