

THE WORLD'S ONLY GLOBAL RETAIL AND LEISURE MAGAZINE

RLI



RETAIL & LEISURE INTERNATIONAL

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DECEMBER 2022/JANUARY 2023 ISSUE 177

GLOBAL FOCUS

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AUSTRIA SLOVENIA HUNGARY ITALY CROATIA CZECH REPUBLIC



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Cover Story

Trafford Centre is a landmark UK retail destination with over 150 brands, an exquisite food and beverage offering and numerous exciting leisure activities all under one roof.



Editor's Foreword

Welcome to our annual MAPIC issue which seems to have come round quicker than ever this year due to our highly successful events in Saudi Arabia. As soon as we were back on home soil we were back in the office putting the finishing touches to this edition which features everything you need to catch up on in the world of retail, leisure and entertainment as you make your way to the MAPIC event in Cannes. We will be back in 2023 so we look forward to seeing you then.

Until next year...

James Quinn, Editor



Publisher's Comment

It's been a busy few weeks for the RLI Team with our events in Riyadh and then a mad dash to get our MAPIC issue to print in time for the Delegate Bags, so I haven't really had time to pause and reflect on how it all went, albeit the streams of emails and praise has been non-stop since our return, so I'm guessing you could say they were very well received. We definitely unlocked untapped potential, read all about it on pages 16 & 17. As always a fitting finale was the prestigious Global RLI Awards, which recognised and celebrated world-class projects and retail and leisure excellence on a global scale... Stay tuned for our Winners Brochure out soon.

It's not often that I can say this but, this month's Cover Story is a landmark retail destination, close to home. The Trafford Centre is my shopping haven with over 150 brands, exquisite F&B offerings and exciting leisure activities all under one roof and I for one am eager and excited to learn what lies ahead for my favourite UK shopping centre.

Profiles this month include: Solitaire, Riyadh's newest multi-use lifestyle destination; NEINVER, a successful investor, developer and operator of European outlets; Aedas, a leading international architecture and design practice and Art Software Group, who give us an opportunity to immerse ourselves in data.

The countdown to Christmas has begun and as this is our last issue before Christmas I would like to wish you all a wonderful Christmas and as the New Year approaches RLI will once again open a new book, its pages are blank, the book is called opportunity and its first chapter is New Year's Day... Wishing you all a prosperous 2023!

If you are off to MAPIC, Cannes or Retail Congress MENA, Dubai I look forward to seeing you there!

Jayne Rafters, Publisher

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who's who in retail

RLI MEETS

Nisreen Shocair

FORMER CEO MIDDLE EAST - YOOX NET-A-PORTER GROUP*

Before her role as CEO Middle East at YOOX NET-A-PORTER Group, Nisreen Shocair had been the President of Virgin Megastore for the Middle East & North Africa for over a decade, leading its transformation and playing a key role in promoting Middle Eastern culture to a young demographic.

At the intersection of fashion and entertainment, Nisreen has held leadership positions at Viacom, Sony Music, Bertelsmann AG and Hearst Entertainment. Nisreen co-chairs the Retail Leaders Circle, a think tank for the Middle East retail industry and its ecosystem. She has been a regular speaker for Virgin's Disruptors on thoughtful consumption and the conscious role retailers need to play to support our planet. She has been awarded Female CEO of the Year by CEO Middle East and Businesswoman of the Year by Women in Leadership.

Q. Given the changing market conditions throughout the last couple of years, have you had to alter or re-evaluate your key objectives moving forward?

We definitely have yes. More than ever, there is a focus on the need for localisation and honing in on differences between the markets in the region. We have accomplished this through regional content and campaigns, such as the Ramadan campaigns and more recently our first regional wedding guest edit. We did this while staying true to our identity as a global brand as our buying and the range of brands/categories on our website helped maintain the essence of the YOOX NET-A-PORTER Group.

Q. How would you say the Covid-19 outbreak affected your business and will it have any long-term effects on your plans moving forward?

During the global pandemic, there was an unprecedented shift with non-digital users going digital. We stood out with our personalised approach in building our four brands and a local team that understands regional nuances.

Q. As a leader, when making key strategic decisions, what proportion of the decision do you feel is fact-based and what proportion is instinctual?

In a digital space such as YOOX NET-A-PORTER, a lot of the decisions taken are data driven. As a global business, my strategic decisions depend on the department. For instance, buying is gut-based but also needs some data driven considerations. Anything creative such as marketing elements like event locations, etc needs more instinctual decisions.

Q. What do you make of social media and its prominent rise in importance over the last few years and how important do you feel e-commerce and online activities will continue to be?

I prefer to say leaders are "evolving" or are "ever-changing". There are additional areas within a business that leaders need to look into that they didn't need to before to be more successful. For instance, diversity and inclusion is a key focus, also sustainability. However, the great thing is, at YOOX NET-A-PORTER we have already been pioneering these areas through our Infinity strategy that focuses on circularity and offering more considered/sustainable materials in our collections. I personally have been championing these elements because it's a space I've been active in for over 20 years.

Q. What would you consider to be your career highlights?

There are too many to mention, but bringing Middle East culture, design and fashion to the globe is a personal highlight for me. Helping to make this region a destination for brands and for business rather than it being an after-thought has been fantastic for me and I would like to think that bringing together my eastern and western roots has assisted in this. For instance, launching key regional designers on NET-A-PORTER including Elie Saab and Benchellal has been a highlight. Another has been being a spokesperson for the region, thus making it a destination for many brands through the support of governments, promoting artists and designers and creating opportunities for women in the region.

Q. What key leadership skills do you feel are the most important in the current retail climate?

I feel that curiosity, passion, communication and the ability to adapt and change are pivotal in today's retail climate.

Q. How are you feeling about the 12 months ahead?

Positive and excited as I am an eternal optimist but a realistic one. I see the private and public sectors coming together to do things faster and better with a regional pool of talent that is bigger than ever before. As my friend from Savoir Flair Grace Gordon mentioned, I'll borrow her term, we are building the fifth capital of fashion. Additionally, creativity has become well-rounded, with museums, incubators and mentorship programs all coming together and supporting one another to grow. As a business, if we've learnt anything from our years in the style business, it's that a great idea can come from anyone. At NET-A-PORTER, we have our mentorship program, The Vanguard, empowering rising talent within the fashion industry by providing business development and support while committing to diversity and inclusivity. The same goes for Fashion Futures at MR PORTER, a global designer mentorship programme for undiscovered talent.

Q. Do you have any words of warning for the industry as we continue to move through uncharted territory?

The best businesses are the ones who focus on short and long term profitability and hard times should not create negative reactions in terms of cutting budget or innovation. Invest the most then for future growth.

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FIVE LEADING RETAIL BRANDS CHOOSE CRIBBS MALL

Cribbs Mall is pleased to welcome five new retailers following the signings of toy store The Entertainer, global fashion brand Mango, arts and crafts supplier The Works, fast growing retailer Suit Direct and luxury beauty specialist Rituals.

The five retail brands will take a combined area of 13,607sq ft at the centre, while jewellers F.Hinds has committed its future to the centre with a lease extension. The announcements come off the back of over 30,000sq ft of new occupational deals over the last 12 months. This includes an expanded fashion offering with the arrival of Kurt Geiger, Carvela and Tommy Hilfiger. Meanwhile the opening of H Beauty has grown the centre's thriving beauty scene.

Simon Green, Portfolio Director at M&G Real Estate, said: "The arrival of five leading retailers, alongside F.Hinds' renewal, perfectly captures the diverse range of occupiers we have at Cribbs Mall as each appeal to different types of shoppers."



GROUND WORKS HAVE BEGUN ON ROTHERHAM'S FORGE ISLAND DEVELOPMENT - SOON TO BE HOME TO A STATE-OF-THE-ART CINEMA, 69 ROOM HOTEL AND SIX RESTAURANTS PROVIDING FOOD FROM AROUND THE WORLD. ONCE COMPLETE, THE NEW DESTINATION WILL PROVIDE SOMETHING FOR RESIDENTS AND FAMILIES TO ENJOY IN THE HEART OF ROTHERHAM TOWN CENTRE, WHICH WILL INCLUDE A VARIETY OF EXCITING FEATURES SUCH AS THE BOUTIQUE 8 SCREEN CINEMA FROM THE ARC, EACH WITH LASER DIGITAL PROTECTION AND DOLBY DIGITAL SURROUND SOUND FOR THE ULTIMATE FILM EXPERIENCE.

TUDOR BOUTIQUE OPENS AT BATTERSEA

Following the opening of the new retail development at Battersea Power Station, the Watches of Switzerland Group adds to its mono-brand boutique portfolio with the opening of its fourth TUDOR store.

The TUDOR boutique is situated on the ground floor, Boiler House South, directly off Malaysian Square. Turning the unmissable look and feel of a TUDOR watch into a physical space, the boutique is designed with various elements that visually showcase the evolution of the brand. In addition to a colour palette of black, red and white, TUDOR's visual language is represented through a range of materials. Of note is the satin-finish, brushed black, transparent red and structured white surfaces, which are matched by equally sleek timepieces on display.

To celebrate the opening of the boutique, TUDOR is unveiling its first immersive and interactive presentation to showcase the materials used in the Black Bay Fifty-Eight Bronze Boutique Edition.

KENJI LAUNCHES WEST MIDLANDS FLAGSHIP

Hammerson has announced that KENJI, the East-Asian inspired homeware and stationery brand, has opened its debut location in the West Midlands at the Bullring.

Located on the Bullring's middle level, the 3,250sq ft flagship showcases KENJI's full range of eclectic homeware, collectable plushies and kawaii stationery ranges, alongside the brand's extensive selection of East-Asian snacks and confectionery.

Coinciding with the launch of its debut location in the West Midlands, KENJI has also unveiled its app, KENJILand. The immersive virtual experience enables users to interact with a digital community and experience an array of virtual worlds. Interactive displays, KENJILand game merchandise and a seamless connection with social media sharing are all part of the brand's blending of offline and online.

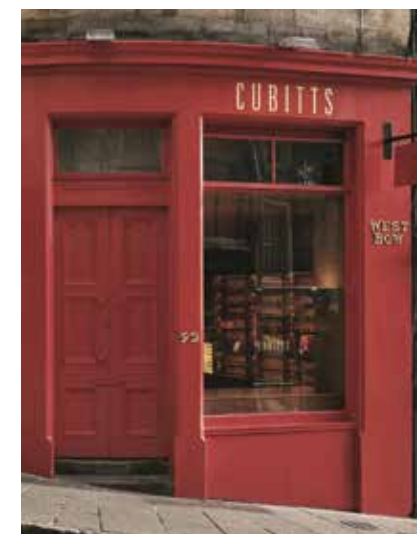
The opening follows the news that JD Sports is to more than double its presence in Bullring & Grand Central, in a clear signal of the destination's appeal.

CUBITTS EXPANDS TO SCOTLAND WITH TWO NEW STORES

Modern spectacle maker Cubitts has today unveiled two new stores in the heart of Edinburgh, its first sites outside of England. The stores, Cubitts Old Town and Cubitts New Town will bring the brand's considered offering of spectacle making, eye examinations, repairs and services to the city's residents and visitors.

Taking the total number of UK stores to 15, Cubitts Old Town is situated on one of the most historic and photographed streets in Britain (West Bow), while Cubitts New Town sits opposite the Scottish National Portrait Gallery on York Place.

Both sites will house the brand's full collection of frames and its bespoke design service - allowing customers to purchase handmade frames in their exact measurements.



BOXPARK WELCOMES FOUR NEW FOOD TRADERS

This Autumn and in time for World Vegan Month, BOXPARK is welcoming two brand-new Vegan food traders, along with London's finest pizza boys Crust Bros and the ever expanding Dough Bakehouse.

With a mantra of 'big crusts and big vibes', Crust Bros journey began on the streets of London, selling pizza in the capital's finest street food markets, pop-ups and music festivals. After three solid years of street food trading, the CB team opened their first full restaurant in Waterloo, followed by a second site in Wandsworth and they're now delighted to be bringing their pizza to BOXPARK.

Vegan Wing Shack is the vegan-friendly sister brand of Wing Shack Co, with ambitious plans of becoming the biggest and best Vegan wing restaurant in the country. Their bonless wings are completely allergen

and gluten free and there are six sauces to choose from, as well as crispy chick'n tenders and a selection of sides.

Dough Bakehouse is an in-house bakery and cafe offering a delicious range of coffees, milkshakes, sandwiches, savoury pastries & porridges. The Dough Bakehouse team will be serving freshly baked bread daily, alongside fan-favourite apple strudels, gooey brownies, cinnamon buns and a selection of beverages from signature hot chocolates to fruit smoothies.

Finally, Vegan Shack has a straightforward mission to make tasty plant-based fast food accessible. The menu offers a selection of sweet and savoury options, including a range of plant-based burgers like the Fillet Faux Fish and Chick'n Strip Burger, morish tater tots, all accompanied with a selection of desserts and vegan milkshakes.

LONDON POP-UP LAUNCHES

Covent Garden, the home of experiential retail and unbeatable festive experiences, has revealed that Dolce & Gabbana has launched an exclusive London pop-up in the heart of the Piazza. The Italian brand will host a Holiday Market including food and beverages, gift ideas, fashion, sneakers and an exclusive Covent-Garden-only t-shirt with a London print.

MINISO OPENS AT BRENT CROSS

The design-led lifestyle retailer is launching their ninth own store in the UK at Brent Cross in London. The store will offer a full range of high-quality and innovative products including toys, tech, stationery, accessories, homeware, food, health and beauty, all for great value.

LAKESIDE BOOSTS OFFERING

The popular UK retail and leisure destination, owned by property company SGS and asset managed by Global Mutual, has strengthened its fashion offer with leading retailers Pull & Bear and Stradivarius joining its line up. Both brands are owned by Inditex and will join sister brand Zara at the centre.

SOOK LAUNCHES NEW STORE

The flexible retail operator will open its 12th site in early 2023 at Cain International's mixed-use destination, Islington Square. This new space will kickstart Sook's plans to open 50 new sites across 2023, on its mission to reignite retail spaces across the country.

MILKSHA LAUNCHES UK SITE

The globally well-established Taiwanese brand, Milksha has over 300 stores in Taiwan and around the world and now the long-awaited bubble tea brand arrives in the UK, with its first flagship store located on Shaftesbury Avenue, London. Milksha's menu is divided into several categories, ensuring that even those new to the delights of bubble tea can easily navigate the wide selection of treats on offer.



LOEWE CONTINUES GERMANY EXPANSION WITH A NEW BOUTIQUE IN BERLIN

The Spanish luxury brand has recently opened a brand new 'Casa Loewe' flagship store in Berlin at the prestigious department store KaDeWe. It follows the flagship store that the brand opened in Munich in 2021.

Created by Artistic Director Jonathan Anderson and the brand's in-house design team, the store thoughtfully blends contemporary curated furnishing pieces to create a bright and luxurious feel for shoppers. Concrete and maple wood run throughout the space, combined with blue and orange ceramic elements from Spain.

The new store, which covers an area of 75sq m houses the brand's complete range of products for both men and women, including shoes, handbags, jewellery, eyewear and other accessories.

Loewe continues to push ahead with its expansion plans and has recently reopened its boutique in New York's SoHo district, a pop-up store in Tokyo and a temporary outlet in London's Harrods department store.



HYATT HOTELS CORPORATION HAS ANNOUNCED THE OPENING OF HYATT PLACE KRAKOW, THE FIRST HYATT HOTEL IN THE CITY. THIS HOTEL REPRESENTS THE RETURN OF THE HYATT BRAND TO POLAND, REAFFIRMING ITS COMMITMENT TO GROWING ITS BRAND PORTFOLIO IN EUROPE. THOUGHTFULLY CURATED INTERIORS SHOWCASE THE HYATT PLACE BRAND ETHOS OF INTUITIVE DESIGN AND ACCESSIBLE CONVENIENCE, CREATING A RELAXED AND MODERN HUB IN THE HEART OF KRAKOW. INSPIRED BY THE NEARBY BLONIA AND JORDANA PARKS AND THE CITY'S ARTISTIC TRADITIONS, THE HOTEL BLENDS NATURAL MATERIALS AND BOLD COLOURS WITH POLISH ARTIST KAROL BANACH'S ORIGINAL ARTWORK TO REFLECT THE LOCATION'S CONTEMPORARY, URBAN CHARACTER.

PRIME CAPITAL TO INVEST IN MIXED-USE SCHEME

The property developer and investor has unveiled plans for an urban regeneration project in Cluj-Napoca, Romania. The company intends to develop a shopping centre spanning 75,000sq m, offices with a leasable area of more than 49,000sq m and a residential component with roughly 1,400 apartments, following an investment of over €330M. The developer will then invest an additional €10M in the road and educational infrastructure in the city.

"Our development proposal reduces the need for additional transportation services by optimising the use of existing infrastructure and making a major contribution to planned public infrastructure that will unlock long-term community benefits," said Maggie Kitshoff, Partner Office & Residential at Prime Kapital.

At present, Prime Kapital and MAS PLC have investment plans in Romania worth €2bn including over 14,000 residential units, over 280,000sq m of retail leasable space and over 150,000sq m of office leasable space.

DEUTSCHE HOSPITALITY CONTINUES EXPANSION

The group has opened its 15th Zleep Hotel in Denmark, thus further expanding its market position in the Scandinavian economy segment.

Located in Havneøen, an urban district of Vejle, the hotel is nestled in an exclusive urban and residential area. Overlooking the Fjordenhus, a building designed by Olafur Eliasson, the hotel is located on Vejle's harbour.

Zleep Hotel Vejle houses 109 rooms including a new category called "Sky View" offering a wonderful view over the city and harbour. In addition, a fitness area and rooftop terrace are offered. With the reception, bar and breakfast area on the 11th floor overlooking Vejle Fjord, the hotel's excellent location has been used to its full advantage in terms of the Guest Experience.

The brand's portfolio currently includes 16 hotels in Denmark and Sweden. In addition to Prague, Zleep Hotels are under construction in Hamburg, Frankfurt, Madrid and Zurich.

TENANTS UNVEILED FOR FOOD AND ENTERTAINMENT PRECINCT

Westfield Penrith has revealed the brands that will join its \$33M casual dining and entertainment precinct.

The highly-anticipated opening of Coles will take place this month and upon opening will offer a full-line Coles supermarket, a large deli, Liquorland and an open-front bakery. The Coles opening will be followed by the launch of Queensland-based Hanaromart Asian supermarket.

Continuing the new openings, December will see the launch of three new dining retailers, Thai Thae, No 1 Malatang and Smiling Dumplings and Noodles as well as the first Archie Brothers Cirque Electriq and Holey Moley in Western Sydney.



LUXURY DEPARTMENT STORE PLANNED FOR VIENNA

Thailand's Central Group and its European joint venture partner Signa, have formally launched their new luxury department store concept in Austria.

Central Group began its European development by acquiring Rinascente, a luxury department store group in Italy, in 2011. This was followed in 2013 by the acquisition of Illum, Denmark. In 2015, Central Group formed a joint venture with Signa Holding to acquire KaDeWe Group Germany.

Called Lamarr, the department store will open in Vienna in 2024 and will be the KaDeWe Group's fifth luxury department store offering, joining KaDeWe in Berlin, Alsterhaus in Hamburg, Oberpollinger in Munich and Carsch-Haus in Dusseldorf.

The store will be created with a mix of modernity and tradition and will feature both international and local

brands including Louis Vuitton, Gucci, Prada and Bottega Veneta. Other service components including medical services and a spa, events and art exhibitions, will complement the store.

Designed by architecture firm OMA, the department store is located on one of the most bustling shopping destinations in Vienna, Mariahilfer Straße boulevard. It will span eight floors with 20,000sq m of retail space. Customers can encounter Lamarr and her memorable quotations on walls and in elevators while shopping through projected imagery.

In addition to the Lamarr, the Thomson Vienna hotel and the 1,000sq m rooftop park are currently under construction. According to Central Group, tourists can enjoy terrace seating in the gallery garden that connects the hotel to the store.



MANGO CONTINUES GROWTH

The Spanish fashion company continues its geographic expansion and will as such end this year with 270 new points of sale, reaching a grand total of 2,600 stores across five continents. According to Commercial Director César de Vicente, 2022 has been a 'very special' year with the opening of emblematic stores.

HUGO BOSS REACHES RECORD

The German fashion brand is raising expectations after a record quarter, with the highest sales the retailer has ever seen. Previously best known for its suits, the brand has recently rejuvenated itself, focusing more heavily on younger people and more casual clothing.

GERRYWEBER INCREASES SALES

In the first nine months of the 2022 financial year, GerryWeber generated sales of €247.4M, a huge growth of around 30.2 per cent from €190M in the same period of 2021. The continuous opening of retail spaces compared to the previous year made a major contribution.

MACKAGE OPENS IN GERMANY

The Canadian outdoor label has opened its first store in Europe in Düsseldorf's shopping centre, seven. Situated on the ground floor of the centre, the store concept houses Mackage's high-quality outdoor outerwear made of leather, down and wool.

MISTER SPEX OPENS SWISS STORE

Following successful openings in Germany, Austria and Sweden, Switzerland is the fourth country into which the Berlin-based e-commerce retailer is rolling out its brick-and-mortar presence. In the store, visitors will find a selected range of glasses and sunglasses from Mister Spex's own and luxury brands.

CITYCON SIGNS LEASE WITH LPP

Citycon has signed lease agreements with LPP Finland for the arrival of the group's two fashion brands in three of their centres - Lippulaiva, Trio and Iso Omena. Sinsay will be opened in both Lippulaiva and Trio, whilst Cropp stores will be opened in Iso Omena and Trio over next spring and summer.

"We are very happy about the lease agreements we have signed with LPP Finland. It is great to get to start cooperation with them on the Finnish market as well," says Jussi Vyyryläinen, Vice President, Leasing.

CANADA'S SECOND TIME OUT MARKET WILL LAUNCH IN VANCOUVER

Time Out Market Vancouver is slated to open in late 2024 in Vancouver's Oakridge Park, one of the most ambitious redevelopments in North America.

Spread across two levels in the shopping centre and spanning 69,000sq ft, Time Out Market Vancouver will showcase a curated collection of the city's best culinary and cultural experiences. Visitors will taste food from the city's top local chefs and restaurateurs and sip cocktails created by award-winning mixologists. With a focus on supporting local businesses, Time Out Market Vancouver will also collaborate with rising talents to provide music and entertainment.

The location will have a curated mix of 17 live cooking kitchens, three bars, a coffee shop, a stage, art and cultural spaces and an open-air patio on the first level. The mezzanine will be home to a signature cocktail lounge, event space and demonstration kitchen. With approximately 1,400 seats—including the event space—there will be a mix of indoor and al fresco dining experiences.



MODERN GOLF ENTERTAINMENT LEADER TOPGOLF IS INITIATING PLANS TO BRING ITS TECHNOLOGY-ENABLED VENUE EXPERIENCE TO THE SAN DIEGO AREA, WITH NEW LOCATIONS BEING PROPOSED IN SORRENTO VALLEY AND EAST HARBOR ISLAND. TOPGOLF'S VENUE EXPERIENCE IS CENTRED ON PLAYERS TAKING PART IN POINT-SCORING GAMES IN OUTDOOR HITTING BAYS THAT ARE EQUIPPED WITH THE BRAND'S TOPTRACER BALL-TRACKING TECHNOLOGY. THE BALL'S DISTANCE, HEIGHT, SPEED AND MORE ARE TRACKED AND PLAYERS EARN POINTS BASED ON THE GAME THEY'RE PLAYING. TOPGOLF VENUES ALSO FEATURE SPECIALTY MENU ITEMS SUCH AS SIGNATURE NACHOS AND TOP-SHELF DRINKS.

CANADA GOOSE EXPANDS US FOOTPRINT

The luxury outerwear retailer is set to open two new permanent locations, in Las Vegas and Denver, along with a pop-up in the Detroit area and another in Aspen, Colorado. The new store locations will showcase the brand's expanded product categories and will also feature exclusive designer collaborations, bringing head-to-toe offerings for the entire season.

Each location will reflect Canada Goose's 60-years-plus heritage and will also boast a museum-like design, housing new installations from the brand's vast collection of Inuit art. With over 400 artwork pieces, from paintings to illustrations and sculptures, in 45 stores, this is the largest retail collection of Inuit art in the world, the company noted.

The Detroit-area pop-up store will be located at the Somerset Collection in Troy, Michigan while the Aspen pop-up will be situated on Hyman Avenue. Both pop-up offerings are set to open by the end of the year.

GLOSSIER OPENS TWO NEW STORES

The much-loved cult beauty brand continues to lean back into brick-and-mortar stores, opening two new locations - a store in Philadelphia and another in Brooklyn.

The Philadelphia store features a design that is inspired by nearby museums, including the Philadelphia Museum of Art and the Rodin Museum. As such, the store is decorated in more muted tones of pink and features 'Cloud Paint skies' which draw inspiration from Rococo art and new classical paintings. The Brooklyn store meanwhile mimics local New York City corner stores.

Like other Glossier stores situated in Seattle, Los Angeles and London, the two new offerings include the retailer's 'selfie room' and are stocked with products including the brand's most popular items 'Boy Brow', 'Balm Dot Com' and 'Cloud Paint'.

The retailer has plans to open a new flagship store in SoHo next year and has also partnered with Sephora to sell its products inside their stores.

CULTURE KINGS OPENS ITS FIRST US STORE IN LAS VEGAS

The Australian-based global streetwear brand has opened a 14,000sq ft flagship store at The Forum Shops at Caesars, a Simon Property in Las Vegas.

The immersive store space is designed to bring Culture Kings' signature mix of fashion, sports, culture and music. Exciting features of the store include a recording studio for music artists, a half basketball court, a 75ft hat wall, live daily DJ performances and gamified activations.

Further significant areas of the store include a 'Secret Room' which is dedicated to rare, sought-after streetwear items and 'The Vault' which houses premium jewellery.

The launch of the store will drive growth in store and accelerate the brand's presence in the US.



H&M'S COS IS SET TO ENTER NEW MARKET

The brand will launch in Mexico in summer 2023, opening a flagship store in the country's capital, Mexico City. The Mexico City store will mark the brand's first presence in the country and is part of a wider expansion strategy to scale the business globally and attract customers in new market.

Located in Antara, Polanco, the 486sq m store space will reflect the brand's design principles while incorporating sustainable values. The debut store in Mexico will adopt a new more sustainable concept with a circular ambition in design and material choices, marking the third store to roll out the concept to date.

Katie Reeves, Managing Director North America, COS, said: "Opening a flagship store in Mexico is an incredibly exciting step for COS. We are always looking for new markets to introduce people to our brand and are confident Antara is the

perfect destination for the launch. I'm looking forward to seeing how customers respond to the brand and engage with our collection."

The new location will open with COS Spring Summer 2023, a collection founded on elevated essentials and unique wardrobe staples. The collection will be built with sustainability in mind, with each piece designed to last beyond the season. This conscious mindset will also be reflected in the design of the store, which focuses on circularity in both materials and design and will encompass more sustainable materials such as bamboo wardrobes, recycled acrylic vitrine display cases and a rail system made with recycled aluminium.

The concept is created so it can be maintained, repaired and repurposed, demonstrating the brand's commitment to a circular built environment.



PANERA BREAD EYES GROWTH

The bakery-cafe fast casual brand is planning to expand into urban markets and non-traditional settings with a streamlined store model and is rolling out two new digitally driven formats. The formats include the new Panera To Go concept and an updated Urban Format, which recently opened in the 46-storey Hearst Tower, New York.

BROOKLYN GETS INTERESTING

Showfields has unveiled a new retail concept in New York City, dubbed the 'most interesting store in the world'. Showfields bills itself as a lifestyle discovery brand and the new 11,560sq ft store is designed as a six-room home, with each of the rooms displaying different products.

NORDSTROM RACK EXPANDING

Nordstrom is continuing to expand the footprint of its off-price concept, eyeing up locations in Texas, California, Kansas, Georgia and Las Vegas, all set to open in 2023 or 2024. The concept will also expand in California, with plans to open three locations next year.

NEW BOUTIQUE FOR COACH

The Tapestry Inc.-owned brand has opened a new store at South Coast Plaza, Costa Mesa, California. The space features a leather front store, a terrazzo floor, boucle walls and an updated made-to-order and craftsmanship bar. The store offers a complete range of products for both men and women.

DICK'S SPORTING GOODS INVESTS

The sporting goods retailer has made a strategic investment into SidelineSwap, a resale platform for buying and selling new and used sporting goods. The unspecified investment builds on a partnership that the two companies initially launched in August 2022 and sees the retailer moving forward in a big way with its burgeoning resale market presence.

MEXICO DEBUT FOR ST. REGIS HOTELS

Expected to open in early 2025, Marriott International has signed an agreement with AB Living to bring the St. Regis brand to Costa Mujeres, Mexico.

The St. Regis Costa Mujeres Resort is expected to feature 158 guestrooms and 80 branded residential units, which will offer views of Isla Mujeres to the east and Cancun to the Southeast. Plans for the resort also include three F&B venues, several swimming pools, a beach club, approximately 5,059 square feet of meeting space and the signature St. Regis butler service.

DEERFIELDS MALL IN ABU DHABI ANNOUNCES EXPANSION

Deerfields Mall, the popular mall in Abu Dhabi, has recently expanded its Restaurant Walk - a designated outdoor area for cafes, restaurants and dining outlets. The grand launch of the Restaurant Walk is celebrated with live entertainment, a DJ, Zumba, bubble play, arts and crafts and ball bending.

The restaurant walk welcomes guests with the famous and renowned Otantik Cafe & Restaurant, Chilies, La Brioche, India Palace Restaurant, Shakespeare & Co, Off the Hook, Bursa, Kebab Evi and Cafe Be.K, Pizza Hut, Tres Bien Restaurant & Cafe & Emerald Grill.

Nabil Essaouti, General Manager of Deerfields Mall, said: "We consider it our duty to offer our customer a delicious selection of F&B offers across our restaurant portfolio so that they can enjoy and make memories to cherish as they dine in the newly-revamped garden area."



LINE INVESTMENTS AND PROPERTY RECENTLY SIGNED AN AGREEMENT WITH STEP IN GROUP TO BRING ON BOARD FIVE NEW BRANDS, BELLA MAISON, CALLIOPE, DEFACIO, FLO AND PENTI TO SILICON CENTRAL, DUBAI'S NEW LIFESTYLE DESTINATION. THE LEASE SIGNING CEREMONY WAS ATTENDED BY BIRENDRA TIWARI, FOUNDER AND CEO OF STEP IN GROUP and SALIM MA, DIRECTOR AT LULU GROUP AT SILICON CENTRAL. UPON OPENING, SILICON CENTRAL WILL OFFER A BROAD MIX OF BRANDS THAT ARE TAILORED TO ENSURE SHOPPERS' COMPLETE SATISFACTION. ADDING TO THE UNIQUE SHOPPING EXPERIENCE, A DIVERSE RANGE OF DINING OPTIONS WILL COMPRISE 24 CASUAL RESTAURANTS AND CAFES AS WELL AS 21 FOOD COURT UNITS.

PLAYOCITY TO LAUNCH IN SAUDI ARABIA

Leisure and entertainment operator Al Hokair Group will launch Playocity in KSA as part of its licensed agreement with Hasbro, a leading name in branded entertainment.

The first two Playocity locations will open soon, spanning an area of 6,000sq ft across both sites. The entertainment centre's will give people and families of all ages the chance to immerse themselves in the wonderful worlds of Hasbro brands including Power Rangers, Transformers, My Little Pony, Potato Head, Monopoly, Nerf and Connect4, among others.

Many thrilling experiences await guests, with mechanical rides, roller coasters, a drop zone, carousels, soft play and laser tag all available.

This agreement will bring Playocity to Saudi Arabia, capitalising on the fandom that surrounds Hasbro's beloved brands and experiences. Al Hokair Group intends to launch further sites across the Kingdom following these initial openings.

FURLA OPENS BOUTIQUE IN 360 MALL KUWAIT

The boutique store has opened in partnership with Trafalgar Luxury Group and aligns with the brand's global expansion strategy with a network reaching over 1,200 points of sale worldwide.

The new store celebrates the world of Furla, reflecting the brand's high-quality accessories that stand out for their unique Italian attitude to life. The brand has now expanded beyond its core business of high-quality leather bags, adding shoes, small leather goods, eyewear, watches and scarves for both men and women.

The new Furla collection portrays energy and liveliness coming together amid cheerful colours worn on shiny padded fabric bags and two-tone leathers to enhance totes and crossbody bags. In addition, floral patterns bring a touch of romance to the winter season among vintage-inspired fabric bags.

NESPRESSO NANO BOUTIQUE OPENS IN UAE

Global brand Nespresso has opened its first Nano boutique in the UAE at Abu Dhabi's Dalma Mall. The boutique is a celebration of coffee and its origins and guests can discover tributes to this throughout the store space.

Customers are invited to explore the coffee range and discover the brand's limited-edition coffees at the Nespresso Experience Table. As with all other Nespresso boutiques this offering also houses a dedicated recycling corner for convenient collection of coffee capsules.

The concept puts sustainability front and centre, reflecting the brand's deep commitment to creating a circular economy. Elements in the store include wood that has been 100 per cent sourced from reforestation programmes and technological systems that aim to reduce energy and water consumption.



GRANDIOSE ANNOUNCES BIG EXPANSION PLANS

Grandiose Supermarket has announced a significant expansion plan that is ongoing implementation in the UAE market. With 12 new store openings planned for Q4 2022, the supermarket chain is one of the fastest growing retailers in the UAE, with plans to have a total of 30 outlets by the end of 2022.

Much encouraged by market response, the supermarket chain also intends to open an additional 15-20 new outlets next year, the announcement coinciding with the brand's fifty-year anniversary since its launch in the UAE.

The new stores will uphold the same reputation of being environmentally conscious with the chain's ongoing sustainability initiatives being practiced across all locations. The brand continues to put promote, highlight and actively advocate for sustainability, family values and

a sincere feel of a like-minded community."

The new chain of outlets will also cater to online customers with deliveries facilitated through the recently launched energy-efficient and electric fleet. Grandiose's home delivery business has grown exponentially on the back of its high standards in online experience and timely fulfillment.

James Scott, CEO of Grandiose Supermarket, said: "We aim to provide families an unparalleled grocery shopping experience where Grandiose becomes a common destination for the diverse community to come and shop together. The expansion has been in the pipeline since multiple business cycles with the chain utilising the recovery time post COVID to bring our understanding of evolved customer behaviour and market need into final execution."



UAE FIRST CASINO CONFIRMED

Set to be bigger than Las Vegas, the UAE's first casino will be situated in the Wynn Marjan resort in Ras Al Khaimah. The region is currently writing gaming laws for the casino, using Singaporean and US regulations as its foundation with the Wynn Marjan planning its casino operations within the Emirate.

NIKKI BEACH IS SET TO OPEN

Nikki Beach Resort and Spa is set to open in Muscat next year. Situated on Yiti Bay, Nikki Beach will be the first luxury beach resort in the coastal town. The development will include a stunning hotel, collection of residences and renowned beach club.

ARABIAN CENTRES CELEBRATE

The company has announced exceptional results for the first half of FY2023 with 13 per cent revenue growth and a 72 per cent increase in net profit year-on-year. The company's strong performance was further boosted by several strategic business initiatives.

HARRY POTTER COMING TO UAE

A Harry Potter theme land will open in Warner Bros. World Abu Dhabi on Yas Island. The Middle East's first Harry Potter themed land experience is being developed by Miral and it will join other attractions themed around the Flintstones, Batman and Superman.

ADIDAS UNVEILS NEW PLANS

The beloved sporting goods brand is set to launch interactive fan experience zones across Dubai in celebration of the FIFA World Cup Qatar 2022. The brand will set up hot spots across Dubai with large screens to broadcast live matches, exciting activities and once-in-a-lifetime opportunities to meet its football ambassadors and iconic players.

REEM EMIRATES SAUDI APPOINTED

Red Sea Global (RSG), the developer behind the world's most ambitious regenerative tourism destinations, THE RED SEA and AMAALA, has announced the appointment of Reem Emirates Saudi to construct the facade and roof shell of the Red Sea International (RSI) airport's landside facilities. The airport is designed to include shaded areas and natural ventilation that minimises reliance on air conditioning. It will feature five mini-terminals, which allow areas to be closed during slower activity periods, curbing the need to air-condition all sections and waste energy.

STARBUCKS ANNOUNCES THE OPENING OF ITS FIRST RESERVE STORE AT FORT MUMBAI

Tata Starbucks Private Limited celebrated its 10 year anniversary with the opening of the first Starbucks Reserve store in India, Starbucks Reserve Fort Mumbai in Mumbai, Maharashtra.

The debut of the Starbucks Reserve concept serves as a testament to the brand's long-term commitment to elevate the coffee experience, whilst also commemorating the strong connections that brand has built with customers over the past decade.

Covering an area of almost 5,200sq ft, Starbucks Reserve Fort Mumbai is designed to bring the coffee experience to life for customers. Customers are greeted by the rich aroma of coffee and the monolithic terrazzo Starbucks Reserve bar, handcrafted by local artisans, which takes centre stage.

The bar offers customers a line-up of Starbucks Reserve small-lot single origin coffees, some of the most exquisite and rarest coffees in the world.



VIETNAM-BASED COFFEE CHAIN TRUNG NGUYEN LEGEND IS EXPANDING ITS FOOTPRINT IN THE INTERNATIONAL MARKET OPENING ITS FIRST STORE IN CHINA. THE COFFEE SHOP, WHICH IS SITUATED AT 699 NANJING STREET IN SHANGHAI, HAS BEEN IN THE WORKS SINCE 2018 AND INTENDS TO PROVIDE CHINESE CLIENTS WITH A VARIETY OF COFFEE PRODUCTS AS WELL AS SERVING FRESH COFFEE DRINKS, INCLUDING THE ROBUSTA OBTAINED FROM ONE OF VIETNAM'S WELL-KNOWN HIGHLAND REGIONS, BUON METHUOT. TRUNG NGUYEN LEGEND SEES THE STORE AS A PLACE FOR ARTISTIC AND CULTURAL COFFEE "WHERE THE THREE MOST PREVALENT WORLD COFFEE CIVILISATIONS COME TOGETHER".

JO MALONE LONDON ENTERS VIETNAM

London-based perfume retailer Jo Malone has opened its first physical location in Vietnam, after opening a duty-free presence at Ho Chi Minh City's Tan Son Nhat airport in 2019.

The brick-and-mortar store is located at Diamond Plaza, one of the most well-known shopping malls in Ho Chi Minh and is designed with a warm colour tone and flowers throughout.

Jo Malone opened the store with a launch function in October, attended by many Vietnamese singers, actors and KOLs. Customers can purchase Jo Malone's exclusive perfume including Lime Basil & Mandarin, English Pear & Freesia and Wood Sage & Sea Salt, as well as its scented candles and body lotions at the store.

Founder Jo Malone launched her second brand, Jo Loves, in 2011 and debuted its first retail location in the UK in 2013.

LOUIS VUITTON OPENS CHINA RESTAURANT

The French luxury Maison has opened its very first restaurant concept in China, called 'The Hall'.

Situated adjacent to the Louis Vuitton flagship at Chengu's Sino-Ocean Taikoo Li shopping complex, the restaurant will collaborate seasonally with Michelin-starred chefs worldwide to offer guests a diverse selection of menus.

The restaurant offers lunch, afternoon tea and dinner service and the first star chef Olivier Ekzer will serve customers a fusion menu that blends local and French cuisine.

Louis Vuitton first ventured into the culinary scene in 2020 with a cafe and restaurant in Japan and The Hall is the brand's fourth restaurant in Asia after Le Cafe V location at Louis Vuitton Maison Osaka Midotsuji and Ginza and the pop-up restaurant at Maison Seoul.

GUCCI BEAUTY OPENS ITS FIRST SINGAPORE STORE

The store is situated in the upscale ION Orchard Shopping Centre, which houses other major luxury brands including Maje, Prada and Longchamp.

Gucci's first-ever beauty boutique retails the brand's make-up collections including the recently launched line of blushes as well as Gucci fragrances and a small skincare offering.

Floral prints adorn the store's make-up counters and displays, as does the particular pale pink colourway that is associated with Gucci Beauty. Italian-made Gucci chairs that are upholstered with floral motif fabrics and a pretty pink fringe trim, add to the luxurious feel of the boutique.

Digital elements give the store a modern feel, including video walls that highlight the latest products and innovations.



DORCHESTER COLLECTION TO OPEN FIRST HOTEL IN ASIA

The legendary and luxury brand will open its first hotel in Asia in Torch Tower, the tallest building in Japan, by Mitsubishi Estate Co., Ltd and Tokyo Century Corporation.

The award-winning hospitality company currently has a portfolio of nine iconic hotels situated in London, Paris, Milan, Rome and Los Angeles. Next year the company will open its first hotel in the Middle East, in Dubai, called The Lana. Each of these hotels boasts a strong individuality that is rooted in the city's culture and heritage, forming an integral part of the local community.

The highly anticipated hotel in Torch Tower, scheduled to open in 2028, will be the first Dorchester Collection hotel in Asia, offering gracious Japanese hospitality alongside the brand's elevated service and high-quality customer experiences.

Christopher Cowdray, Chief Executive Officer, Dorchester Collection, said: "This new hotel will become a beacon for Japan's ultra-luxury hotel landscape and set new benchmarks. World-class architects will inspire with their symbolic design torch concept, lighting up not only the future of Tokyo and Japan but also the world."

"Tokyo has been an integral part of our growth strategy given it is a gateway to Asia and its global significance and to be partnering with the highly esteemed Mitsubishi Estate Co., Ltd. and Toyo Century Corporation is a true honour."

"Their core values are perfectly aligned with ours given the vision of a 'love for people, a love for the city' and our 'We Care' philosophy."



NEW OUTLET CENTRE OPENS

Simon and Mitsubishi Estate Simon, a joint venture between Mitsubishi Estate Group and Simon, has announced the opening of Fukaya-Hanazono Premium Outlets, the 10th Premium Outlet centre in Japan and the first new location in Japan, located approximately 45 miles northwest of Tokyo.

6IXTY8IGHT LAUNCH STORE

The Hong Kong-based lingerie retailer has launched its e-commerce operations in other Asian countries after its foray into the Japanese market in June this year. Customers in Thailand and the Philippines will now be able to shop the brand's full range of lingerie, homewear, casualwear and accessories.

ASICS DEBUTS NEW CONCEPT

The Japanese sports apparel brand has introduced a new retail concept store at Orchard Road's Paragon Shopping Centre, the first of its kind in Southeast Asia. The store includes a click-and-collect service that allows customers to pick up their products from online orders in-store.

FENDI POP-UP OPENS IN TOKYO

The ephemeral store sees an elaborate set-up with different sections, all of which have been designed by Fendi's in-house design team. Customers can shop Fendi collections, including women's and men's apparel, bags and small leather goods, whilst a Fendi Caffè completes the pop-up offering.

NEW MALL PREPARED TO OPEN

With over 70 per cent of the retail space already committed, Pavilion Damansara Heights Mall will be ready to welcome customers in May 2023. Tenants range from high-quality food and beverage players, to major fashion brands and well-known luxury brands. Nestled in the neighbourhood of Damansara Heights, the mall spans over 1 million square feet across six floors.

NEW FLAGSHIP SPACE LAUNCHED

Chinese fragrance brand Documents has officially debuted its first temporary flagship space in Shenzhen's Wanxiang Tiandi.

In the centre of the flagship space, guests are welcomed with traditional Chinese pastries, presented on a wedding banquet-style table. Wine glass style fragrance testers surround the pastries and guests are encouraged to interact and trial different fragrances. According to the Chinese fragrance maker, the tester bottles are intended to resemble champagne glasses at a wedding banquet.



EVENT REVIEW - RLI CONNECT GLOBAL

WONDER & OPPORTUNITY

RLI Connect took place over four days between the 30 October and the 2 November in Riyadh, Saudi Arabia, unlocking something totally new to the region, bringing international and home grown brands together to connect, explore and develop potential opportunities to expand their brands into a burgeoning market. The Kingdom of Saudi Arabia is fast becoming an iconic retail landmark and is the epicentre of giga-projects as Vision 2030 begins to take shape, a perfect fit with the different facets of RLI.



A fun filled four days awaited delegates as RLI Connect Global Destination Partner Diriyah Square set the scene for this year's event on Sunday with an exclusive historical and cultural tour of Diriyah, the birthplace of the first Saudi state and At-Turaif, a UNESCO World Heritage site with a sneak peak of Bujairi Terrace, a collection of 21-globally renowned restaurants over a 15,000sq m area. Diriyah Square is the 180,000sq m commercial heart of the Diriyah giga-project in Riyadh, the Kingdom of Saudi Arabia's

foremost heritage and culture mixed-use development which is set to become a world-class destination synonymous with luxury. The evening culminated with a lightshow projection highlighting the history of Diriyah, a truly mesmerising experience for all who attended.

For those of you who didn't attend RLI Connect Global, the thinking behind it remains simple... face-time with key global retail and leisure

decision makers and a perfect platform to make game-changing connections with like-minded entrepreneurs to conduct business and build value through strategic partnerships on a truly global scale.

We were pleased to partner with Luxurious Events to bring our world-renowned deal-making forum to KSA. Responsible for the World Luxury Week they are no strangers to the world of retail and leisure. Also a huge thank you goes to our Partners for RLI Connect, Destination Partner Diriyah Square, Platinum Partner Sands Retail and Gold Partner Al Futtaim Malls, for their valued support.

"The RLI Connect event this year was a fantastic one presenting us with an opportunity to meet some incredible industry partners. We are huge supporters of the RLI events every year and shall hopefully continue to be so for years to come"

SHAHVIR CARNAC
DIRECTOR, RETAIL STRATEGY, SANDS RETAIL

Following an intensive day of meetings and networking, it was time for some R&R and we were whisked away by coaches to spend the evening in the unique and delightful setting of the Residence Gardens of the British Embassy in the Diplomatic Quarter, Riyadh for our VIP Networking reception in association with Innesco, specialist marketing consultancy building reputations for major real estate and the built environment.

With the great and the good in attendance, it was the perfect evening, a welcome speech from the Deputy Ambassador Anna Walters and the chance to catch up with friends, colleagues and new acquaintances with some GREAT British fare, including Canapes and live cooking stations featuring Fish & Chips and Roast Beef Carvery.

We have had tremendous feedback praising the high calibre of attendees meticulous organisation, efficiency of pre-arranged meetings and general value to all participants.

I look forward to hearing all about those all-important deals made, see what our attendees had to say...

"The RLI Connect event in Riyadh included high quality connections on the Developer, Franchise and Retailer side with the potential to provide meaningful growth opportunities for our organisation on both the retail and development sides of our business. We'll look forward to future involvement with upcoming RLI events."

David Huesser, Vice President – Real Estate, Apparel Group

"Yet again Jayne and the RLI team pulled off a tremendous, professionally run event which adds genuine value, great to see it being held in Riyadh."

Miles Young, Managing Director, Al Hala Trading



"It has been our pleasure to once again be part of RLI Connect. The entire RLI journey, programs and meetings were well-organised and productive. The RLI team is very supportive and helpful, efficiently pre-arranging everything for us, we look forward to seeing you again at the RLI events next year."

SUHEIL RUMHEIN
GROUP HEAD OF PROPERTY DEVELOPMENT,
CHALHOUB GROUP



"Jayne, Jess and the entire RLI team yet again pulled out all the stops to deliver an amazing and entertaining networking event in Riyadh. The mix of attendees resulted in the opportunity to extend our current strategy whilst allowing our eyes to be opened to ideas that we had not even thought of before. Highly Recommended."

Jeremy Taylor, Commercial Director, Boadicea the Victorious (Valorem Distribution)

"I have been associated with Jayne and RLI for almost a decade and I am delighted to see her curate an environment of sheer grit and determination connecting people seamlessly, with the right team of professionals. The entire RLI team seems to be truly committed to excellence and being daringly 'first to market' in global growth corridors, which will enable you all to attain the ultimate success you seek."

Amit Puri, Vice President – Leasing, DAMAC Properties

This year's Retail Safari in association with Arabian Centres included a visit to Al Nakheel Mall, the largest mall in Riyadh combining shopping, entertainment and dining, followed by UWalk, a key attraction in Riyadh with a 900-meter-long walkway of international stores, famous fashion houses, fine dining and entertainment. Delegates were then welcomed

to the boardroom for a sneak peek at two upcoming malls with a new perspective on shopping, entertainment and luxury: Jawharat Jeddah and Jawharat Arriyadh.

This year's events culminated in our renowned and highly coveted Global RLI Awards, held on the 2 November in the Residence Gardens of the British Embassy Riyadh, a night of celebration and recognition for retail and leisure excellence across the globe... Stay tuned for our Winners Brochure out soon.

In this new era we find ourselves in, it really is imperative for everyone to continue to come together to connect, explore and develop those all-important opportunities and going forward our events will continue to be about accelerating business growth and as retail continues to reinvent itself, so will we. Whilst our Global Events will return to London next year 13-15 June, RLI will look to continue to build on the success of its first Saudi event by taking its dedicated MENA event to Riyadh in October 2023, dates and location to be announced soon. We look forward to being a part of the long term strategic vision aimed at transforming the region.

"It is a pleasure to partner with RLI Connect. The entire RLI journey, networking receptions and meetings was well-organised. The RLI team are very supportive and attentive and we look forward to furthering our relationship with RLI, exploring the opportunities that lie ahead."

YASSMIN BAKR
REGIONAL BUSINESS DEVELOPMENT,
AL-FUTTAIM MALLS



"RLI Connect Global in Riyadh was a huge success for us - we were impressed to see a huge turnout at this year's event, attracting senior international delegates from over 30 countries showcasing innovation and progress across many global projects."

DAN INNES
FOUNDER + MD, INNESCO

Residence Gardens, British Embassy, Riyadh, Saudi Arabia

...AND RELAX!



"The entire team at RLI has created a truly remarkable event with great ambience, filled with world class industry experts. It is a pleasure to be working with such a professional team, who put Riyadh at the heart of the global scene."

WOJCIECH ORLOWSKI
DIRECTOR - KSA, BATEEL INTERNATIONAL



"Our first RLI event and what an event it was: Meticulously organised, with pre-arranged meetings and excellent networking with extremely high calibre attendees. A great insight into where Saudi is right now and where Saudi is very much going in the near future."

JAMES WILDER
SALES DIRECTOR, ESPRIT DIGITAL





Park Lane, London, UK



DIFC, Dubai, UAE



Nourish Your Soul



EL&N is the leading Instagrammable café and lifestyle brand and everything they make is irresistibly chic, pink perfection and their products help customers create that picture perfect moment – every time. Here, RLI spends some time with company Founder Alexandra Miller to learn more about this fast-growing concept, what it offers visitors and what is on the cards moving forward.

Standing for Eat, Live and Nourish, everything that EL&N create is informed by these three overarching ideas. They offer the most delectable food and drink offering in a stunning setting providing products for living a stylish lifestyle and having a positive ethos. Unveiled in 2017, the brand was originally meant to be just one small café in Mayfair. They began life by wanting to create a safe space where people could come and relax, enjoy delicious food and drink and stay late without the need for anything alcoholic.

Just a few years later and after multiple successful site launches in London and beyond, the company has taken social media by storm and the brand embodies creativity, style and optimism and their dedicated team of baristas, chefs, marketers and industry experts work together to bring the EL&N vision to life.

"It was pivotal that the café was Instagrammable and picture perfect, which is where the beautiful interiors and flower walls came into play," explains Alexandra Miller, Founder of EL&N. "Back when we opened our first store, we were the first brand in the UK to create a flower wall café which was amazing. We took inspiration from Kim Kardashian and Kanye West's wedding, they had a beautiful white rose flower and I remember thinking how stunning and impactful it was."

EL&N currently operates in seven countries, with 22 cafés spread across London, Paris, Milan, Dubai, Riyadh, Kuwait and Doha. Their expansion plan in the coming two to three years in terms of international growth is extremely aggressive and they could not be more excited to bring the brand to new corners of the globe.

Two of their most recent site openings have taken place in the last few weeks in Riyadh where they opened a beautiful Penthouse-themed café in Riyadh Front and a café in 7th Boulevard which was based-off fashion prints and bold pops of colour.

"This was the first time we have ever opened two locations in the space of five days which is a big milestone for us. The more locations we open, the stronger and faster our teams become at perfecting successful openings," exclaims a very proud Miller.

Behind the scenes there is an abundance of activity going on, with a lot more international openings coming up and they are due to branch out of London and into other key destination cities in the UK. Miller feels that 2023 and 2024 is going to be a pivotal time for EL&N, not only in terms of global expansion, but also with exciting brand partnerships and collaborations in the pipeline.

When discussing how the business create new products or initiatives to maintain its niche position in the market, Miller comments on how the

UK consumer has completely different buying habits to a consumer in Dubai. Because of this they had to learn very quickly how to adapt their model to suit those unique buying habits. She explains that for example, in the MENA region where they recently expanded to, guests have a slightly sweeter taste pallet, so they had to ensure that their cakes and pastries were slightly sweeter than in their UK cafes.

"It is all about adaptation and how you really listen to your customer demographics needs, at the end of the day, these are the people who will keep your business surviving and thriving. Education and teaching the consumer about who you are and what you are offering is key. We open up in new countries with local adaptation in mind, so we retail about 50 to 60 per cent of our brand and the remainder is adapted to the local consumer buying habits."

Discussing the topic of Covid, which Miller highlights is still an ongoing issue for many businesses across the world she explains that just before it all started, they focused all of their efforts into making EL&N an

international brand. She continues by saying that the UK had gone into complete lockdown, but they were so lucky that they could pivot their strategy to focus on worldwide expansion and helping out partners in local markets to bring EL&N into new territories. This massively aided them with additional revenue streams which allowed them to survive and run comfortably throughout the pandemic and they are now very fortunate to be in a strong position as they focus all their energy into international openings, digitalisation and their core retail line.

"So, six countries later and after 17 store openings in under five years, the number one question we get asked is, 'how do you plan on making sure EL&N stays relevant and isn't just another Instagram fad?' The simple answer here is, innovation is key. We have a plan to open 120 cafés over the next three years and with that comes even more unique ideas, staying up-to-date with the latest trends, following all the new social media platforms and making sure we stay authentic and true to ourselves," Miller concludes.



Riyadh Front, Riyadh, Saudi Arabia



VivoCity, Singapore



Empowering the Everyday Woman

Love, Bonito is Southeast Asia's largest vertically integrated, omni-channel womenswear brand and since 2010 they have been catering to Asian women who were struggling to find apparel that suits them. In this interview, RLI sits down with Dione Song, CEO of Love, Bonito to learn more about a company that inspires women to find strength through adversity and to achieve and realise their fullest potential.

The company believes they are not just in the business of fashion, but in the business of women. They are committed to journeying with their community through various seasons of life, with apparels ranging from The Staples to LYLAS (their bridesmaids line) and Embrace: Maternity to their Kid's collection.

Over the past 12 years, Love, Bonito has grown to more than 300 people strong and is proudly headquartered in Singapore. Last October, the company clinched US\$50M from their Series C funding round and they plan to venture deeper into and beyond fashion, to be a true life partner for the everyday Asian woman.

Today the brand operates 17 physical retail stores with six situated in Singapore, five in Malaysia, three in Indonesia, two in Cambodia and one in Hong Kong. In addition, their e-commerce sites ship to 20 countries worldwide with dedicated websites for Singapore, Malaysia, Hong Kong, Indonesia and Japan and an international website serving customers from the rest of the world.

As part of their international expansion strategy they have recently launched one store in each of the markets Hong Kong, Indonesia and Singapore. Most recently, one store opened in December at Singapore's Waterway Point, following a launch on 12 August at Grand Indonesia shopping mall in Jakarta and a 22 July opening of its first-ever flagship store at 30 Queen's Road Central, Hong Kong which also doubles up as the brand's first brick-and-mortar store outside of Southeast Asia.

"Looking ahead, we plan to supercharge our efforts in key international markets such as Hong Kong, the Philippines and the US since these markets have collectively shown triple-digit growth over the past year and we see a lot of potential in them. In addition, we aim to double down our efforts in omni-channel markets namely Singapore, Malaysia and Indonesia," explains Dione Song, CEO of Love, Bonito.

"Our vision is to evolve into a female ecosystem. We will expand our offerings to support women through various phases of their life in and beyond fashion."

Beyond their physical expansion, the company is excited to be expanding into additional categories including active apparel and wellness products. The business has begun this process with the acquisition of butter., a Singapore-based women-led activewear brand and a small stake investment in Moom Health, a Singapore-based natural healthcare start-up. This marks Love, Bonito's commitment towards building a holistic female ecosystem with a house of brands that have been thoughtfully curated for the everyday Asian woman.

Recognising the pivotal role social media plays in the modern retail world, the company adopts an omni-channel approach to provide customers with a seamless shopping experience, whether they are shopping online from a desktop, via a mobile device or in a brick-and-mortar store. Song explains that social media has given them a great opportunity to hear feedback from the ground up and have an immediate reaction to improve customer experience.

"We have leveraged our global platforms Facebook (280k likes), Instagram (446k followers), LinkedIn (24.4k followers), TikTok (78.3k fans) and our newly relaunched YouTube channel to stay in touch with our community and potential employees," Song highlights. "Moving forward, we are also working on having a more diverse and inclusive influencer pool, where we look forward to partnering with like-minded profiles from different life stages, with different body shapes and skin tones."

LBCreate's first ever Children's Storybook

Sustainability is more important than ever for companies and at Love, Bonito, sustainable processes are built into the foundation of their operational model. They are thoughtful in their approach from the get-go and design apparels that have mileage through quality materials that allow for repeat wear and classic designs that remain timeless and chic.

To further drive their Environment, Social and Governance (ESG) efforts, they have made their first sustainability hire internally and aim to form a sustainability pillar and cross-functional squad to drive ownership across the entire organisation by the end of the year.

So what does the CEO feel are the key drivers behind the success of the brand to date?

"The desire to create thoughtful designs with a great Asian fit has been our guiding principle since day one. Typically, Asian women are more petite and narrower in the waist and hips and have a smaller bust and shorter legs compared to the average Western woman.

As such, during our design process, we take into consideration the torso-to-leg and bust-to-hips ratios."

Song continues by saying they are also really proud of their partnership with Mattel in 2021, where they championed the idea of women having limitless potential. Through this partnership, they benefitted Room to Read, an organisation that supports gender inequality through education and helped 100 girls in low-income communities in Asia to stay in high school for a year.

"Love, Bonito is grounded by our mission to empower the everyday Asian woman and inspire self-confidence. As part of our 12th Anniversary, we announced a global brand refresh and new tagline 'Come Into Your Own', which is being rolled out across multiple online and offline platforms. As we continue to journey alongside our community, we want to continue inspiring women to find strength through adversity, to achieve and realise their fullest potential," Song concludes.



Grand Indonesia
Central Jakarta, Indonesia



30 Queen's Road Central, Hong Kong



30 Queen's Road Central, Hong Kong



Ozen Reserve Bolifushi, Maldives



Ozen Life Maadhoo, Maldives
Treatment Rooms



ObLu Select Sangeli, Maldives
Arrival Jetty



ObLu Nature Helengeli
Maldives



Spirit of Generosity

Atmosphere Hotels & Resorts is a dynamic and fast-growing hospitality company currently operating eight resorts within the Maldives and it is set to further expand in India, Sri Lanka, Nepal and Bhutan. In this interview, RLI speaks with Salil Panigrahi, Managing Director to learn more about this unique brand.

The company pioneer fully comprehensive holidays in the Maldives that blend sheer luxury with a truly carefree, leave your wallets behind, island stay. The generously comprehensive holiday plans are customised to each resort island's unique experiences for the type of guests that would visit.

Their philosophy of 'Joy of Giving' has always been human-centred and deeply connected to who the team are as people. They believe that the essence of true hospitality is to restore the body and inspire the mind of anyone who spends their precious time at an Atmosphere location.

Positioned in some of the most beautiful islands found in the Maldives, there are eight resorts in the current Atmosphere Hotels & Resorts portfolio and the properties are segmented into three distinct brands, COLOURS OF OBLU which features four properties, THE OZEN COLLECTION which features two properties and By Atmosphere which also features two properties.

Two recent launches within the collection are OBLU SELECT Lobigili which opened on 24 March, a five-star adults-only resort designed for the modern couple and OBLU Xperience Ailafushi which launched on 2

June, a four-star resort designed for groups of friends and families and both are part of the COLOURS OF OBLU portfolio.

In addition, submerged under a long wooden jetty between the two resorts lies Only BLU – the Maldives' largest and newest under ocean restaurant. Opened on 13 June, Only BLU invites guests to descend 6.8 metres below sea level, to feast on modern gourmet cuisine whilst observing the coral reef that surrounds the horseshoe-shaped restaurant.

"In the very near future, we are looking to expand across the Indian Ocean to India, Nepal, Bhutan and beyond. The company is poised to grow and establish a strong presence in the Indian subcontinent, creating an expanded network of the Atmosphere family. We are passionate and eager to bring our Joy of Giving philosophy to new destinations," explains Salil Panigrahi, Managing Director of Atmosphere Hotels & Resorts.

The company look beyond the four walls to create a unique sense of place for travellers. Their goal is to ensure that they deliver on the rich cultural diversity and natural beauty of each destination, while seamlessly channelling its unique spirit into the Atmosphere portfolio.

"We ensure that our resorts remain attractive and exciting to our guests by constantly enhancing and elevating the guest experience, whether that be through resort development and renovations, new openings or special events, programming or festival offerings. For example, recently we hosted our annual JUST VEG Festival at Atmosphere Kanifushi, which saw award-winning chef Fabrizio Marino, who we have a longstanding partnership with, travel to the Maldives to host a series of classes preparing exclusively vegetarian cuisine for our guests."

Away from physical resorts, the business has worked diligently on their social media presence, ensuring that each resort has its own distinctive channel which aptly reflects the ethos of the resort – whether that be authentically Maldivian, more modern and millennial-centric, nature-focused or refined elegance.

They now have a dedicated social media team to ensure that content is engaging and exciting and they are in a position to interact with guests and followers. Their Instagram channels in particular have been a fantastic way for them to interact and connect with their guests and they also facilitate special trips for social media influencers and bloggers to showcase the properties in a visual and authentic way. They are also focusing on building their corporate identity and improving their presence across LinkedIn as they mature as a leading hospitality brand with an increasing global presence.

The topic of sustainability is a major one for companies in the retail and leisure sectors, but it has been a way of life for Atmosphere Hotels & Resorts since the beginning and it is now increasingly important to their guests. In 2021 the brand extended their commitment to sustainability by earning Green Globe Certifications for six of the eight properties (the two new properties are in the process of getting certified).

Additional sustainability initiatives include the expansion of their solar power installation, the installation of LED lights, the inclusion of battery-operated vehicles and bicycles for transport across the island and the

replacement of plastic amenities with biodegradable alternatives – from bamboo toothbrushes to paper straws.

Guest loyalty is something that is invaluable for any hotel brand and this is no different for Atmosphere Hotels & Resorts. To build guests loyalty they go above and beyond the typical all-inclusive offering, their resort plans include airport transfers, accommodation, dining experiences & beverages, non-motorised water sports and more. In addition, whilst the beauty of their resorts undoubtedly plays an integral part in the guest experience, Panigrahi feels it's their staff and superior service that ensures guest retention year-on-year.

"Whether you are staying at our most luxurious property or one of our more accessible resorts, the level of service and attention to detail is unparalleled. Our team ensure that each guest feels that they have had a personal service, from receiving a personal island host to the Head Chef walking through the restaurant to ask guests how they found their meal. This all stems from our Joy of Giving philosophy."

At Atmosphere Hotels & Resorts, they recognised that the hospitality sector is a people-centric one. As such, they have built a strong emotional connection with their teams, colleagues, partners and guests and as a result, they have received overwhelming support from people across all levels.

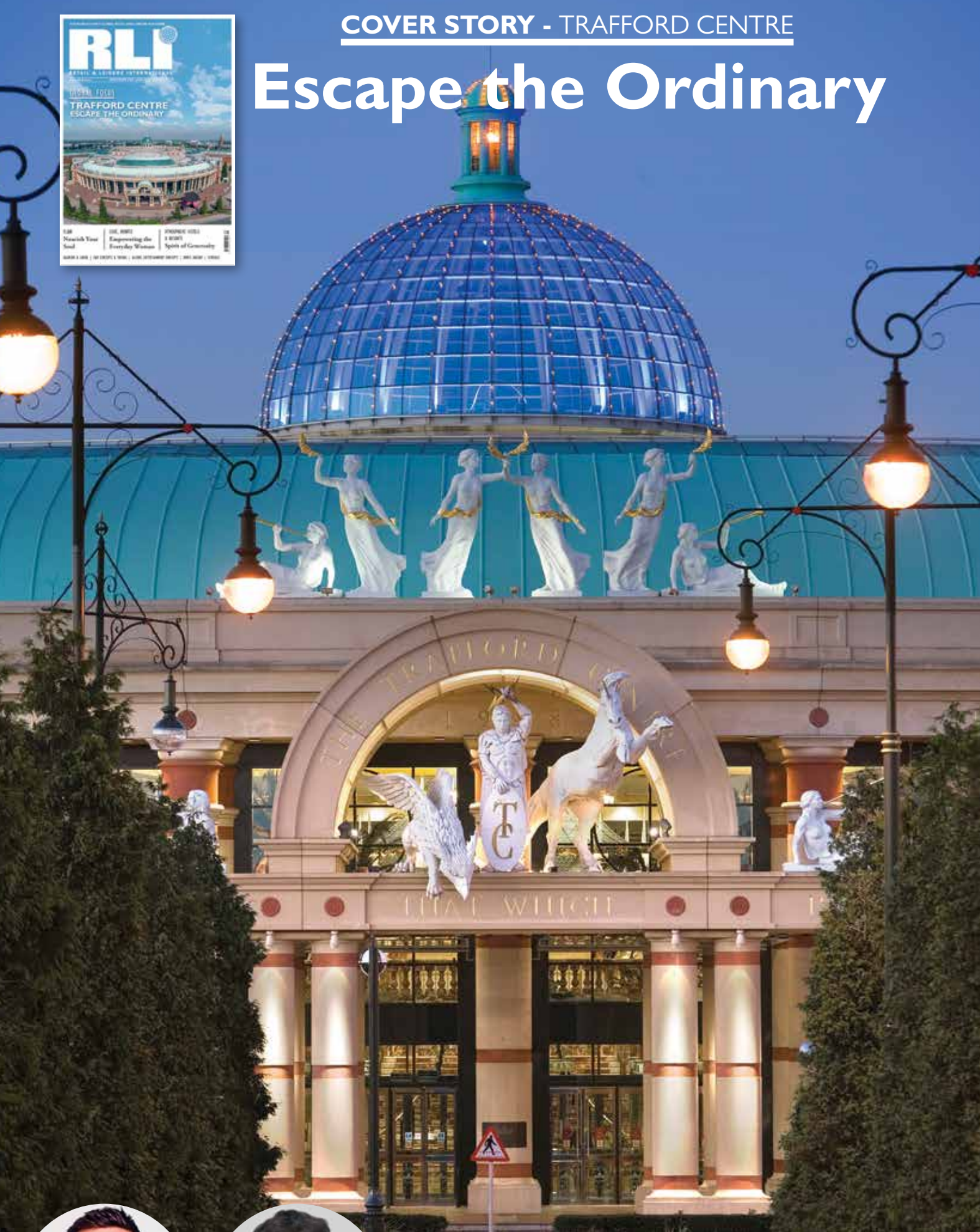
"Our colleagues have always given 100 per cent and more, despite many working far away from home. This positivity is reflected in our service and guest experience, with repeat guests and excellent resort ratings across travel platforms," Panigrahi comments.

"As we move into 2023, our immediate focus is on expanding our footprint to new destinations in India, Nepal, Sri Lanka, Bhutan and beyond. These expansion plans are carefully considered and of course adapted to the global economy and consumer demand for travel, which is paramount for us as the guest experience is always at the forefront of our decision making."



Atmosphere Kanifushi, Maldives
Sunset at The Liquid

Escape the Ordinary



Opened back in 1998, Trafford Centre has become the go-to shopping destination in the North of England thanks to its fantastic mix of high street favourites alongside affordable luxury brands. The centre continues to hold a unique appeal as its spectacular design, both inside and out, has made it one of the most Instagrammable shopping centres in Europe.

“Trafford Centre is a unique and very significant asset in the UK and it holds an important place in the hearts and minds of our customers and partners. The prospect of working on Trafford Centre was a truly alluring one and an opportunity we could not afford to miss,” explains Rhys Evans, Managing Director of Asset Management at Pradera Lateral. “Having spent the first period of management on stabilising the asset and bringing new and exciting brand partners into the centre, we are very much looking forward to moving the asset forward to the next stage by bringing even more variety and exciting content to the scheme,” explains Russell Loveland, Director of UK Asset Management at Pradera Lateral.

The site features two iconic focal points, The Great Hall and The Orient and these are home to some of the centre’s most stunning design features, including one of the world’s largest chandeliers. The two areas also host the scheme’s main F&B offering, which is now fully let with the recent arrival of The Real Greek, Franco Manca and Wingstop.

Evans explains that the design of these areas has always been a real crowd-pleaser, featuring a sky of constellations and recognisable global landmarks for different international cuisines. Pradera Lateral are keen to retain the overarching design of both The Great Hall and The Orient, while at the same time introducing new ideas. An example of this is the fact the pool has been removed to make way for an indoor events area, to allow for pop-ups and activations for visitors to enjoy throughout the year.

“We have also extended the outdoor event space immediately outside The Great Hall to host large-scale seasonal events that have proved immensely popular already, including our summer festival Summer Daze, Halloween Spookfest and forthcoming Christmas activation Tinseltown,” comments Evans.

The recent difficult times have meant that some unexpected spaces have become available on-site and part of the former TopShop unit has been taken by JD Group to become the largest JD Sports store in the world and its global flagship which has been an exciting development for the centre.

The ambition of Pradera Lateral is to create a truly unique retail mix with store offerings unavailable elsewhere in the North of England. The vision is for the project to be a home for flagships, concept stores and a launchpad for new brands.

Ensuring a dynamic retail mix has been a top priority for Pradera Lateral and since their appointment more than 90 separate deals have

been completed, accounting for around 600,000sq ft of space.

The recent Dyson unveiling has been a huge success and the Trafford Centre is only its second ever UK Demo store. H&M also chose Trafford Centre for its ‘first-of-its-kind’ new store concept, featuring an open façade with the introduction of a huge H&M Home, which has been enormously popular with shoppers.

Meanwhile, the new NEXT store, which is currently in the fitting out stage, will significantly upsize the brand’s presence at the centre and bring its fashion, beauty and home offering together in a single 65,000sq ft store. In addition, the new Gap store has arrived as part of the brand’s joint venture with NEXT. Another deal has also seen the newly upsized Boss store open in the affordable luxury area alongside the arrival of its younger brand Hugo.

“It’s not just about ensuring we have the best of strong and established brands, we also like to add something different to the mix. A great example is the newly opened flagship store for Origin Kicks, who curates an authentic collection of sneakers and streetwear to deliver an iconic trainer re-sale offer. As well as being a local brand, it is a great example of our intention to seek out and deliver really interesting retail concepts at the centre,” explains Loveland.

In addition to a wide and diverse retail offer, Trafford Centre incorporates a 20-screen Odeon cinema including IMAX, Namco Funscape featuring bowling, arcade games, dodgems and pool tables.

“Trafford Centre is an entirely unique destination thanks to its spectacular design and architecture. It houses so many diverse brands, including our anchor Selfridges, which is a significant draw for visitors throughout the North of England. It is this, combined with their indoor leisure offering that provides visitors to the site with so many options to ensure a truly extraordinary experience,” Loveland comments.

As the time with the two members of Pradera Lateral reaches its conclusion, Evans explains that people are the largest driver behind the success of the Trafford Centre. The team comprises individuals who have been involved in and devoted to the scheme since construction, as well as newer members who bring fresh perspective and ideas having worked in large retail scheme management across the UK and different parts of the world. They all share a passion to make this truly unique destination the best in the UK and a significant destination on the European map.

“Our focus will continue to be on delivering new and exciting offerings to our guests, many of which will come online in 2023 with lots more exciting retail and leisure additions to follow in 2024 and beyond. We are striving to create a world-class offering and nationally significant brand experience centre,” Loveland concludes.

www.traffordcentre.co.uk



Trafford Centre is a landmark UK retail destination with over 150 brands, an exquisite food and beverage offering and numerous exciting leisure activities all under one roof. In this month’s cover story, RLI sat down with Rhys Evans, Managing Director of Asset Management at Pradera Lateral and Russell Loveland, Director of UK Asset Management at Pradera Lateral to learn more about the leading UK centre and what its next steps are.



Miranda, Australia



Connecting Women Around the World

Born on the beaches of Sydney, Australia, Seafolly has been selling the sun-kissed Australian dream to the world since 1975. Here, RLI spends some time with company CEO Brendan Santamaria to discuss how the brand has grown in the past 47 years and how it will continue to embody the beach lifestyle in the years to come.

Founded on the iconic Bondi Beach in Sydney, the company utilises the unique spirit of the Australian beach lifestyle and have been pioneering fit and fabric innovations in the swimwear space ever since. Innovation has always been at the heart of the business and allows them to continue taking steps towards their mission of inspiring women to feel confident at the beach.

Their swimwear, beachwear and accessories are designed with women in mind, providing shapes and support to suit a variety of body types, destinations and activities to ensure they feel confident, always.

In discussing the challenges to the industry in recent years, Seafolly CEO Brendan Santamaria explains that they have faced many obstacles

over the past couple of years, including travel restrictions and lockdowns seeing a decrease in purchase frequency.

“With these factors out of our control, my focus has been on getting our product and marketing strategy right with superior fits and top-tier campaigns. This has ensured we drive strong demand for the brand as restrictions ease and customers start to travel again,” Santamaria highlights.

“We have over 25 concept stores across Australia and Singapore in addition to our websites. Our brick-and-mortar stores are focused in coastal regions where we see the highest demand, while our websites service five countries including the UK.”

Recently the company has launched Seafolly concept stores in Australian cities Perth and Sydney as well as expanding their digital presence globally with a new UK website alongside replatformed websites servicing Australia, New Zealand, US, Canada and Singapore.

With a strong digital first approach with the launch of these new websites, the brand is dedicated to providing a seamless brand experience to their customers across digital and physical. As leaders in fit, Seafolly is empowering customers in the UK to have confidence in their online purchase with access to styling and fit advice through the digital Fitting Room and Fit Specialists on call to help customers find the product that is right for them.

“We currently have a presence in over 75 countries around the world and recently launched our first direct-to-consumer play in the UK to strengthen our brand presence in the region. We know that 70 per cent of Seafolly customers start their journey online and purchase in-store, so the websites will continue building brand awareness and support traffic to our department store partners in the UK including John Lewis and Selfridges,” explains Santamaria.

The brand has a dedicated design and production team in Sydney that focuses on product fit, quality and sustainability – all key factors that see their customers return to them time and time again. They also have longstanding relationships with fabric mills at the forefront of fabric innovation and they are incorporating more environmentally considered designs into their ranges.

Sustainability and the effect brands have on the environment is a more pertinent topic than ever right now and Santamaria says the brand is making changes to help mitigate these impacts. Their approach to sustainability starts with knowledge and applying this to innovations across fabrics, sourcing and packaging.

As an example, the best-selling Seafolly Collective range uses 80 per cent recycled fibres created from waste materials diverted from landfills and oceans. Even using these recycled materials the company are able to maintain the highest quality products that retain

their shape and colour for years.

Discussing loyalty and how they drive repeat customer visits, Brendan comments that the company’s Beach Club loyalty program is a huge draw card for their customers, offering exclusive rewards and benefits to beach lovers worldwide. Their database has seen double digit growth in the last 12 months with acquisition initiatives driving an uplift of 18 per cent. “The quality and superior fit of our products is globally renowned and acts as another key reason we have been able to maintain a loyal base of customers.”

Seafolly wholeheartedly embraces social media by sharing the enviable Australian beach lifestyle with their global community of beach lovers. They have dedicated resources for engaging with the community, creating inspiring updates and driving user-generated content. Staying current with social media trends has meant the business has achieved double-digit growth on their reach and engagement in the last year.

The business has enjoyed nearly 50 years of success since its inception, what does Santamaria feel are the important factors behind this?

“What sets us apart is our fit, quality and designs. Helping customers find the right fit is of utmost importance to the brand. We offer a wide variety of designs that cater to all different sizes, body shapes and coverage preferences.”

At the core of the brand is their Australian heritage, their spirited and optimistic outlook and passion for relentlessly delivering innovative quality swimwear to customers around the world. They maintain a customer-first approach to achieve their mission of making women from around the globe feel confident whenever they step foot on a beach.

“Moving forward, our biggest challenge is re-establishing purchase frequency in our off-season across our domestic market in Australia as consumer confidence is still rebuilding for international travel. However, we continue to see positive growth in the northern hemisphere where travel is more accessible all-year round,” Santamaria concludes.



Warringah Mall
Brookvale, Australia



Doncaster, Australia



All Images of Baudoin & Lange
Burlington Arcade, London, UK



Steps Ahead in Luxury Footwear



Baudoin & Lange designs and crafts luxury footwear of the highest aesthetic and functional value while focusing exclusively on the creation of category-defining products. In this interview, RLI sits down with Bo Van Langeveld, Founder & CEO and Allan Baudoin, Founder & Creative Director to learn more about a company that has quickly found its feet in the market.

Since its launch in 2016, Baudoin & Lange has become a vehicle for the development of a different kind of luxury, one that is defined by equal parts beauty, well-living and cultural heritage. The brand seeks to create a new sense of “well-living” for their clientele, through the comforting thoughtfulness they integrate into every product they design.

The Co-Founders both independently identified a common problem in the industry and made a commitment to solve it together and thus Baudoin & Lange was born.

“We launched our flagship boutique within the iconic Burlington Arcade back in October 2019 and the boutique allows us to introduce the brand’s cornerstone values – including fine craftsmanship and timeless design – to the celebrated London landmark,” explains Allan Baudoin, Founder & Creative Director of Baudoin & Lange.

“The store offers clients a personalised approach with the opportunity for customisation and this is only the beginning of a further retail expansion in years to come... starting this year with our first flagship store in New York City,” adds Bo Van Langeveld, Founder & CEO of the company.

The company are currently working on their upcoming New York site and they are also looking to open their second London store, with the perfect location for this still being decided on.

While the owners remain coy on the development pipeline for the business, they both assert that they are constantly looking into new ventures and markets, but that they need to proceed with them when it makes the most sense. They currently distribute online almost everywhere in the world (over 100 countries so far) and they always keep an open mind on when the next venture will take place.

While still a young brand, Baudoin & Lange has a distinctive aesthetic and remains true to their brand promise and focuses on quality which maintains their relevant place in the market.

“These days it is not so much about the big fish in the pond but the small, fast and reactive ones that are able to adapt faster to a very changing environment,” explains Langeveld.

“We believe in focus, doing a few things exceptionally well. All our products are category-defining and 1000s of samples of are being worked through in our R&D stages to make the perfect shoe for its category,” Baudoin comments.

One reason why the retail store remains relevant is because visitors can receive knowledgeable expertise and advice, which makes a trip to a store or boutique worthwhile. At Baudoin & Lange’s boutique in the Burlington Arcade, London, they provide a relaxed environment where clients can enjoy choosing their shoes and even accessing the company’s “Made to Order” program where they can customise almost every aspect of their Sagan Classics from colour combinations to initial personalisation elements.

In offering this expertise and customisation, the business is looking to continue building loyalty with customers, continue to engage with customers face-to-face and continue to improve their brand experience for new and returning customers.

A brand that was born digitally, Baudoin & Lange has embraced social media from day one as part of their promotional exposure. This has supported their expansion and continues to do so but the Co-Founders both agree it is a very different landscape and is now a very crowded field. Remaining relevant is the next chapter of the challenge and they agree that again, if the products are of the highest quality, they will speak for themselves.



Moving on from social media, we ask the founders about sustainability within the business and how they play their part within this important aspect of retail today?

“Our commitment to the “Conversation of Balance” is integral to our functioning as a company, requiring commitments that are both technical and principled. In terms of technique, this refers to our sourcing, careful use of natural resources and minimal waste. This means guiding the product through its entire life cycle from production to consistent and joyful use,” explains Baudoin.

“Meanwhile at the level of principles, conservation demands that we prioritise slower, responsible work and products through extensive research. By working with local suppliers and tanneries together as a closely bound group, they are committed to a deliberate and inherently thoughtful production process – approaching each project with the determination to create the next category-defining product,” Langeveld elaborates.

As a young, entrepreneurial business Baudoin & Lange always try to look forward and are always looking to stay relevant and always looking

to add value for their customers. They are not a brand created through smoke and mirrors and they aim to remain that way moving forward. They believe in a mix of brick-and-mortar paired with a strong online presence and they want to ensure guests get the same high level of service and branded experience, wherever they buy their products.

“In recent years luxury has been redefined, with consumers now prioritising craftsmanship, expertise and meaningful experiences. There has been a shift in finding the right balance between casualwear and smart attire. By promoting effortlessness and versatility, we occupy a significant and prime position within the new luxury sector, as it continues to satisfy both the formerly established luxury set and a legion of new affluent clientele,” highlights Baudoin.

“We are a product-lifestyle company, designing, crafting and delivering footwear of high aesthetic and functional value. As we stride forward on our journey we seek to amplify ‘well-living’ worldwide through the comforting thoughtfulness integrated into every product we make,” Langeveld concludes.



Jewel in the Crown

Solitaire is set to be Riyadh's newest multi-use lifestyle destination and will consist of three aboveground levels of retail, food and beverage, entertainment, wellness and sport offerings and three levels of basement parking. Here, RLI sits down with Mishary bin Dayel, Executive Director of Al Marqab Investment Company, the owner of Solitaire to discuss this landmark scheme and what it will offer consumers.

Visualise a geode. The outside, a rough stone exterior; an unassuming protector of the secret it hides inside.

Its façade tells the story of its environment, the desert climate, the elements braved. Over time, it weathers, erodes and eventually fractures, revealing the sparkling beauty of its hidden, jewelled interior. This is Solitaire.

Within the city of Riyadh, Solitaire occupies a 60,000sq m area bordered by King Abdulaziz Rd, Al Imam Saud Ibn Faisal Road and Al Thumamah Road. Directly opposite is the Kingdom Hospital and views to the south reveal the prestigious King Abdullah Financial District, affirming this prime location within the city. The North Ring Road is just 2km away, making the asset easily accessible from Riyadh's outer suburbs.

"The direct catchment area for Solitaire is comprised of zoned residential compounds, with the exclusive Kingdom City compound being closest in proximity. The immediate surrounding area is home to both KSA nationals and Western expat high net-worth individuals and middle-aged high earning professionals," explains Mishary bin Dayel, Executive Director of Al Marqab Investment Company.

"As a multi-use lifestyle destination, Solitaire's focus is on providing a unique, 360° lifestyle offering encompassing the key areas of retail,

dining, entertainment, wellness and sport."

Majestic wind towers mark the northern and southern points of the asset, serving as iconic landmarks you will see long before arriving at the destination. The wind towers will serve a dual role, providing the essential, functional task of climate control for the boulevard, with their majestic height firmly marking Solitaire's place in Riyadh's skyline as a destination of note. They will also double as backdrops onto which creative digital shows will be projected, making the perfect background for memorable selfie opportunities.

Intrinsically designed around the concept of the geode, the angular stone exterior evolves and softens as you move inward through contrasting layers towards its centre. From the concrete-clad outer, different structural materials represent the notions of the layers of rock, fracturing and falling away as you move deeper into Solitaire, eventually revealing a jewelled, crystalline core. Lighting has been used as a visual language throughout, varying in intensity and colour as you move through the two main plazas within the asset.

A unique feature of the development will be its commitment to sustainable cooling via a series of wind towers. Within the towers, mechanical fan systems will help to maintain amenable temperatures



throughout the site's internal zones. The job of these fans will be to move rather than chill the air, producing a sustainable alternative to standard, energy intensive air conditioning.

"The aim is to create a comfortable environment via passive cooling technology. And as visitors move from internal zones to external areas open to the climate, forced air systems will ensure they remain protected from the desert heat," explains the Executive Director.

"In addition, enticing water features will create a calming look and feel, while also contributing to cooling with their fine mist. The mist will initially feed the ambient humidity and then provide a natural cooling effect as mist-layered objects dry. Overall, the waterfall and stream features will form a key element of the high-quality public realm and respite areas which are the heart and soul of Solitaire."

A focus on recycled water will ensure the project does not have any detrimental impact on an already water-stressed region. Across all water features and plant irrigation schemes, grey water usage will balance out water requirements in the site's F&B units, drawing on Riyadh's civic water recycling system. In addition, the selection of specific drought-tolerant plant species, such as acacia and frangipani, will help to reduce the overall irrigation load.

During the design of Solitaire, sustainability and sense of place – both vital ambitions for the project – have become inextricably linked. Aiming to create a rich garden aesthetic, the greening of the project site not only helps to manage challenging climatic conditions, but creates a totally unique destination. Across the north and south plazas and second floor, an immersive, verdant experience is designed to inspire and delight – shaping a drama of green space and a radical new landscape for the people of Riyadh.

The NORTH PLAZA is the more youthful, energetic aspect of Solitaire; home to fast-moving fashion brands, casual dining, cafes and

the fresh food market. The wind tower in the North Plaza not only serves functionally as climate control, but dynamically as a backdrop where light shows will be projected. This stand-out, adaptive centrepiece is set to captivate and entertain audiences, featuring both daily and seasonal shows.

Crossing over to the SOUTH PLAZA, the lighting and structural façades become more crystalline and opulent. The exterior of the south wind tower will be activated as a water feature with light shows projected onto the water, creating a different medium for entertainment. Visitors to the South Plaza are elevated to VIP levels of fine dining, luxury fashion brands and the spectacular Jewellery Quarter.

Hyper-geometric in design and fabricated in a faceted, jewel-like inner skin, the Jewellery Quarter has been crafted to emulate the internal face of the geode. Here visitors are taken to VIP levels of luxury and glamour, a truly opulent expression of modern, architectural design.

"To move between the south and north plazas, there are two distinct boulevards. Both an impressive 300m in length, the first – known as 'Fashion Street' – is an internal boulevard bordering a length of exclusive fashion retail stores. This indoor boulevard will have an outdoor feel via the use of green landscaping and sky lights.

The second boulevard – which is in fact, outdoors – comprises an open-air walkway, featuring a retractable overhead canopy to provide shade and cooling. Again, this space is populated with areas of lush landscaping, creating a comfortable, calming area for visitors."

"Solitaire's first floor will be home to both retail and mixed-use areas for visitors to meet, shop and dine and the second floor with its cinema, family entertainment area and rooftop garden, accommodates a slower pace to gather, connect and linger at this unique destination," Mishary bin Dayel concludes.

www.solitaireksa.com





Viladecans The Style Outlets Spain



San Sebastián de los Reyes The Style Outlets Spain



San Sebastián de los Reyes The Style Outlets Spain



Castel Guelfo The Style Outlets Poggio Piccolo, Italy



Roppenheim The Style Outlets France



Collaboration is Key

NEINVER has been in the outlet business for over 25 years, as an investor, developer and operator, successfully undertaking many outlet projects in Europe. Here, RLI learns more about the retail and leasing side of the business as we sit down with Joan Rouras, Leasing and Retail Director of the Group.

Founded in 1969, NEINVER today operates 337,000sq m of outlet GLA including projects under development, plus 180,000sq m of other retail assets and over 800 brands across six countries in Europe. Due to their highly specialised profile and their commitment to both consumers and brands, they have been a leading force in the market for many years.

“Our value proposition is based on experience, flexibility and collaboration with retailers as long-term partners, aligning and working around common interests and this will continue to be a winning retail formula. Physical spaces are a key touchpoint for brands to help reinforce brand equity and the outlet business is an important channel for many brands to reach consumers,” explains Joan Rouras, Leasing and Retail Director of the Group.

“However, in addition to partnership, we need to continue to build on key areas such as digitalisation, shopping experience and sustainability. At NEINVER, we have been developing a broad range of initiatives designed to do just this – building on our brand partnerships and customer-centric initiatives, investing in digital technologies and raising the bar on our sustainability targets.”

Even in difficult recent times, the company has been extremely pleased with its results, its outlet centres in Europe are even outperforming the sales levels they reported pre-pandemic and they have successfully

maintained stable occupancy rates across their portfolio and signed a number of key new leases.

They continue to work hand-in-hand with their brand partners, making decisions as a team based on performance and with a view to generating value across every stage. To support retailers’ growth strategies, in some cases they are adapting spaces to better meet their needs. Rouras explains that they don’t simply manage outlets or collect rents; their approach is to make business decisions that really provide retailers and customers with value-add, as can clearly be seen from the results achieved across their centres. They put themselves in their brands shoes, working with them to help them stay relevant for today’s end consumers.

Across the NEINVER portfolio, they have secured or brought in key anchors such as Zara Home in San Sebastián de los Reyes The Style Outlets in Spain that opened its first ever outlet, Under Armour in FACTORY Krakow in Poland, Wolford and Custo Barcelona at Viladecans The Style Outlets in Barcelona and Puma Kids in Amsterdam among others.

Other noteworthy lettings include the one signed with Adidas to increase its store size in FACTORY Ursus in Poland or the reinforcement of their partnership with Dockers in a portfolio-wide deal.

In terms of deals they are working on at the moment, Rouras explains that they have been reinforcing their food & beverage offer and paying special attention to the sportswear and activewear categories.

“Our food and beverage strategy is key in our leasing strategy. We have to give our customers more reasons to visit and that also means having the right dining offer. A rich variety of food and beverage options is extremely attractive for consumers and can play a key role in increasing the amount of time a consumer spends in the shopping centre. We were already investing in this area before the pandemic and we are now working on almost doubling the space allocated to restaurants at our centres, depending on location, local culture as well as local regulations. In centres where the offer is already extensive enough, we are strategically distributing F&B tenants across the centres or working to achieve the right mix in terms of quantity, diversity and quality of service. A good example is in Viladecans The Style Outlets, where we have opened several new restaurants in recent months, a move that has been important in increasing the centre’s footfall and improving its performance.”

They are also working on the Alpes The Style Outlets project which is progressing well. In terms of leasing, they have split the centre into clusters and several of these are now fully covered, with some areas, such as the most premium, in advanced stages of leasing. Rouras also notes the heightened interest that their current brand partners are showing in the scheme, which is a demonstration of the appeal of this project and of the The Style Outlets brand.

Sustainability is a huge consideration in the world of retail and retailers are becoming aware that taking meaningful action to address climate change or social issues can be an important differentiator.

“We have seen an increasing interest from retailers in recent years, particularly since the onset of the pandemic and more conversation is taking place with our partners on how to align sustainability strategies. Brands now realise that we have shared interests and a partnership approach is the most efficient way of making a significant impact. Finding

the synergies and the right balance is the key,” says Rouras.

The NEINVER spirit is based on the concept of ‘service’ and therefore they accompany their partners along every step of their journey in the capacity of just that – a partner. Their core value lies in their dedication to establishing a long-term partnership with retailers from the very moment they sign an agreement through to the unit’s handover and their daily operations.

What sets the company apart is their ability to bring together the best brands, best prices and best customer experience. Their strategy is centred on offering customers a wide variety of choices, tailoring their tenant mix to their target customers, keeping the retail offer as up-to-date and appealing to each individual catchment area as possible and making sure the right experience and shopping journey is always offered for every generation.

“From the brand’s side, our success lies in the relationship we build with our partners. We work closely with them and strive to help them grow their businesses, because if they grow, so do we, it’s a win-win.”

When asked about the challenges facing the business, Rouras goes onto say that we are currently living in uncertain times and there is a lot of discussion around the need to continue to work on experience, sustainability, community and digital solutions to remain a leading force in the retail real estate industry.

“However, beyond that, one thing is certain, both from an individual and a company perspective, the need to bring out the best of us. In other words, to ensure we provide the best NEINVER possible in all aspects, because that is what will allow us to take on any challenges that we face in the market and the sector and turn them into opportunities. We have a wonderful and highly talented team of professionals, all of whom have a clear focus and are committed to achieving their objectives. With this in place, I am in no doubt that we will be able to successfully overcome any challenges we are confronted with in the future,” Rouras concludes.

A Journey through the Seasons

Aedas is the world's only local and global architecture and design practice driven by global sharing of research, local knowledge and international practice. Here, RLI sits down with Ed Lam, Executive Director at Aedas to discuss the company's Link CentralWalk project which opened earlier this year after undergoing a substantial renovation.



The business is home to over 1,200 creative minds with design studios across the globe that create world-class design solutions with deep social and cultural understanding of the communities we design for.

Link CentralWalk was originally built in 2007 and was one of the largest shopping malls within the CBD of Futian, Shenzhen and was a popular mall for many of the youngsters at the time. With the rapid CBD development in the last 15 years, CentralWalk was at the threshold of Futian's urbanisation's new era, with numerous commercial towers rising along the Fuhua Road and nearby shopping malls finishing their renovation. Futian CBD now becomes the busiest and most well-developed commercial district in Shenzhen, which necessitated an upgrade for CentralWalk.

Located in the Futian CBD area of Shenzhen sitting on the central axis of the district, Link CentralWalk is surrounded by a network of financial institutions, civic and retail centres and convenient transportation. Aedas took up the task to enhance their client Link REIT's first large-scale asset in Mainland China and one of the largest shopping malls in the region.

"Prior to the renovation, the interiors did not integrate with the surrounding greenery. The enhancement plan is chiefly about strengthening

indoor-outdoor relationship, improving connectivity and circulation, increasing commercial value for every retailer through strategic planning, interior and façade makeover as well as landscape upgrade," explains Ed Lam, Executive Director at Aedas. "To ensure a smooth circulation, the design redresses the spatial layout by introducing a central spine and pocket spaces along key intersections which serve as distinguishable signposts for visitors. The existing loop breaks into two characteristic retail wings, seamlessly connected to the piazzas in the east and west, as well as the two focal points (main entrance and event atrium) along the spine."

The project has been positioned as an "urban paradise on the central axis of Futian" and provides a sensory journey where visitors could immerse themselves in a "slow space". The cyclical nature of the four seasons inspired the zoning of CentralWalk, in which visitors are afforded to stroll effortlessly along the retail wings or to access the surrounding urban space from either direction. Based on sectors' spatial qualities, four seasons themed areas (spring, summer, autumn and winter) are created, with corresponding colour and greenery application. Besides still visual scenes, specific aroma, background music, interactive projection system and snow blower are applied to heighten visitors' senses, submerging them into an environment

full of nature and wonder, reminding them about the importance of protecting the natural environment in this fast-moving urban city.

The scene of spring is assigned to the west wing of the mall, which connects with the Sunken Garden of Joy. Shops from the inner circle protrude out to the void edge to improve visibility and increase leasable area. Several picture frames with seasonal plant decoration are set rhythmically to activate the façade.

The north section of the mall mainly consists of mega-sized shops, cinema and the Carrefour Supermarket without any direct linkage. Summer is the theme designated here and the circular barrisol ceiling with the swirling feature imitates the bright and shiny sunny day.

Autumn is the scene for the east wing, which connects with the Garden of Leisure. A similar design to the west wing was applied here as it also has several picture frames with seasonal plant decorations set rhythmically to activate the façade.

Finally, the south atrium is home to a mood of coolness as the season of winter is front and centre in this section of the renovated mall. It is home to main entrance to the mall and features vehicular drop off.

New central arcades are introduced to all levels to link up the North Main Atrium from the South Main Entrance directly. The sensational starry galaxy effect will be experienced as guests are walking along. The effect is created by the triangular perforations in the metal panel and the densely

spaced LED spot is lighting at the upper layer.

Link CentralWalk is thoroughly laced with green design elements. On the featured green roof and piazzas, vertical green walls are integrated to break the monotonous tone of the existing façade and harmonise the building with its surrounding greenery.

"Advancing the design narrative, a green belt further extends the greenery from the outdoor landscape into the interior space of the mall resulting in greater connectivity as well as visual continuity; green walls and planters are set along the void edges to highlight the themed zone's seasonal features. Seasonal greenery from the ceiling guides people to the main atrium and the interactive projection effect at entrance gate provides an interesting arrival experience entering from the piazza. This blurring of indoor and outdoor creates a true oasis in this busy city centre," explains Lam.

"CentralWalk makes for an ideal locale for social activities and relaxation. Designating themes of fun versus leisure, the piazzas are redesigned with increased accessibility, public seating and communal spaces perfect for alfresco dining, seasonal events, interactive art installations, leisure activities and more. CentralWalk is a green-inspired hub that will set the new benchmark for retail architecture and urban living," Lam concludes.

www.aedas.com



Summer - Main Event Atrium
All Images of Link CentralWalk by TAL



Aerial View of Link CentralWalk



Spring - West Wing



Autumn - East Wing



Winter - Main Entrance Atrium

Realising the Real Value of Data

If there was ever a time to immerse yourself in data it is already here and now. RLI sits down with Gareth Jordan, Director at ART Software Group and Eleanor James, Head of Brand Development at McArthurGlen, a longstanding client of ART's Retail Advantage platform to discuss data in action.



"Data storytelling has proved its worth like never before; allowing teams to turn insights directly into actions or responses and this is what drives value and growth."

Today, more businesses are recognising the cost of unused data and ART Software Group has been busy connecting retail and leisure destinations with smart tools and better use of available information.

"Retail Advantage provides actionable analytics to manage, better understand and improve performance for sites, streets or stores. It is not actually that long since the doors of destinations opened properly again and you cannot underestimate the power of data to navigate new situations, but also the adoption of technology during this time," explains Gareth Jordan, Director at ART Software Group. "Rapid communications and performance indicators at people's fingertips through our apps have been integral. There is no time to hesitate when customer behaviour is changing so quickly. The solution to any situation is in the detail and with enough detail you can evaluate the best paths through turbulent economic periods or get the most from situations when conditions are looking rosier. Data storytelling has proved its worth like never before; allowing teams to turn insights directly into actions or responses and this is what drives value and growth."

Elaborating on what Retail Advantage offers, Jordan explains that instead of a static solution where they simply dictate how things should work, tools are often enhanced by client requests and are a product of collaboration with leading retail and leisure destinations.

An example of this is their relationship with McArthurGlen. The McArthurGlen magNET system is a white-labelled solution developed from their Retail Advantage platform, used widely across their portfolio of 25 designer outlets in nine countries across Europe and Canada.

"McArthurGlen is certainly an exciting client to work with as their data-driven culture fosters continuous data discovery and performance improvement. The magNET system delivers accurate business analytics, reporting and communications for connected-centres focused on sharing knowledge and objectives in one easy-to-use package," Jordan highlights.

Retail Advantage was born from the requirements of outlets and the need to digest data-rich environments and provide dynamic insights to support the business model and ART Software Group has been working with McArthurGlen since the early 2000s so intelligence tools have long been a part of McArthurGlen's strategy for success.

www.artsoftwaregroup.com
www.retailadvantage.co.uk



"Gone are the days of outlets being a secondary route to market and of it being a channel that brands don't prioritise or even like to talk about. Customers are fluid and move between all the channels, so making that journey a seamless one needs to be at the heart of what a brand can deliver."

Eleanor James, Head of Brand Development at McArthurGlen discusses an established era for outlets and how Retail Advantage makes a difference. "It is integral that we are able to provide our brand partners with the knowledge, background and trade patterns of our centres as well as the locations, regions and countries in which they trade. We gather, analyse and dissect this data from a wide selection of sources on a daily basis. We then provide a service to our brand partners, advising them what this information shows and how best to use it to maximise trade and performance across our portfolio."

Eleanor goes on to say that unlike full price; the outlet model is driven by the partnership between brand and landlord. Data is a key factor in how that partnership can maximise performance across the off-price channel. New technologies offer the opportunity to understand more about their customers' behaviours, their shopping patterns, their likes and dislikes and enabling this data to feed the already robust performance picture remains the utmost priority. To continue to maximise performance in outlets, both landlords and brand partners need to understand as much as possible about their customer and technology is best placed to support the partnership in doing this.

Throughout 2022, McArthurGlen has seen a strong recovery post-pandemic and as a result the company is in a good position to start to really progress on more of their strategic priorities. James explains that the outlet model is evolving and that technology is playing a bigger part in what they do, making sure every customer's journey to their centres is maximised involves broadening assortment and availability to be best placed to meet demand.

As our time with Gareth and Eleanor draws to a close, we ask what's on the agenda for 2023?

"We expect to see this continue to evolve over the coming years, but 2023 feels like the first proper year of trade since 2019! It will also be this year that we welcome our newest centre to the portfolio, Paris-Giverny, which will become our fourth designer outlet in France," explains James.

"It's time to take data even further, it's time for augmented BI" says Jordan.

"Our experience in innovation puts us in a prime position to understand and improve processes to close the gap between the amount of data available and the crucial decisions that are being made at every level of a retail and leisure destination," Jordan remarks. "Augmented Business Intelligence combines data science and AI tools like Machine Learning to enhance data-driven decision-making. By utilising a conversational user experience to further data democratisation, each user in every business area can create adaptable insights and make intelligence-driven decisions. This empowers organisations to be more flexible and agile. With this technology, we can all be ready to act with an enlightened understanding of the next steps ahead and make a genuine difference." concludes Jordan.

www.mcarthurglen.com





Following the Money



Following the Money – For the last time as we bid him a fond farewell from his monthly column, Mark Faithfull crunches the numbers as he looks at analysis and expansion that reflects changing markets.

Primark to take £2bn inflation hit but continues US expansion

The owner of Irish fast fashion giant Primark is expecting to take a total hit from inflation of £2bn this year and next.

However, the group also plans to push ahead with expansion in the US and will open 10 more stores there in the year to September, on top of the 13 stores already operating in North America.

Indeed, the US remains a buoyant market for Primark and total Q4 sales should be around 27 per cent ahead of pre-Covid levels, the company said, driven by new store openings, with comp. sales close to pre-Covid levels.

However, parent company Associated British Foods (ABF) said that it had encountered what it described as the most challenging economic conditions for many years, with sharply rising and broadly based inflation, with prices at Primark up by about eight per cent this autumn.

Primark said it would close two stores in Germany and optimise further stores as sales have not returned to pre-pandemic levels. The company reported caution in consumer markets across Continental Europe.

Primark also recently announced that it will launch its new click & collect service in 25 stores located across the North West of England, Yorkshire and North Wales before the end of the year and Primark Chief Executive, Paul Marchant, has continued to stress his company's dedication to store-based retail – not least with the recent opening of its spectacular Belfast, Northern Ireland flagship – and he said that the company want to grow its stores to 530 from the current 408 by the end of the 2026 financial year.



Online giant Shein opens first permanent store in Tokyo

Chinese fast fashion giant Shein has opened its first-ever permanent store, located in the fashion district of Harajuku.

It opened its doors on 13 November and customers can browse items at the store and purchase them by scanning QR codes on tags via the Shein App. However, they cannot purchase directly from the store, but instead will order merchandise and accessories to be delivered.

The space spans 2,160sq ft over two storeys and includes three fitting rooms and an Instagram photo booth. It may also be modified to host fashion shows and designer events, according to a Shein spokesperson.

The opening follows the launch of the Shein Osaka pop-up store, which will remain open for three months until 27 January. Located in Japan's western metropolis, the pop-up store houses nine fitting rooms and displays around 800 items, ranging from men's and women's wear to home and pet products.



Printemps to open New York store following luxury virtual launch

French luxury department store Printemps is to open its first international store at One Wall Street, New York and has created a virtual store as it seeks to create a global omni-channel platform. Marking the brand's first US initiative, Printemps will open in the historic 50-storey landmark building in the Financial District with a 54,000sq ft, two level-store in Spring 2024.

Printemps Digital Marketing Director Morgane Lopes says that the US "was always on our roadmap" and says the focus will be on creating an "experiential lab" where Printemps can try things out in "the most digitally advanced market in the world".

She adds: "It will provide an opportunity for us to learn about new types of service and leverage New York best practice across our whole business. Things are moving so quickly in Asia and the US that, as a French retailer, we have to keep up."

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Benefits of Replenishment



In this month's Retail Insight, Mikko Kärkkäinen, Co-Founder & Group CEO of RELEX Solutions takes some time out to discuss with RLI the advantages of stores replenishing their stock and why it is so pivotal.

In retail operations, store replenishment is often overshadowed by higher-profile activities such as buying, merchandising and marketing. Yet the efficiency of a retailer's store replenishment operation has a major impact on profitability. The accuracy and effectiveness of store ordering affects sales in terms of shelf availability and impact handling, storage and wastage costs in stores and other parts of the supply chain.

Given that even small retail outlets can have thousands of items, while larger hypermarkets have tens of thousands, it's obvious to retail executives that accurate, item-level control is virtually impossible to achieve with manual store ordering. Over the last decade or so, automated and system-assisted replenishment has become the default simply because the results are so dramatic.

There are significant gains to be had from optimising the store replenishment process that often amount to savings of several percentage points of total turnover. Improving your own replenishment system gets results fast – often much faster than wide-ranging development projects involving multiple parties or new technology.

To do so, retailers must optimise demand forecasting, inventory management and the setting of order cycles and order quantities by making them more systematic and more accurate. They must also increase the level of automation in routine areas of store replenishment so specialised teams can focus their expertise on areas that require closer attention.

Optimised store replenishment isn't just a 'nice to have'

The more products and SKUs a company has to handle, the bigger the return it will see from getting the store replenishment process right. If there are several warehouses or stores to manage, the gains multiply further. Whether a retailer handles groceries, building materials, toys, books, car parts, garden products or gifts, almost every company sees a return within months from optimising their store replenishment processes.

For companies that manage a large number of SKUs, one of the most effective ways of making store replenishment more accurate, efficient and cost-effective is to use a replenishment system tailored specifically to the business's operations. When thousands, or even millions, of different products need to be managed, manual ordering is inevitably highly labour-intensive, costly and simply impractical for the huge quantities of data to be analysed effectively. This in turn leads to errors and increased costs.

In contrast, an automated replenishment system never stops working. It constantly monitors stock, sales and demand. Human errors, such as forgetting to place an order, are eliminated. An automated replenishment system also factors in forecast changes in demand and adjusts the orders accordingly, increasing service levels and sales while improving customer satisfaction.

Furthermore, a well-calibrated replenishment system classifies products individually and assigns different attributes to them. This lets the retailer set higher service level targets for those products that customers consider important and purchase most frequently. Using a system that recognises sales frequency, profit margin, or sales value means a company can manage its inventory in a way that best ensures long-term profitability.

Inventory turnover is also improved because the replenishment system can manage safety stocks more accurately than any human buyer. With manual inventory management, it is impossible to evaluate the safety stock requirements of each SKU accurately. Instead, the items must be managed as groups. If the retailer needs to increase overall service levels, it typically enlarges the inventory buffer for a wide range of items, many of which will be overstocked as a result.

A competent store replenishment system calculates the safety stock level for each SKU separately and sets them to meet service level targets as efficiently as possible, taking into account the predictability of demand, delivery lead time and delivery accuracy of each item. This improved accuracy makes it possible to increase service levels and inventory turnover simultaneously.

Pick the right technology

Every company is different with its own supply chain, cost structure and management style. Replenishment systems need to fit the company rather than the other way round. These systems must be able to be customised to support the specific features of each supply chain – and the system's supplier must understand the customer's business in all its complexity.

That said, to ensure quick and meaningful results, an efficient replenishment system must include certain essential features:

- Support automatic demand forecasting at the SKU level and be able to automatically factor in periodic or seasonal variations as well as trends and changes in demand
- Calculate efficient safety stock levels at the SKU level, taking into account the predictability of demand, delivery lead times and delivery accuracy
- Cost-based optimisation of order quantities and order cycles at the supplier or product level
- Able to combine automated routine orders with order suggestions for specific important items, as well as automatic exception management

Make optimised store replenishment a reality

Optimising a replenishment operation means more efficient product replenishment, more profit and a more efficient supply chain. But when it comes to store replenishment, many food retailers aren't following best practice at the moment.

A good replenishment system can evaluate your replenishment needs faster, more accurately and more cost-effectively than even a fine-tuned purchasing team. Computers track data better than people, while people can often solve complex problems better than computers, especially when the problems have a human dimension.

Liberate your managers from the drudge of data crunching so they can properly use their expertise, better support their colleagues and focus more on customers and their needs and expectations.



Bed Bath & Beyond aims to reduce store replenishment time from 35 days to 10.



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Express Your Passion

In this month's Leisure Insight, Ben Barker, Managing Director – Extreme Destinations takes some time out to discuss the rise of adventure and extreme sports, how the last few years have been a catalyst for the market and that now it is time to capitalise.



The movement towards an active lifestyle has surged over the past few years, globally, with overwhelming growth identified within the extreme and adventure sports sector as opposed to mainstream sports.

Unlike traditional sports, extreme and adventure sports are not about uniforms, coaches or scripts. Expressing yourself through action is the key. It's a passion, an attitude, a way of life and even a religion. Whether on land, air or water, extreme and adventure sports offer that freedom, individualism and pure physical expression with a high degree of risk compared to highly regulated and organised mainstream sports.

The key difference between extreme sports and adventure sports is that an extreme sport usually requires greater expertise, training and years of dedication to master, whereas an adventure sport can usually be enjoyed with little to no prior experience under the supervision of a trained professional with clearly communicated safety protocols.

As part of EXTREME's vision to "Drive positive change through extreme and adventure sports", we ensure that we keep abreast of the shifting landscape of trends across the adventure sports and adventure travel sector. Mindful that not everyone in the industry or with an interest in adventure sports have the time or often even the capabilities to sift through all the research, we recently gathered the trends and insights from the past few years into a brief document which we shared with our partners in the industry, to guide us as we design, develop and operate outdoor and indoor adventure sports offerings.

One of the most stand-out trends was the demographic change in participants. There was a time when extreme and adventure sports were associated with 25-35 year old 'adrenaline-junkies'. However, recent trends have shown a drop in this perceived barrier to entry. Regardless of age, gender or physical ability, the uptick of such sports has surged, with an estimated 490 million participants worldwide in an industry now worth well over US\$200bn per annum.

Having been physically confined and restricted in movements over the past two years, there is also now a notable increase in interest to be outdoors and to step out of one's comfort zone. Previous fears have been set aside and age does not appear to be a limitation. The goal has changed with more people seeking to tick off those bucket lists, take on new challenges or simply enjoy a new hobby. Sales of extreme and adventure sports equipment saw a significant rise especially in the second quarter following the lockdown period as people sought new activities to keep them entertained. This was most remarkable in the outdoor individual sports and home workout sector.

Also growing exponentially has been the global adventure sports tourism market, predominantly amongst those adventurers seeking unexplored destinations and immersive, authentic experiences. Adventure travel globally is the fastest growing travel segment. Governments and destinations are strategising and developing initiatives to tap into this growth, paying attention to the various segments within this market be it soft adventure, land-based adventure, family segment and the 20-30 year old segment.

These increases in demand to explore, experience and be active has not gone unnoticed by governments and developers. Sites have been identified across all continents and plans put in place to add value to natural surroundings and urban areas. Whilst development is deemed vital for the growth of an economy, provision of employment and for the health and wellbeing of a country's population, attention is also being given to the rising demand from consumers to ensure that the environment and its surrounding communities are treated with utmost

respect throughout all development stages right through to the daily operation of an adventure sport destination.

During the 2022 Commonwealth round table session held in Kigali, over 120 Sports and Health Ministers, industry professionals and stakeholders, agreed that (at the time) the upcoming Birmingham Commonwealth Games would be an opportunity to leverage on the power and popularity of sport to drive social change, promote sustainable development and improve global health. This growing global sentiment has encouraged many governments and authorities to take action to provide the funds, facilities and services necessary to drive both mental and physical well-being, tackle the social issues and improve local communities.

Having said this, not all destinations have the expanse of land nor the steep budget requirements needed to dedicate to the development of large-scale adventure sports arenas, trails, pistes and more. The current economic climate and the risks involved in adventure travel whether it's the increasingly unpredictable weather conditions or social dangers, may also have an impact on the adventure travel sector. For this reason, it is vital that authorities and investors also give importance to indoor leisure and entertainment adventure sports spaces, capable of bringing the outdoor environment inside. These allow visitors of all ages, capabilities and beliefs to have fun whilst learning and growing within their sport. Here complete beginners can feel undaunted to practice side by side with elite athletes and benefit from the support systems available that can take them from grassroots to professional. From skateparks and pump tracks to challenging climbing walls and mind-blowing surf pools, technological advancements in the development of leisure and entertainment spaces have facilitated the incorporation of those sports once deemed niche into creative centres now able to cater to the masses.

The trend is showing that the global market is no longer satisfied with the norm. With greater awareness of the need to place their mental and physical wellbeing at the forefront, the yearning for more happiness and social interaction, the ability to challenge oneself, to protect the natural playground the planet provides, to discover and to experience adventure, clearly shows that the market demands more and perhaps the only space that will be able to satisfy all of these will be the extreme and adventure sports leisure and entertainment sector.



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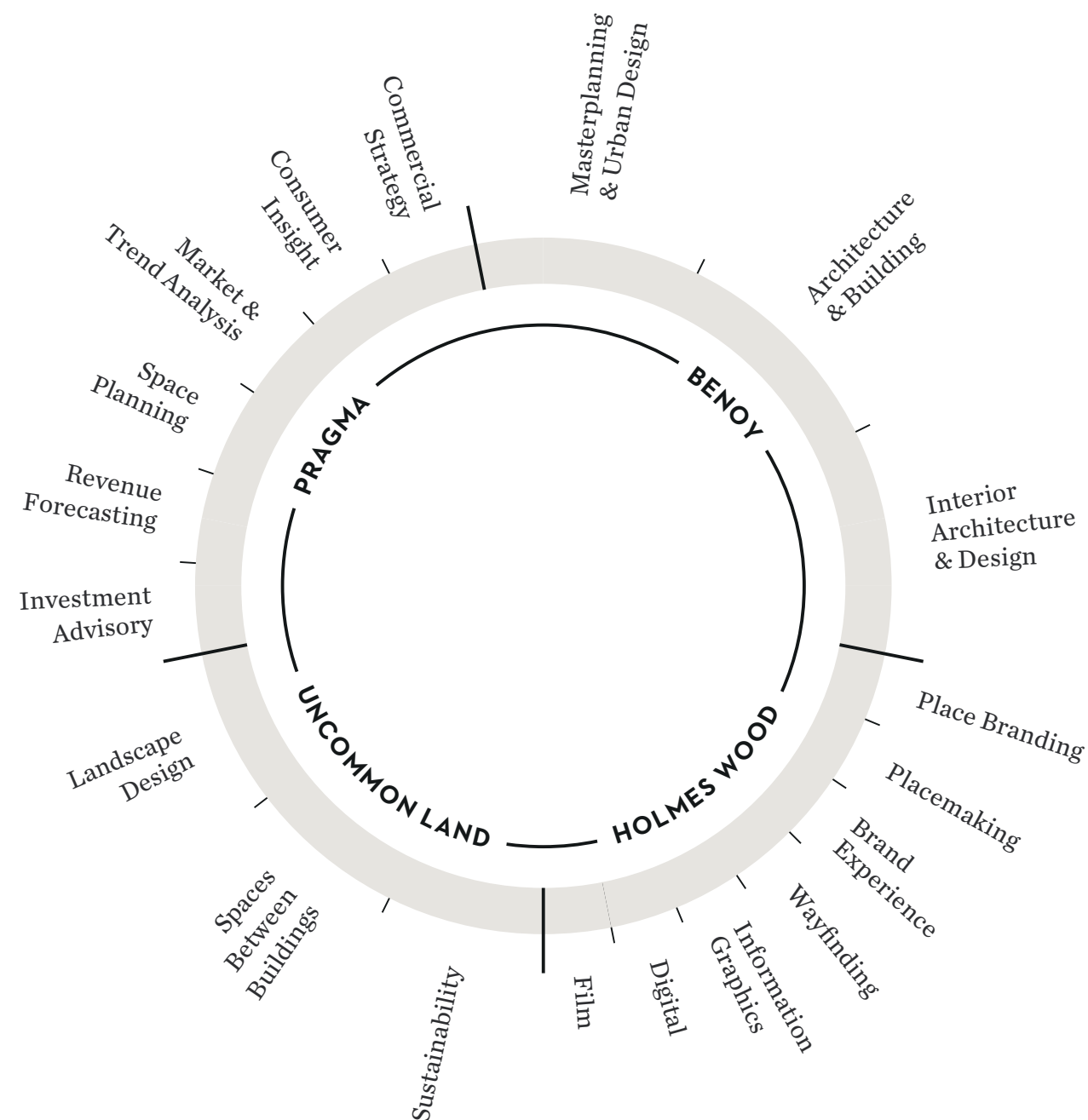
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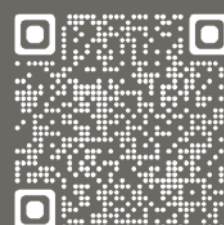


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People, Planet & Profit

MAPIC is back in full for the first time since 2019 and MAPIC Markets Director Francesco Pupillo says that visitors will experience a host of changes, reflecting a transformed retail and leisure sector and new priorities.

It was amazing to be back with a physical event last year but of course we were in the middle of the Omicron outbreak in November 2021, so it was not possible for it to be a normal MAPIC. This time round we will welcome over 6,000 attendees and a host of new players from leisure, food and beverage and retail. These sectors had been going through a deep transformation even before the pandemic and this year's MAPIC is mirroring that transformation and we hope, helping guide the industry.

Change has been accelerated, we are arriving at a new paradigm for the future and we are also facing new challenges because of the war in Ukraine and the rising implications of increasing inflation and the cost of living crisis. So for me the key is that we focus on innovations

and the companies that are driving change through technology but also the environment, with sustainability, social and local initiatives. That means we have the Innovation Forum, the premium networking sessions and the Retail Village, which will introduce visitors to many new retail names.

What participants won't see is lots of models of new centres, because there is very little new development across Europe. Instead, developers and landlords are concentrating on how they refresh and renew their assets to offer a wide mix of services that provide commercial and community benefits in their location. That's why MAPIC will be more diverse than ever, with some 30-40 per cent of exhibitors from new, different sectors and a huge spread of retailers from the international chain store groups to

first time players and digital native vertical brands. And there will also be a fan zone, because the World Cup in Qatar will be taking place!

Sustainability will be a core element of MAPIC 2022 and it is absolutely clear that there has been a huge shift towards environmental, social and community issues and it is not possible for investors, developers or landlords to operate their businesses without a clear ESG agenda. And for retailers and brands, the younger generation simply will not buy products or services if they are not satisfied with the sustainability or ethical values of those brands. It is a radical change, and one we will reflect at MAPIC.

Apart from the many conference sessions dedicated to the subject and our focus on a more "human" business world, we will also have a special premium networking event on the theme of sustainability. And last but not least, we have pledged that this will be the most sustainable MAPIC yet, with a host of commitments and practical solutions as we strive to improve continuously and to constantly reduce our environmental impact.

What does the new mix mean for MAPIC and what it showcases?

I think it is obvious that for most companies – and even for us at MAPIC – there is an ongoing search for the new equilibrium. There has been so much change that the industry and the world is in constant flux and that makes it a very dynamic and fluid situation.

But without underestimating the current challenges, it is also important to remember that this is not the first crisis that retailers and real estate players have faced in the years that we have been hosting the industry at

MAPIC. Far from it, the market has seen for example the huge shift to omni-channel retailing and now most companies have established their strategies around digital and physical. So even if a new model is needed, this also presents a huge opportunity.

Everything is changing – new financial models are required, far more flexibility will be required among both real estate and retail companies and in many ways that changes are not just about business but fundamentally about the way we live our lives.

In fact, the industry has already proved to be extremely resilient. While there are many concerns about the end of the year, when I speak to retailers and F&B operators, many had been enjoying a strong 2022 and have already been able to develop their offers to have the right number and kind of physical stores and to invest in their online capabilities. And I am delighted to say that this year we will see more international companies back at MAPIC from outside Europe, including major players from the Middle East and the US.

Finally, we are delighted to be hosting our Awards ceremony in Cannes and once again we are adapting them to reflect the new realities. So for example, among the traditional categories, we will also reward companies for innovation and sustainability – both retailers and real estate – and we will also celebrate the malls, retail parks and outlets which have shown the best performance coming out of the pandemic. Finally, attendees will have the chance to vote in the pitching sessions and the most popular will receive an Award. We want MAPIC 2022 to be all about positive vibes!



VOYAGER - MAPIC INSIGHT

Blueprints for the Future

People around the globe are still trying to get back to normal after a period of time nobody has experienced before and the 26th edition of MAPIC will look to navigate retail towards a more 'human' world. This year's three-day event will take place across 29 November - 1 December at its annual home of the Palais des Festivals in Cannes, France.

Created in 1995, MAPIC is the leading global platform to build vibrant retail & urban destinations and MAPIC 2022 will bring together retail, food, leisure and technology communities under one roof.

RLI is once again proud to continue its Global Partnership for the sixteenth year of this landmark event and be at the heart of the action of this highly anticipated event and is set to once again have a prominent position throughout the show, with not only a presence in all the Delegate Bags but also visibility at each of the individual events, where RLI are exclusive partner, including the Franchise Summit and LeisurUp.

MAPIC, the landmark event of the retail real estate industry, will showcase the new face of the retail emerging from the Covid crisis.

A rich programme of conference sessions and networking events will illustrate the deep transformation of the retail sector with views from top international experts and new market players that are disrupting the industry.

This year's focus will take a deep dive in to the fundamental changes undergoing in Retail & Leisure. Consumers are driving these changes, becoming more conscious of the environment. Nowadays, buyers seek meaningful purchases and therefore businesses now need to be driven by a purpose that goes well beyond profit; a purpose that is rooted in community, the environment and society.

As MAPIC draws ever closer, RLI takes this chance to highlight a global selection of key projects that are laying the groundwork for the future of people and retail after a difficult few years.

"The entire retail industry has endured two of the most challenging years in the history, with many big transformations. Next generation retail will be about putting people and the planet first - the consumer is now looking for deeper meaning in what they do and what they buy, whilst businesses need to add a social role to have genuine social impact. MAPIC will emphasise the new ways of doing business, with more flexible models that will allow industry players to meet current customer needs."

Francisco Pupillo – MAPIC Markets Director

Battersea Power Station, London
Developer: Battersea Power Station Development Company



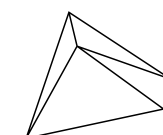
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Boston's Allston Neighbourhood, Boston, Massachusetts
Developer: Allston LabWorks

Global Projects Americas

A new mixed-use life science campus that includes housing and retail will be a welcome addition to Boston's expanding lab market. JLL has secured \$585M in financing for the construction of a 580,905sq ft development in Boston's Allston neighbourhood. Allston LabWorks, located on 4.27 acres at 250, 280 and 305 Western Avenue, will be comprised of a life sciences, retail and multi-housing space. Once the project is complete, it will feature 534,000sq ft of lab space; 20,000sq ft of retail space; 35 multi-housing units, 26 per cent of which will be affordable. It will also include a 12,000sq ft public plaza with an additional 5,000sq ft landscaped open space and 668 garage parking spaces. JLL worked on behalf of the borrower, a joint venture between King Street Properties, Brookfield and Mugar Enterprises, to secure the four-year, floating-rate loan through an institutional debt fund. The JLL Capital Markets team representing the borrower was led by Managing Director Greg LaBine and Director Amy Lousararian.

With the launch of Rosewood São Paulo earlier this year, Cidade Matarazzo by developers Groupe Allard is now fully open and is a quiet, green refuge in the heart of the Paulista Avenue region, one of São Paulo's

most lively neighbourhoods. The charming village of historic, landmark buildings, designed in 1904 and being restored by developers Groupe Allard, is an unprecedented venture in Latin America's largest economic and cultural capital. The unique destination is home to a 45,000sq m park (including the urban requalification project), a 135,000sq m building area, the 56,000sq m six-star hotel complex operated by Rosewood Hotels & Resorts, a 10,000sq m House of Creativity, a 4,000sq m office building, a 28,500sq m retail village featuring 70 exclusive international brands, 34 restaurants that is capable of serving up to 15,000 meals a day and 2,200 parking spaces. To live in or visit Cidade Matarazzo allows one to revel in the serenity of an oasis while enjoying every bit of the glamour of Sao Paulo.

A project being designed by Chapman Taylor for its client Provalor is Parque Oeste. While it is still in the design concept stage, it will seemingly be an innovative, large-scale mixed-use project in Cali, a beautiful city in western Colombia near the foothills of the Cauca Valley. Located close to the university in the city centre, the scheme, which includes a shopping centre and offices, is designed and landscaped to merge seamlessly into its locality. Responding to the river and the natural, green environment that characterises much of the city, the architecture takes advantage of the terraced valley location and draws inspiration from the local, rocky



Parque Oeste, Cali, Colombia
Developer: Provalor copy



Distrito Armida, Monterrey, Mexico
Developer: GM Capital

landscape as well as the city's river. Chapman Taylor's Madrid studio was appointed to provide architecture and interior design services for the 110,00sq m project, which includes a vibrant mix of uses, such as an office block, 186 retail units, a supermarket, a cinema, a children's park and a food court alongside 5,000sq m of green spaces.

Distrito Armida is a new multi-phase mixed-use community in the upscale city of Monterrey, Mexico, masterplanned and designed by JERDE and developed by GM Capital. The first three phases of the project are clustered at the southern end of the site and provide the neighbourhood with office and residential towers, a hotel, retail and a wide array of public spaces for the community. The neighbourhood of San Pedro Garza Garcia stands somewhat separated from the city centre of Monterrey and is an upscale district for young professionals. Phase I was launched last year and features an iconic office tower atop a commercial podium full of shops, restaurants and outdoor spaces. The 20-floor office building - branded Torre Malva - a WeWork and a 170-key hotel are currently under construction. The commercial podium full of shops, restaurants and attractive outdoor spaces, will help activate Phase I beyond the typical workday.

Unibail-Rodamco-Westfield (URW) today announced Mill Creek Residential (MCR) as co-developer for the first phase of the landmark

transformation of Westfield Garden State Plaza in Bergen County, New Jersey. Anticipated to break ground in 2024 and slated to open to residents in 2026, the first phase will include the construction of 550 luxury apartment homes that will be integrated with the shopping centre via a one-acre 'green town' for residents, visitors and shoppers to enjoy, as well as introduce a 'main street' outdoor district featuring restaurants and everyday conveniences and services. The development will also include significant community and sustainability features such as new parks and greenspaces, green building construction, upgraded connectivity to public transportation networks, electric vehicle charging stations and the restoration of a section of the beloved local Sprout Brook. Aligned with this vision, Garden State Plaza will be completely reimagined, with surface parking areas to the west of the shopping centre converted into modern luxury apartment homes, plazas, parks, gardens, health and wellness amenities, commercial office space, as well as a transit center - alongside new outdoor shops, restaurants and community event spaces. The centre will appeal to shoppers and residents alike: the perfect place to find the latest fashions, enjoy premier dining, socialise, take a walk or ride a bike, enjoy concerts and cultural festivals and so much more.



Westfield Garden State Plaza, New Jersey, US
Developers: Unibail-Rodamco-Westfield & Mill Creek Residential



CIFI Cmall, Chengdu, China
Developer: CIFI Group

Asia

December last year saw the launch of CIFI Cmall by developer CIFI Group, with architectural work undertaken by LVK + PARTNERS. With a total volume of 260,000sq m, the development is located in Xiangcheng centre, Xindu District, Chengdu. As a new generation or urban sub centre, Xiangcheng centre occupies the position of the Chengbei development centre in the Urban Diamond layout. Since its opening, the popularity of the mall has continued to rise, laying down its position as an important commercial asset in Xindu and in Chengdu as well. The vision of the project was not only to provide local residents with a place for rest, but a place for entertainment and create a regional landmark commercial complex building. In addition, they wanted to convey a dynamic and upward sense, as well as a positive attitude towards life and an integrated environmental atmosphere. The core goal of LVK's design was to establish and enhance the brand value for the owners.

Uzbekistan's Silk Road Samarkand, billed as the largest tourism complex in central Asia, has opened its doors. The \$580M resort is now welcoming visitors. Silk Road Samarkand covers an area of more than 260ha and it is home to cultural, dining, retail and wellness facilities. "Three years on from the commencement of works, with trepidation and pride, we are now on the threshold of the opening of the Silk Road Samarkand tourist centre," says Silk Road Samarkand's

General Director Artyom Yegikyan. "I am sure this unique tourist complex will become a model of world-class hospitality for the entire central Asia. The opening of Silk Road Samarkand is a significant event not only for the people involved in its creation, but also for the country in general." The resort features eight hotels with approximately 1,200 rooms, green areas with 30,000 trees and more than 238,000 shrubs, shopping facilities, wellness areas and an eco village. The project is being managed by the self-named company.

Developer Ingka Centers revealed earlier this year its Livat Kunming meeting place. The seventh meeting place in China in the company's portfolio was created within the existing IKEA store, providing a 46,500sq m GLA space. Livat Kunming adapts traditional Scandinavian design values to create modern and functional space. The new destination offers a blend of cuisine, digital services and family-friendly experiences. The opening of Livat Kunming will also create around 3,000 jobs, providing a number of employment opportunities for the local community.

Amid much fanfare and spectacle, Sands China Ltd. launched the award-winning The Londoner® Macao integrated resort last year. The Londoner Macao is developer Sands China's bold British-themed reimagining of the Sands® Cotai Central integrated resort, offering the best of British history and culture alongside a traditional yet



Silk Road Samarkand, Samarkand, Uzbekistan
Manager: Silk Road Samarkand



I1 SKIES, Hong Kong
Developer: New World Development

contemporary hospitality experience. In addition to the Crystal Palace, the first-phase launch features new dining options, interactive London-themed attractions and the opening of The Londoner Hotel – an all-suite tower featuring approximately 600 luxury suites. Representing an investment of US\$1.9bn, The Londoner Macao introduced additional integrated resort offerings progressively throughout 2021, including the Suites by David Beckham; Londoner Court, a luxury residential-style all-suite hotel; the re-themed Shoppes at Londoner retail mall which incorporates over 150 fashion and lifestyle boutiques and stores, from high street to haute couture and the Londoner Arena.

Snøhetta has unveiled the design for its largest project in Japan to date, a mixed-use development in Tokyo offering retail, a hotel and art and cultural experiences. The 117,000sq m Shibuya Upper West Project by developers Tokyu Group is located in the Shibuya district of Tokyo. Billed as the city's newest 'urban retreat', it is scheduled for completion in 2027. "In such a well-known and historically significant area in one of the world's most exciting cities, the project is paying homage to and respecting traditions as well as looking ahead," said Robert Greenwood, Partner and Managing Director of Snøhetta Hong Kong. "We aim to design for the future and aspire to find the most sustainable solutions, contributing to Japan's goal of being carbon-neutral by 2050." The project will be developed in

collaboration with the adjacent Bunkamura cultural complex, which promotes art and culture throughout Tokyo. According to a news release, the 36-storey building pays tribute to "the distant foothills of Mount Fuji". Snøhetta plans to achieve the highest possible sustainability ratings for the Shibuya Upper West Project.

A game-changing retailtainment destination, I1 SKIES will be Hong Kong's largest hub for retail, dining and entertainment and the first to combine wealth management and wellness services in one complete ecosystem. Opening in phases from 2022 to 2025 by New World Development, it is set to bring brand new experiences for consumption, entertainment and wellness services to everyone. I1 SKIES will bring together 3.8 million square feet gross floor area; 2.6 million square feet of retail space, encompassing over 800 shops and more than 120 dining concepts; 570,000sq ft of experience-based entertainment facilities including immersive, fun and interactive role-play learning experiences at KidZania and Grade-A office towers. Strategically located right next to the Hong Kong International Airport, Hong Kong-Zhuhai-Macao Bridge and Tuen Mun-Chek Lap Kok Link, I1 SKIES will benefit from a high volume of passengers who travel through Hong Kong International Airport, which recorded 71.5 million in 2019 and will become a centrepiece within the GBA 'one-hour living circle' and a gateway to the rest of the world.



Shibuya Upper West Project, Tokyo, Japan
Developer: Tokyu Group

**Europe
Austria**

SES is developing a multifunctional inner city quarter adjacent to the busy pedestrian zone in Lienz in East Tyrol. In addition to retail, services and gastronomy, the project also includes a hotel, the construction of which started in August 2022. The “harry’s home” Lienz as a 3* superior plus hotel will offer 85 rooms and 170 beds. Completion is planned for 2024. Part 2 of the inner city quarter is currently in the planning stage. The concept envisages an underground car park as well as retail and restaurant space on the ground floor. Various uses are currently being examined for the floors above in consultation with the city of Lienz. The Lienz shopping district is located directly on the B100, which connects Lienz with Carinthia, Salzburg, the Puster Valley, South Tyrol and Italy.

Belgium

The Gare Maritime in Brussels consists of the repurposing of a former rail freight terminal to create 30,000sq m of workspace, 10,000sq m retail space and 2,500sq m food-hall space, alongside a significant amount of public and events space. The former freight terminal is the centrepiece of the wider Tour & Taxis development with a focus on restoring original features alongside new architecture – the developer has created 12 pavilions from 10,000 cubic metres of timber, making it one of Europe’s largest cross-laminated timber projects. The combination of shopping, work, leisure activities, eating and drinking and public events across a heritage building with strong sustainability credentials, makes this scheme stand out in Brussels. The scheme has been developed by Nextensa.

TORG International will collaborate with Start Concept on leasing the first outlet in Brussels. Construction of the entire project is well advanced with an opening planned for late 2023 and the project will be called Tubize Outlet Mall. The 15,300sq m outlet will be located in the heart of Belgium, 25 minutes South West of the city of Brussels. It will be part of a new mixed-use neighbourhood development, the so-called “Confluents” including residential, leisure and diversified gastronomy. Located on a former industrial site of over 80ha, TOM will benefit from one of the most densely populated catchments in Europe with over seven million people living within 60 minutes as well as an above average purchasing power. It aims to attract visitors from

Flanders, Wallon Brabant and Hainaut. On leasing the outlet, TORG International will collaborate with Start Concepts.

France

Unibail-Rodamco-Westfield (URW) has announced the full opening of the €500M redevelopment of Les Ateliers Gâté in Paris, a sustainable mixed-use redevelopment. The project’s final phase, a 28,800sq m retail and lifestyle destination, has opened to the public. It joins residential properties, offices and a hotel on a 1.5ha site. “Les Ateliers Gâté demonstrates our commitment to partnering with cities on major regeneration projects that meet the changing needs of an urban society,” said Jean-Marie Tritant, CEO of URW. He said the project is “a vibrant and people-centric mixed-use destination that makes a practical contribution to the lives of residents, workers and visitors in the Montparnasse neighbourhood.” Designed by Winy Maas and his architecture and urban planning firm MVRDV, Les Ateliers Gâté is home to 60 retail outlets, entertainment facilities and F&B venues. Public services include a health centre and library. Since last November, it has featured a next-generation gaming attraction called Time Tripper. It also offers Food Society, a new food hall concept with 15 restaurants, two bars, a wine cellar and a gourmet shop.

Georgia

Tbilisi Outlet Village, located 30 minutes south-east of the capital of Georgia will be the first outlet at the crossroads of East and West when it opens in autumn 2023. Targeted to become the number one in Central and Eastern Europe, it will be a completely new shopping experience for Georgia, one that has no analogues in the region, a fusion of tradition and modernity. Consisting of 12,500sq m GLA and 70 units it will bring together well-known labels from Europe, the US and Georgia. Cross border travelling from Russia and Ukraine has been skyrocketing this year, adding significant purchasing power to the country. A strong gastronomic offer will be of particular focus given the country’s food culture and its 8,000 year-old history in winemaking. Phase 2 is scheduled to follow within the three years after the opening of phase 1 bringing the project to a total of 20,000sq m GLA and 110 units. The scheme is under development by Georgian Outlets & Resource Group & The Outlet Resource Group.



Shopping Quartier Lienz, East Tyrol, Austria
Developer: SES Spar European Shopping Centers

Germany

The largest city-centre project in Europe, Westfield Hamburg-Überseequartier is set to become a new urban community hotspot. Encompassing a unique culture, leisure, entertainment and dining offer, it will feature a 10-screen flagship cinema, beauty and wellness centres, international and local restaurants, bars and cafés and the latest trends in entertainment technology. This mixed-use urban district will feature flexible offices with 360° views over HafenCity and the harbour, modern apartments with direct access to the waterfront, three hotels and a 200-store shopping centre offering the best local and international brands together with a wide range of services and digital innovations, for an enhanced customer journey. The shopping centre itself will span 80,500sq m of retail, leisure and restaurant space and it is set to open in 2023 by developers Unibail-Rodamco-Westfield. The scheme will expand the Hamburg City metropolitan area by 40 per cent and the proportion of public and publicly accessible private open spaces is 38 per cent.

Technically a redevelopment but in effect a new scheme and with its first phase launched back in September, Owned by Brookfield Properties, The Playce, formerly Potsdamer Platz, will comprise 90 stores (due to open in 2023) in six blocks of themed areas, including food, technology, sport, fashion, lifestyle and entertainment. A complete redevelopment of the interior space and public realm (due to open in 2025) will be complemented by double and triple-height facades for new emblem

stores Manifesto Market, a sustainable food hall, an eco-flagship for Peek & Cloppenburg and Mattel: Mission Play. Manifesto Market will span 4,400sq m, with over 750 seats on two floors, combining local gastro-entrepreneurs and artisans, as well as Michelin-starred chefs. P&C will open its eco megastore in Berlin in 2023.

Greece

Under construction by Athens-based firm Lamda Development, The Ellinikon Park is slated to be Europe’s greatest urban regeneration project and a large portion of the park is due for completion in 2025. One section – the Experience Park – is already open to the public after launching in December last year. Once completed, the larger than Hyde Park in London, two million square metre project along the Athenian Riviera will be able to handle over 500,000 visitors a day. A main attraction will be a 56m wide promenade connecting Vouliagmeni Avenue with the coastal front through The Ellinikon. Developers expect the park will have multiple benefits contributing to the improved standard of living, to the microclimate and the environment and serving as a main tourist attraction. Situated within the scheme will be the exquisite world of Riviera Galleria, with over 20,000sq m of deluxe shopping, exceptional dining and first-class entertainment space, the most premium retail scene in Greece will become the jewel of the Athenian Riviera attracting visitors from all over the world.



Les Ateliers Gâté, Paris, France
Developer: Unibail-Rodamco-Westfield



Westfield Hamburg Überseequartier, Hamburg, Germany
Developer: Unibail-Rodamco-Westfield

ROMANIA DEMONSTRATES THAT OUTLET BUSINESS IS HIGH FASHION

Splurging and being budget conscious might seem like opposite concepts, but one company has managed throughout the years to marry these paradoxes into a business model that is growing and attracting more and more brands and customers in Romania.

The outlet business outpost – FASHION HOUSE Group is consolidating its operations, announcing the expansion of its second outlet centre - FASHION HOUSE Outlet Centre Pallady in Bucharest.

The second outlet centre in Bucharest operated by FASHION HOUSE Group, and the only centre which was opened during COVID-19 has announced its expansion for phase two. The project has become in less than one year a landmark for south-eastern Bucharest, establishing a unique retail mix of over 50 stores, a playground, restaurants and cafés, a new “it-place” in town.

The second phase will enhance the retail mix with new anchors and will deliver extra 5,735 sqm GLA.

Due to its high accessibility and strategic location, within a 90 minutes’ drive radius, that goes beyond the borders of Bucharest, due to the A2 highway, FASHION HOUSE Centre Pallady has 3,160.000 people and 1,200.000 households in its catchment. And having Bucharest in core catchment is quite important because with over 2 million population and the largest GDP



in Romania, the city is one of the largest capitals in Europe, having one of the lowest unemployment rates and its inhabitants brag with the largest net earnings in Romania.

Playing in market with a fast growth of fashion segment regardless of the turbulences that have dominated the global market, another jet engine propelling FASHION HOUSE Centre Pallady as a landmark is its unique architecture.

This one-of-a-kind open air shopping centre offers an unparalleled experience of a stroll in the Belle Epoque architecture of *fin du siècle* Bucharest. And this feature was a strong asset even during the pandemic, offering fresh air and outdoor meet-up spots



“We made a business out of value proposition for our clients and out of enabling brands to creatively sell stocks in the first professional outlet centres in Romania.”

Brendon O'Reilly
Managing Director & Founder
FASHION HOUSE Group



that promote safety and health as most fashionable assets.

“The expansion of our latest project in Bucharest proves the growth potential of the Romanian outlet market, which has recorded a boost even in these unprecedented times. This is fuelled especially now when consumers pay more and more attention to value for money. We will consolidate our retail mix with anchor brands, and we will focus also on diversifying our lifestyle

and leisure offers. It is encouraging to see that so many prestigious brands have joined us in this new venture to deliver another successful retail experience in the retail arena.

Moreover, FASHION HOUSE Group recorded an excellent performance in Romania with its first Outlet Centre, showcasing that all year-round brand, value, and partnership represent a unique approach appreciated by both tenants and

customers,” declared Mr. Brendon O'Reilly, Managing Director & Founder, FASHION HOUSE Group.

With a 45-million-euro investment, FASHION HOUSE Pallady is the second outlet opened by FASHION HOUSE Group in Bucharest and has entered the Group’s portfolio as the fourth Outlet Centre currently managed by the company.

The project, which covers an area of nearly 14,000 square meters, was the first to open in mainland Europe in 2021 and includes over 50 stores, a playground, restaurants and over 300 parking spaces.

FASHION HOUSE Group is part of the Liebrecht & wood Group, a real estate development company that has been active for thirty years in some of the most dynamic markets in the CEE Region. The company builds and manages a diverse range of properties such as Office and Residential buildings, Shopping and Outlet Centres as well as strategically positioned, state-of-the-art warehouses. Building construction being one of the group’s core businesses, it allows it to be more flexible and develop quickly, as needed. This is one of the main reasons why the projects are being completed in record time and delivered precisely when the market needs them the most.



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Waterfront di Levante, Genoa, Italy
Developer: Nhood

Hungary

Multi Corporation has completed the refurbishment of Allee Center in Budapest, enhancing the interior and exterior design, leading to an improved customer experience. The entire renovation cost amounted to almost 18 million euros, including a significant investment in sustainability to pave the way to carbon neutrality. Allee Center is owned by Allianz, represented by Allianz Real Estate and an investor represented by CBRE Investment Management. The shopping centre is managed by Multi Corporation. The refurbishment works started in 2020 and continued during the pandemic. As a result of the refurbishment, Allee secured its leading position in Budapest. As part of the renovation, Allee's food court has been extended and transformed. More space was created for additional restaurants and cafés to widen the food offering and the seating capacity was doubled. Three distinct seating areas with different atmospheres were created.

Italy

Nhood Services Italy became a service provider for the urban transformation project of Waterfront di Levante, located in Genoa. Due to the special architectural solutions made by Renzo Piano, Waterfront can be described as a low environmental impact project for the city. Nhood will be in charge of leasing in partnership with Realia, also responsible for future mall management. The main characteristics of the upcoming project under construction with a circular shape are: GLA of 28,000sq m and GBA of 55,000sq m. The project is in line with the

company's mission to create or regenerate living places at the service of citizens according to the city model of "15 minutes urban accessibility" to maximum of services. The entire study of the commercialisation project is functional to the transformation of this place as a space for living, meeting and socialising. On three levels, this mixed-use asset has been designed to host shops, restaurants, services, leisure and entertainment, with sports at the core. The interior layout was designed by the international architecture studio CallisonRKTl, partner of Nhood Services Italy in Merlata Bloom Milano in the heart of Milan's new urban smart district.

Poland

Opened at the end of last year by developer Capital Park Group, the Norblin Factory covers a total area of over 65,000sq m, including 41,000sq m of modern A+ class offices and 24,000sq m adapted for entertainment, culture, food, retail and service space. The complex includes boutique cinema KinoGram, Poland's first market with certified organic products BioBazar and the largest food court in Warsaw Food Town. New outlets opening or opened this year include the Apple Museum Poland, Poland's first fully digital art gallery, Art Box Experience, the craft beer bar Uwaga Piwo, a Bang & Olufsen store, the Manufaktura Wisni and a W Kruk jewellery store. The complex will house a modern Orange Theory Fitness club, the new once.media Group, a Super-Pharm drugstore and pharmacy a Paris Optique store, as well as a Medicover Stomatologia dental care centre.



Carbochim Industrial Platform, Cluj-Napoca, Romania
Developer: Iulius Group



Eurovea II, Bratislava, Slovakia
Developer: J&T Real Estate

Romania

Launched back in May last year by developer FASHION HOUSE, the FASHION HOUSE Outlet Centre Pallady is situated near the A2 highway and the second outlet centre in the Romanian capital has direct access from the autoroute in a key location and attracts a catchment area of over three million people. The second FASHION HOUSE Outlet Centre in Bucharest, Pallady is being developed in two phases. Phase one opened with 8,700sq m this summer and the remaining 4,000sq m is set to follow at a later date. Costing €25M, FASHION HOUSE Outlet Centre Pallady accommodates over 60 stores and has restaurants and a children's play area. The new outlet centre comprises open-air gallerias – a unique feature – with the shopping alleys inspired by a Belle Epoque style of Bucharest's old city.

Iulius Group is launching a new investment in Cluj-Napoca: more than half a billion Euros for their urban regeneration project in Romania. The investment will transform the Carbochim industrial platform into a destination of the city in Cluj (Transylvania). The Carbochim factory will be relocated this year and upgraded. The new project includes the largest retail area in the country at 115,000sq m, a centre dedicated to performing arts and the largest underground parking lot in the country,

with 6,000-plus parking spaces. The Carbochim industrial platform spans on approximately 14ha, with less than 30 per cent of the area currently utilised for manufacturing purposes, while the rest is either underused or residual. More than €5M will be invested in relocating, modernising and upgrading the production unit, without interruptions to its activity.

Slovakia

The construction of Eurovea's expansion is in full swing. The shopping mall will be opening in April 2023 with a new design. The project is a clear symbol and indicator for the ongoing mixed-use trend. The development company J&T Real Estate has continued its implementation of the new Eurovea City neighbourhood on the Danube embankment in the modern centre of Bratislava, which is gradually expanding. As part of the expansion of the Eurovea project, not only will the popular shopping mall be expanding by next spring, ultimately offering over 85,000sq m of shops, services, entertainment and gastronomy, but there will also be two new office buildings Pribinova X and Y and the Eurovea Riverside block of flats. The first Slovak residential skyscraper called Eurovea Tower will be a new landmark on the Bratislava skyline. It has already risen to a height of 40 of the total planned 45 floors. The planned height is 168m.

BRATISLAVA'S RIVERSIDE SHOPPING EXPERIENCE



WWW.EUROVEA.SK



*Fashion Outlet Slovenia, Maribor, Slovenia
Developer: HG Invest*

Slovenia

The country's first outlet shopping village is coming next year by developer HG Invest in cooperation with FOC Retail Service and Outlet Evolution Services. On an area of more than 20,000sq m, 70 shops and several hundred new jobs will be created in two phases. Its first phase will be opened in 2023, phase two is scheduled for 2026. The Fashion Outlet Slovenia will be located directly next to the motorway exit for Šentilj on the Austrian border in the north-east of Slovenia. It is only 30 driving minutes south of Graz, the second largest city of Austria. The village atmosphere incorporates modern and typical regional elements of Slovenian construction style and architecture. The category mix is based on international experience and will mostly include fashion brands. A broader brand mix will be completed by segments in outdoor, shoes & accessories, home and kids wear. The catchment has 2.25 million residents and includes the cities of Graz and Maribor, as well as the centre of the Austrian thermal baths area, with approximately 13 million overnight stays and those of Slovenia with approximately 16 million yearly overnight stays. The nearby Šentilj casino resort offers entertainment and overnight accommodation for 400,000 visitors per annum.

Spain

VIA Outlets – the leading owner-operator in redefining the outlet shopping experience with a portfolio of eleven premium outlet centres in nine European countries – announces a 17.5 million euros expansion programme for its Sevilla Fashion Outlet, the first Premium outlet shopping destination in Seville, creating 150 new jobs for the local community whilst contributing to the economic growth of the region. Due for completion in the last quarter of 2023, the shopping destination is poised to become Andalusia's new landmark

premium shopping offer. The outlet shopping destination will grow both in size and services with an increase of close to 20 per cent in gross leasable area, reaching 18,396.6sq m and the creation of 17 new spaces to host a total of 80 stores in the entire centre. The extension will allow the entry of large national and international fashion brands and a completely new hospitality offer. To accommodate the expected increase in clientele, the parking had some recent renovations to increase capacity by 80 per cent.

Sweden

Malmö Designer Village will be an exemplary outlet destination for Europe, combining an appealing mix of premium international and new-to-market brands in a high-quality environment for an enticing consumer experience never before seen in outlets in Scandinavia. Upon completion of Phase 1 in summer 2025, Malmö Designer Village will be one of Scandinavia's largest shopping destinations and with the opening of Phase 2 in autumn 2027, it will rank in the top 25 per cent of outlet centres across Europe for visitor numbers. As the first scheme of its kind in the region, it is already generating a strong response from top-tier brands, who are attracted to its prime catchment and superior customer experience vision. In addition to premium shopping, Malmö Designer Village will include a varied food and beverage offer, landscaped gardens, kids play areas and dedicated areas for physical exercise, making it an all-day destination for the entire family. Rioja Estates, pioneers of the outlet retail sector, will be delivering the project with leasing support from advisors TORG International and KLM. Malmö Designer Village will also offer a transactional website enabling visitors to shop online or comfortably browse product ranges and in-store availability from home before travelling.



*Sevilla Fashion Outlet, Seville, Spain
Developer: VIA Outlets*



*Malmö Designer Village, Malmö, Sweden
Developer: Rioja Estates*

UK

Opened back in 1998, Trafford Centre has become the go-to shopping destination in the North of England thanks to its fantastic mix of high street favourites alongside affordable luxury brands. The centre continues to hold a unique appeal as its spectacular design, both inside and out, has made it one of the most Instagrammable shopping centres in Europe. The recent Dyson store unveiling has been a huge success and the Trafford Centre is only its second ever UK Demo store. H&M also chose Trafford Centre for its 'first-of-its-kind' new store concept, featuring an open façade with the introduction of a huge H&M Home, which has been enormously popular with shoppers. The Trafford Centre has recently appointed Pradera Lateral as Asset Managers and they will be taking the scheme forward in the years to come.

Battersea might be the last of the great UK shopping centres to open, if it is, it would be quite a scheme to end on. The power station opened on 14 October and is a modern mix of over 100 stores, dining, leisure, medical, wellness, co-working and offices. The original control rooms in both the 1930s and 1950s sides are being retailed to serve as cool dining/drinking locations and the architecture unsurprisingly, is the star. The power station is at the heart of a much wider redevelopment of the south west London site, with several stages of its residential and convenience retail and leisure plans already complete and a new London Underground station open. However, the iconic power station will inevitably be the standout. Control Room B, built in the 1950s and featuring stainless-

steel control panels arranged in an arc is now a fashionable bar. Brands including Ray-Ban, Ralph Lauren, Tommy Hilfiger, The Kooples, Aesop and Calvin Klein opened among more than 100 shops, bars and restaurants, 254 apartments, office space as well as a leisure offering that includes the Chimney Lift experience. Developed by Battersea Power Station Development Company, the scheme is also home to a new six-acre riverfront that is open to the public.

Opening in 2024, Grantham Designer Outlet Village will be the premium new outlet shopping destination for the East of England, with Phase 1 comprising up to 90 top-tier retailers, restaurants and attractive coffee shops and Phase 2 bringing the total number of stores to 137 in 2025. This responds to the high demand for space: almost 30 per cent of the available footage is already committed, with a mix of popular brands similar to that of Rioja Estates' previous development, Designer Outlet West Midlands in Cannock. The scheme will have social and environmental sustainability at its core; in addition to being awarded the BREEAM 'Very Good' certificate for sustainability in its design, the Designer Outlet promises to bring £100M in direct investment and create more than 1,500 permanent jobs when it opens, creating opportunities for local people and businesses. The project is being delivered by Rioja Estates, pioneers of the outlet retail sector, with leasing support from advisors TORG International and KLM. Complementing the in-store experience, it will also be the first outlet in the UK to offer a transactional website, enabling visitors to shop online as well as browse available products before travelling.



*Grantham Designer Outlet Village, Lincolnshire, UK
Developers: Rioja Estates & Buckminster*



Ventura Mall, DAMAC Hills I, Dubai, UAE
Developer: DAMAC Properties

Middle East & North Africa

Designed and developed by DAMAC Properties as their flagship community mall, DAMAC Ventura is a bold new venture into retail in DAMAC Hills I. This is a master community with 10,000 high profile residents that curates a one-of-a-kind living experience. DAMAC Ventura is conveniently located on Hessa Street and offers a well-thought mix that includes a large supermarket, premium service brands and leisure and F&B offerings. The mall will be 15,615sq m in size with a GLA of 9,940sq m over two levels, feature 38 retail outlets in total along with 300 car parking spaces. The upcoming mall is set to open its doors in March 2023.

Al Khiran, the region's first hybrid outlet mall is set to open in Q2 2023 and it will serve to meet heightened shopper expectation by offering a combination of high value and dynamic experiences through a mix of premium outlet shopping, unique dining options, cutting-edge entertainment and recreational leisure experiences like Kuwait's largest marina with 900 berths, a 70,000sq m boardwalk, 1.25km walking track and outdoor gardens with an amphitheatre for year-long events. Additional features that are currently being planned before opening will include multipurpose sports facilities and a resort hotel. Under development by Tamdeen, the upcoming outlet mall will soon be the main commercial centre in the South of Kuwait serving as the Central Business District of the area.

New CGIs of the Knowledge Entertainment City Hub bring to life how this 392,000sq m mixed-use district in Madinah, Saudi Arabia, will undoubtedly become one of the top visitor destinations in the world. Knowledge Economic City (KEC) Hub is an exciting and dynamic urban district offering the largest and most diverse shopping, dining and entertainment venue as part of the wider masterplan, for this globally significant pilgrimage destination. Located just six kilometres from the Prophet's Mosque and easily accessible from the Haramain high-speed railway station, the development's 129,000sq m shopping and entertainment centre includes a series of glass-covered atria and streets containing a range of shops, restaurants, cafes, a cinema, family entertainment centres and a wellness clinic. A vibrant, open-air restaurant boulevard provides a pedestrianised, family-friendly dining experience and a central civic square will provide spaces for events and relaxation, shops, restaurants and cafés. KEC Hub also delivers a 350-key, 5-Star hotel and 65 branded residences for the Hilton brand. The design concept for KEC Hub by Chapman Taylor was inspired by the charm and character of the traditional arabesque architectural style of the region. The construction of this socially and economically significant development began in 2021, with the scheme to be completed in mid-2024.



Knowledge Economic City Hub, Madinah, Saudi Arabia
Developer: Knowledge Economic City



Festival Avenue, Cairo Festival City Mall, New Cairo, Egypt
Developer: Al-Futtaim Group

Solitaire by developers Al-Marqab Investment Company is set to be Riyadh's newest multi-use lifestyle destination and will consist of three aboveground levels of retail, food and beverage, entertainment, wellness and sport offerings and three levels of basement parking. Within the city of Riyadh, Solitaire occupies a 60,000sq m area bordered by King Abdulaziz Rd, Al Imam Saud Ibn Faisal Road and Al Thumamah Road. Directly opposite is the Kingdom Hospital and views to the south reveal the prestigious King Abdullah Financial District, affirming this prime location within the city. The North Ring Road is just 2km away, making the asset easily accessible from Riyadh's outer suburbs. As a multi-use lifestyle destination with design work by Benoy, Solitaire's focus is on providing a unique, 360° lifestyle offering encompassing the key areas of retail, dining, entertainment, wellness and sport.

Festival Avenue, the new expansion of Cairo Festival city mall being developed by Al-Futtaim Real Estate Group, will redefine the Egyptian retail market with an unparalleled shopping and lifestyle experience. Spanning over 45,000sq m, Festival Avenue will soon take Cairo Festival City Mall's unique experience to the next level of luxury and fashion. Set to be Cairo's ultimate fashion forward destination welcoming international renowned brands, this top-of-the-line extension will open its doors to a variety of 80 first-to-market luxury fashion & jewellery brands that will call Festival Avenue their

first address in Egypt. Festival Avenue will also offer an entertainment destination for all ages and an assortment of international restaurants with indoor and alfresco dining experience.

As part of the Kingdom's 2030 Vision, the Diriyah Gate Development Authority (DGDA) is transforming Diriyah into what will become the world's largest cultural and heritage destination. Located 15 minutes from Riyadh, Diriyah will become the world's largest cultural and lifestyle mud city. Celebrating 300 years of Saudi Arabian history and heritage, Diriyah is destined to become a world-class lifestyle destination with Saudi's greatest collection of museums and cultural attractions, luxury international hotels and resorts and luxury retail, leisure and dining experiences. Built in the fifteenth century and listed as a UNESCO World Heritage Site in 2010, it was here that Diriyah's ruling family lived under the leadership of Imam Mohammad bin Saud, the forefather of Saudi Arabia's current King, the Custodian of the Two Holy Mosques King Salman bin Abdulaziz Al Saud. A SAR 65bn cultural and lifestyle development, inspired by the timeless Najdi architecture of At-Turaif, Diriyah is the ancestral home of the Royal Family of Al Saud, the birthplace of the Kingdom. On completion, Diriyah will become Saudi's premier lifestyle destination to visit, live, work, shop, dine and celebrate the wonder of the Kingdom's rich heritage and culture.



Diriyah Square, Diriyah, Saudi Arabia
Developer: DGDA

New Concepts for a New World

There is no escaping the fact that the world has been on a rollercoaster in the last few years and that the leisure sector has felt the full force of these changes. However this year some level of normality has begun to return and people are again craving unique and alternative experiences as they strive to make up for lost time and return to normal. Ahead of LeisurUp by MAPIC, RLI takes a look at a selection of concepts on show at the event and those making great strides around the world.

LeisurUp has been created by MAPIC in order to provide our clients with the right platform to turn traditional sites in modern lifestyle destinations by building vibrant location-based entertainment experiences. It is the new leisure event dedicated to accelerating location-based attractions in lifestyle destinations including retail sites, urban areas, transport hubs and travel destinations. This year LeisurUp will be hosted by MAPIC in Cannes from 29 November until 1 December.

People who attend LeisurUp this year will be in a better position to identify their next business partner, find new business models and create unique leisure experiences. From indoor to outdoor experiences attendees can find the most dynamic leisure partners to create unique location-based entertainment attractions for retail, urban & leisure destinations.

Originally launched back in 2020, AREA 15 is an experiential retail and entertainment complex that is situated in Las Vegas, Nevada and it houses several major experiential entertainment residencies and includes sculptures and other art displays. As part of the experiential retail and entertainment complex AREA 15 the new "Liftoff" Aerobar by French

manufacturer Aerophile opened in February 2022. It's the first attraction of this kind in the US. A total of 16 people can be transported into a height of almost 130ft during one ride, whilst guests are able to enjoy the 360-degree view over the shiny gambling city with fresh drinks. During evening hours, the Liftoff helix construction is colourfully illuminated. In the coming months Aerophile are planning three sites in the US and one in France.

Jungle Entertainment by Green Spirit represents a successful retailtainment solution, a concept made to give a space for all children and their families to create memories for life introducing the most amazing nature atmospheres. It is an innovative project that mixes the fun entertainment part with a learning educational environment in a very immersive approach. An extremely themed location, characterised by the Jungle scenography and organised in different themed areas, reproduces a real small indoor theme park, where physical play and virtual entertainment create an original mix suitable for all ages. The company currently operates five sites throughout China with one set to launch in Istanbul in the coming months.

Drone Interactive make flying drones easy, fun and profitable with their new interactive attraction Arcadrone evo, a fully autonomous drone flying arena with a reduced footprint and a high capacity. Arcadrone evo is the only turnkey gaming platform with drones. The players are situated around an arena in which their respective drone flies. Thanks to anti-collision system, playing Arcadrone evo is safe and guarantees without crashes. The company plan to install over 50 Arcadrone's in the next two years as they look to expand the concept after initially opening sites in Lyon, France and Montreux, Switzerland.

Gansu Xirong Cultural Tourism Co., Ltd and French showmakers ECA2 have joined forces to create the first multimedia spectacular in Lanzhou, "The Legend of Pangu". It's immersive, it's inspired, it's putting Lanzhou back at the centre of the world stage! In this dazzling experience of spectacular combined effects, both indoor and outdoor, cutting edge architecture and custom technology meet China's ancient storytelling tradition. This show is the flagship attraction of the Hekou Ancient Town, a mixed-use area developed by the Chinese central government which was developed to generate social and economic improvements while enriching the local cultural panorama.

SpeedPark has continued its development in France and Spain with the introduction of three new parks in the last 18 months (Strasbourg, Madrid, Claye-Souilly). Speedpark, the French leader in multi-activity leisure parks, is aiming to expand in new territories, with fresh news and improvements within its walls. Located within Oasiz Madrid shopping centre, Torrejon de Ardoz, by Compagnie de Phalsbourg, this new venue shows renewed activities and customer experience as well as a great design. Karting and bowling are at the core, but guests will discover more activities when they arrive there, such as laser tag, or karaoke music boxes.

In cooperation with the Donau-Mall, citywave brought the ultimate summer experience to Regensburg. An unprecedented attraction: urban surfing on the standing wave with adjustable conditions for beginners, advanced surfers and pros. The lifestyle platform offers urban surf culture, cool drinks and a beach lounge to relax, enjoy and watch. In addition, the supporting program guaranteed that there was something in the mix for everyone: live music, surf yoga, kids camps, movie nights, workshops and professional competitions of the world's top surf league. Citywave beach

is a vacation oasis for everyone and leaves nothing to be desired! The company currently operates 14 sites in nine countries and has plans for five more around the world in the next two years.

EmotionHall is located in the context of Tiare Shopping, a "Meeting Place" in the North-East of Italy. A unique and engaging place; it is the first permanent immersive arena in Italy. Modular and interactive, the site is dedicated to art, culture and entertainment with spaces that can be set up for exhibitions, musical events, different courses and stages and tasting events. Positioned over 2,000sq m, the visitor finds contents and experiences in constant motion, where the space can assume multiple forms thanks to the modularity of the sliding walls. EmotionHall is equipped with the most advanced audio-video technologies and able to offer highly engaging content.

Kinder Joy of moving Park is a 1,700sq m leisure and educational park for children, unique in Italy, developed in Vicolungo The Style Outlets. Designed by the Industrial Engineering department of the Federico II University of Naples, it offers eight play areas that promote an active lifestyle and stimulate children's life skills in a fun and didactic way. This innovative and one-of-a-kind park in an outlet centre results from a successful public private partnership between Kinder, Vicolungo The Style Outlets (managed by NEINVER) and the Vicolungo Municipality, united by shared values in a social responsibility project focused on children and families.

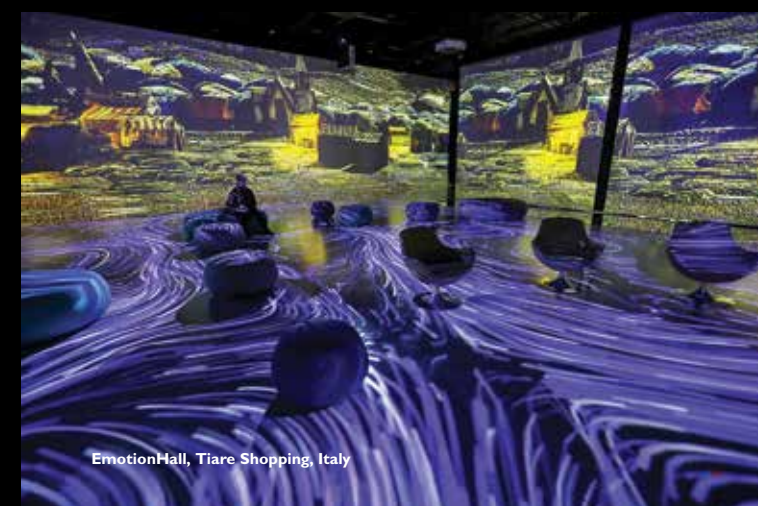
TOCA Social is the world's first interactive football and dining experience, combining immersive gaming and world-class food and drink. It has been designed for both football lovers and haters alike, whether guests can kick a ball or not. Away from the fun games there is a modern Americana-inspired menu that has been created by a Michelin-trained creative chef and the overall venue caters for events of all shapes and sizes, from corporate nights to hen dos. The accessible and interactive football-based games provide players of all ages and abilities with the chance to 'kick it' with their friends. Gensler previously collaborated with TOCA Social to establish a Concept Blueprint for a 'first-of-its-kind' football-based entertainment offering. Components of the prototype were applied to their flagship space which is located in London's iconic O2 Arena. A second site is due to launch in Dallas, US in 2023.



LIFTOFF, AREA 15, Las Vegas, Nevada, US



Arcadrone Evo Arena



EmotionHall, Tiare Shopping, Italy



Golf Fang, Cardiff, Wales



TOCA Social, O2 Arena, London, UK

Citywave, Citywave Pro World Tour
Regensburg, Germany

Immersive Gamebox, UK

Time Out Market
Dubai, UAE

A Recipe for Success

Immersive Gamebox is a leading immersive gaming experience in the UK and US that focuses on shared gameplay and socialising. The 'Gameboxes' use a unique range of technologies including projection mapping, touch screens, motion tracking and surround sound to deliver a hyper-immersive experience for up to six players. A new genre of group entertainment, players tackle a series of immersive games and challenges through teamwork and collaboration. Immersive Gamebox boasts a portfolio of 15, 30 and 60 minute games created in-house including 3rd party IPs such as Aardman's Shaun the Sheep and Rovio's Angry Birds and Netflix's Squid Game. The company currently operate 12 sites across the UK and US, with 96 more in the pipeline.

Launched in August 2021, Gravity at Southside at 80,000sq ft was the largest UK leisure lease in 2020. It was a pivotal transaction for the market as it demonstrated the potential that can be unlocked in former department stores. Gravity's leisure hub includes e-karting, virtual reality gaming, bowling, crazy golf and arcade gaming, as well as extensive F&B. Many were a first for Gravity, and were chosen to reflect the needs and character of the Wandsworth catchment. The innovative concepts that Gravity delivers at Southside also highlights how Landsec are redefining the role of our places,

supporting brands to create something that guests crave.

Liverpool-based hospitality operators are planning to open their latest Golf Fang site on Cardiff's Mary Ann Street in Q1 2023. Each Golf Fang venue offers an 18-hole crazy golf experience, combined with themed cocktails and DJs in a 'sprayground' environment where the venue features work from selected graffiti artists. The brand's goal is to create a unique set of courses that provide guests with an experience that both inspires and positions graffiti as an art form. The company now owns and operates across five cities in the UK, including Birmingham, Newcastle, Liverpool, Sheffield and Glasgow. Golf Fang Cardiff will be their sixth location following a successful launch in Sheffield. The Big Fang Collective now has plans to expand further across the UK, with seven already planned to launch before 2025.

EXTREME is a unique brand, community and purpose driven company that lives at the nexus of sports, entertainment and lifestyle. Their vision is to drive positive change through extreme and adventure sports. This is realised through their integrated approach that encompasses strategy, design, development, and management of some of the world's most innovative destinations, spectacular events, entertaining media, and engaging brand campaigns.

In the last few years, the food and beverage industry has found itself in a position it has never been in before, restaurant closures, trade restrictions and mandatory lockdowns have all added to an environment that is unlike anyone has seen before. However, circumstances have led to innovation and the industry is slowly turning the tide and this will be emphasised at The Happetite by MAPIC event which will showcase a global selection of F&B concepts across the 29 November – 1 December at the Palais des Festivals in Cannes.

Together with MAPIC, The Happetite is the only event gathering the most important F&B, retail, property and leisure industries leaders, enabling attendees to expand their restaurant business internationally. Attendees will include multi-site operators, franchise partners, private equity investors, property developers and city representatives.

The Happetite is the only international food industry trade show accelerating the expansion of restaurant chains in retail and urban destinations. It is an international forum for restaurant chains to expand their business, find new locations & meet new business partners. The event will feature a dedicated exhibition space that showcases the latest food concepts and top restaurant brands and an entire conference day that will be focused on restaurant brands and the magic of food in lifestyle destinations by over 35 experts.

Concepts at The Happetite by MAPIC

Slimfreddy has been a trader in the major stock exchange capitals of the world (London, New York, Geneva and Dubai, etc.) for more than 20 years.

Slim Freddy's is a fast food restaurant, allowing you to try several types of burgers in the same order and offering simple combinations of fresh products. The cooking technique guarantees the best taste quality without any added fat. They only offer simple recipes made up of quality products that they are proud to assemble using a revolutionary technique that allows them to guarantee respect for the product and the quality of service in our restaurants.

Place des Oliviers is a place that is both authentic and modern where you can spend a moment of relaxation with colleagues, friends or family! Brasserie with dishes with southern flavours that create "homemade" cuisine that shines through with quality and seasonal products. The originality of the place is the presence of pétanque courts inside the establishment so that you can enjoy a summer atmosphere all year round! Pétanque is a bowling sport of southern origin whose name comes from the expression "pés tanqués" which means feet together. It would be in 1908 that a certain Jules dis "Le noir" invented "petanque" in La Ciotat near Marseille. It is an original concept with a relaxing catering area for both professionals and individuals.

Arcade Food Theatre Centrepoint
London, UK



Place des Oliviers, France

With Fermes and Co, a company created by the Cambers of Agriculture France in 2021, consumers buy extra fresh and seasonal farm products and support local producers in a concrete way. 100 per cent of the products are in season and the fruit and vegetables are harvested at the right time! It's only products from local producers to promote short circuits and limit intermediaries. Fermes and Co develops, animates and manages the network of stores under the Welcome to the farm brand. It accompanies its future partners from the study of the project to the day-to-day operation of the store, obviously including the search for financing and all the stages of your project.

La Fabuleuse Cantine is a restaurant concept combining the simplicity of a canteen and the gastronomy of fine restaurants, all for a price accessible to all. But this canteen is much more than a simple place of restoration; it is a philosophy mixing ecology, art and solidarity around a unique concept: sustainable canteen gastronomy. Their ethos is to buy and transform organic products shunned by local producers to give them social, environmental and economic value. At La Fabuleuse Cantine, they offer an on-site catering service via a unique menu that changes every day depending on the fruits and vegetables that they buy.

ICEBAR Stockholm by ICEHOTEL is the world's first permanent icebar.

The interior is carved out of 40 tonnes of natural ice from the Torne River by ice sculptors from ICEHOTEL. ICEBAR has been a popular attraction in Stockholm since the opening in 2002 and attracts both tourists and locals who want a slice of the Arctic North in downtown Stockholm. ICEBAR Stockholm is made of ice - and so is the glass that your drink is served in. The bar has a constant temperature of -5°C (23°F) and room for up to 60 people. This is not just a drink in a bar in central Stockholm - it's a slice of northern Sweden's polar magic and a totally unique experience.

Concepts Around the World

Westfield Penrith has revealed the brands that will join its \$33M casual dining and entertainment precinct. Coles supermarkets will be the first to open next Wednesday, 16 November with an open-front bakery, a large deli and Liquorland, followed by the Queensland-based Hanaromart Asian supermarket. Dining outlets including Thai Thae, No 1 Malatang and Smiling Dumplings and Noodles will open early next month. Mini golf course Holey Moley, western Sydney's Funlab venues and Archie Brothers Cirque Electriq will open on 16 December in the new entertainment precinct of the centre. Centre Manager for Westfield Penrith, Matilde



La Fabuleuse Cantine, Saint Etienne, France

Princiotta, said the mall had "listened to the community and created a destination for them". From Wednesday next week, customers visiting Westfield Penrith will be able to participate in a range of launch activities such as live entertainment and face painting.

Labelling itself the 'most Instagrammable café in the world', EL&N cafes are lurid pink, with stages and displays for selfies. The food at EL&N is vivid and outrageous, including its s'mores hot chocolate, or pistachio frappe, concentrating on indulgent treats such as its cinnamon s'mores waffle. Everything is designed to look beautiful and extravagant and to be photographed. EL&N stands for Eat, Live and Nourish. All that they create is informed by these three guiding touch points: The most delectable food and drink offering in a stunning setting, products for living a stylish life and a positive ethos to nourish your soul.

Situated on New Oxford Street in London, the second iteration of the Arcade Food Theatre opened recently following its Covid-forced closure and has introduced a complete range of worldly cuisines into this restaurant-style food hall. Food offers include Indonesian street food Bebek! Bebek!, Nepalese street food Tipan Tapan, Middle Eastern shwarma Shatta & Toun and a Japanese omakase experience. There is also a Southern Thai restaurant, Plaza Khao Gaeng, for a more formal

dining experience. Drinks at their standalone bar are created using fresh market ingredients to mirror the flavours of the kitchens and a fully-packed music programme sets the vibe from day 'til night.

Bateel International offers its guests a journey of transformation and creation, forging an enduring legacy of innovation, delighting discerning consumers of fine food around the world. Bateel elevated a revered ancient fruit to gourmet delicacies and created a luxury retail experience that launched an entirely new market, a market for the gourmet dates and date products. Bateel is the ultimate indulgence and gifting destination and the luxurious concept offers a distinctly different experience where guests are welcomed with the warmth of Arabian hospitality and are treated to a collection of gourmet date products.

Time Out Market is a dining-and-culture experience curated and vetted by the editors of the Time Out magazine. It is a unique and innovative concept: the world's first food and cultural market based wholly on editorial curation. It all started in 2014 when Time Out Lisbon editors turned a historic market hall in the city into Time Out Market, thus creating the world's first food and cultural market. The latest Time Out Market launched in Dubai last year and the company is aiming to launch a site in London in 2023.



Bateel International, Express Avenue, Chennai, India



Westfield Penrith, Australia

AT A GLANCE

CONFERENCE PROGRAMME



WELCOME RECEPTION 28 NOVEMBER | MAJESTIC HOTEL | 19.30-23.00 (open to all delegates, badge required)

TUESDAY, 29 NOVEMBER - MORNING

STUDIO	09.30-10.00 EXPERT VISION The retail roadmap for a sustainable future	10.00-10.30 KEYNOTE The science of shopping in a post pandemic world	11.00-11.30 From responsible consumers to sustainable retail	12.00-12.30 Landlords & tenants partnerships: go agile to evolve to new business models
ARENA				11.30-12.30 Leisure pitch contest - Live Vote <i>Winner revealed at</i>
MAPIC INNOVATION STAGE			10.30-11.30 Innovation pitch	12.00-12.30 Location intelligence: helping retailers build resilience and make the right decisions in a complex environment
VERRIÈRE GRAND AUDI				11.00-13.00 PREMIUM NETWORKING EVENT How to shape retail in cities! <i>By invitation only</i>

TUESDAY, 29 NOVEMBER - AFTERNOON

STUDIO	14.00-14.20 OPENING SESSION New leisure trends spotlight	14.20-14.40 LEISURE KEYNOTE Bringing emotion in physical spaces	15.00-15.30 TEA PRESENTS Attracting new audiences: Events and touring attractions at retail destinations	16.00-16.30 TEA PRESENTS Success factors for integrating Culture and Arts in visitors attractions. Best cases in leisure and entertainment	17.00-17.30 Licensing & destinations: Leading brands into the real world
ARENA	14.00-15.00 Retail pitch contest - Live Vote <i>Winner revealed at</i>		15.30-16.30 City talks		17.00-18.00 Food pitch contest - Live Vote <i>Winner revealed at</i>
MAPIC INNOVATION STAGE	14.30-15.00 Taking the Customer Experience to the Next Level		15.30-16.00 Tech for good	16.30-17.00 Robotics for stationary retail! Convenience for customers, opportunities for retailers	17.30-18.00 Don't hesitate to innovate: Harness retail tech
VERRIÈRE GRAND AUDI	14.00-15.30 PREMIUM NETWORKING EVENT Sustainability workshop <i>By invitation only</i>			16.00-18.00 PREMIUM NETWORKING EVENT Mapic outlet summit <i>By invitation only</i>	

AT A GLANCE

CONFERENCE PROGRAMME



WEDNESDAY, 30 NOVEMBER - MORNING

STUDIO	09.30-10.00 Green means go: Accelerating environmental transition for retail destinations	10.30-11.00 Urban logistics and retail: the great shift	11.30-12.30 FRANCE FORUM 11.30-12.00 Shaping a sustainable future	FRANCE FORUM 12.00-12.30 A deep dive into the french leisure market
ARENA	9.30-10.00 OPENING SESSION The restaurant industry: New challenges and opportunities	10.00-10.30 KEYNOTE FOOD We are what we eat	11.00-11.30 New F&B business models: Get inspired!	12.00-12.30 Eating with your eyes: Why design and the food experience go hand in hand
MAPIC INNOVATION STAGE			10.30-11.00 Metaverse: The driving force in a new immersive experience	11.30-12.30 Innovation pitch
VERRIÈRE GRAND AUDI	09.00-10.30 PRIVATE EVENT ECSP Retail & leasing group			11.30-13.00 PREMIUM NETWORKING EVENT Green leases, flexible agreements, new models: How legal can support the transformation of the retail property industry - By invitation only

WEDNESDAY, 30 NOVEMBER - AFTERNOON

STUDIO	15.00-15.30 Sustainability & mixed-use: The key growth drivers for retail property		16.00-16.30 Why everyone loves retail parks	17.00-18.30 Italy Forum - Places, People and the Planet: Shopping Centres, full speed ahead!
ARENA	14.00-14.30 KEYNOTE Sustainability in food with digital	15.00-16.00 Italian Retail pitch contest Live Vote <i>Winner revealed at</i>	16.30-17.30 Leisure pitch contest - Live Vote <i>Winner revealed at</i>	
MAPIC INNOVATION STAGE	14.30-15.30 Innovation pitch		16.00-16.30 Winter is coming - Should we save all our energy from marketing?	
VERRIÈRE GRAND AUDI	14.00-15.30 PREMIUM NETWORKING EVENT Meet the leisure operators! <i>By invitation only</i>			16.00-17.30 PREMIUM NETWORKING EVENT Multi-unit & Master franchise summit <i>By invitation only</i>

MAPIC AWARDS CEREMONY AND GALA DINNER
19.30-22.00 | Salon des Ambassadeurs (by registration only)

MAPIC PARTY
23.00 | Salon des Ambassadeurs (open to all delegates)



MAPIC

29 NOVEMBER - 1 DECEMBER 2022
Palais des Festivals
Cannes, France
www.mapic.com

RETAIL CONGRESS MENA

5 - 6 DECEMBER 2022
Ritz Carlton Hotel DIFC
Dubai, UAE
www.retailcongressmena.com

ICSC NEW YORK

6 - 8 DECEMBER 2022
Javits Center
New York, US
www.icsc.com

EUROSHOP

26 FEBRUARY - 2 MARCH 2023
Messe Düsseldorf
Düsseldorf, Germany
www.euroshop-tradefair.com

THE RETAIL SUMMIT

14 - 15 MARCH 2023
Atlantis, The Palm
Dubai, UAE
www.theretailsummit.com

MIPIM

14 - 17 MARCH 2023
Palais des Festivals
Cannes, France
www.mipim.com

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