

THE WORLD'S ONLY GLOBAL RETAIL AND LEISURE MAGAZINE

RLI



RETAIL & LEISURE INTERNATIONAL

www.rli.uk.com

FEBRUARY 2023 ISSUE 178

GLOBAL FOCUS

AI PLAZA FUTURE OF RETAIL FUSION OF RETAIL ART & INTELLIGENCE



DEFACTO
**A Global
Vision**

TIME OUT MARKET
**The Best
of the Best**

THE LUX COLLECTIVE
**Making Every
Moment Matter**

ANTICIPATED PROJECT OPENINGS | GLOBAL 2023 RETAIL FORECAST | KARACA | GLOBAL SHOPFITTING & DESIGN | UNTUCKIT



178 >

DARE TO BE DIFFERENT ORDINARY

The world-renowned shopping and leisure destination

Trafford Centre is unique. It's a special combination of family entertainment, brilliant shopping and a huge choice of places to eat and drink – all in one lavish, undercover environment. With always something surprising to find and never a shortage of things to do, there is nowhere quite like it.



Cover Story

A global architecture studio that spans 17 studios in six regions, Woods Bagot does not adhere to a signature style and approaches each project with a new and unique perspective.



Editor's
Foreword

It has been a quick return to business for the RLI team as we look ahead to an exciting year in and out of the office. In our inaugural issue of 2023, we have all the usual news, views and interviews with the best and brightest in the world of retail & leisure, as well as enough special features to see you through to March and our special MIPIM issue.

Till next time...

James Quinn, Editor



Publisher's
Comment

New Year! New Opportunities!

I'm sure by now Christmas feels a distant memory and you have got rid of your January Blues and are filled with inspiration and vigour to seize new opportunities.

Looking back on highlights of RLI in the past year - we had the privilege of interviewing many inspiring leaders, retailers and global brands. We wrote about world-class destinations, burgeoning markets and took our renowned events to Saudi Arabia... A Kingdom of Opportunity.

As we start 2023 strong our first issue of the year features Woods Bagot, a global architecture studio that spans 17 studios in six regions. We talk to Billy Ip, Principal, Asia Sector Leader about how they embrace a unique perspective in their design approach to achieve continued success in award-winning projects like Al Plaza, Shanghai, China which won 'RLI International Shopping Centre' New Build at the Global RLI Awards in Riyadh. Turn to page 24 to read more.

Phygital Experiences, sustainability and resilient supply chains will define retail in 2023, to find out what other trends await us, check out our Global 2023 Retail Forecast on pages 30-33 titled, 'Hitting the Reset Button'.

On pages 38-39 we take a look at this year's EuroShop, the world's number one trade fair for retail investments, 26 February – 2 March in Dusseldorf, perfect timing to tie in with our annual focus on 'Global Shopfitting & Design', turn to pages 40-45 to see some of the world's most innovative store interiors. This issue will also be accessible through EuroShop's new online trade press stand for a period of 3 months.

As companies celebrate Chinese New Year and are away from their businesses, we are extending the closing date for Nominations for the 2023 Global RLI Awards to Monday 13 February to enable everyone to submit their award-winning presentations, the year of the rabbit brings "longevity, peace, and wealth".

Together let's make a great year...

Jayne Rafter, Publisher

CONTENTS

FEBRUARY 2023

SPECIAL FEATURES



18 A GLOBAL VISION

The DeFacto journey began 18 years ago with the launch of a single store and a goal of being a global brand that is there for all their customers whenever they need them.



20 THE BEST OF THE BEST

Time Out Group is a leading global media and hospitality business that inspires and enables people to discover and experience the very best that a city has to offer.



22 MAKING EVERY MOMENT MATTER

The global luxury hotel operator The Lux Collective is headquartered in Singapore and manages the four hotel brands LUX*, SALT, TAMASSA and SOCIO.



26 FULFILLING EVERY CUSTOMER'S WISH

The Karaca story began 50 years ago when the Turkish brand started life as a small family business and it has been synonymous with quality ever since.

28 BUCKING THE TREND

UNTUCKit started due to a gap in the market for shirts that looked good untucked and this brand helps people look sharp - even at their most casual.

30 GLOBAL 2023 RETAIL FORECAST

Hitting the Reset Button

There's no way around it, the last few years have been tough on retailers, e-commerce brands, hospitality operators and F&B concepts around the world but as a new year begins, businesses are starting anew.

40 SPECIAL FEATURE - GLOBAL SHOPFITTING & DESIGN

Changing the Face of Retail

After another tumultuous year, the shopfitting, design, lighting and technology sectors continue to move forward with innovative ideas and unique, new-to-market designs.

46 VOYAGER - ANTICIPATED PROJECT OPENINGS

New Beginnings for a New Year

Last year was supposed to be the one where things went back to 'normal'. This wasn't the case but the world has certainly begun 2023 in an upbeat mood and this is reflected in the retail real estate sector.

REGULARS

04 RLI MEETS - BETH BUTTERWICK

06 UK NEWS

08 INTERNATIONAL NEWS

10 AMERICAS NEWS

12 MIDDLE EAST NEWS

14 ASIA NEWS

34 RETAIL INSIGHT - EMMANUEL BENZAQUEN

35 DESIGN WEB GALLERY

36 LEISURE INSIGHT - TIM HENTSCHEL

37 FIT-OUT WEB GALLERY

38 EUROSHOP INSIGHT

52 EVENT PREVIEW - THE RETAIL SUMMIT

54 EVENT PREVIEW - MIPIM

56 EVENT REVIEW - MAPIC

58 EVENTS PAGE



WHO'S WHO IN RETAIL

RLI MEETS

Beth Butterwick

CEO - JIGSAW

Q. What are the company's key objectives for the next 12-18 months?

Jigsaw was founded by John Robinson in 1970 on the principle of bringing elevated design to the British High Street. Inspired by trips to Japan and designers such as Yohji Yamamoto, Comme de Garcon and Issey Miyake, John brought the concept of Japanese design to London adding a unique British eccentric twist. He opened iconic stores, offering cutting-edge collections and pioneered the concept of bringing a luxury store environment to local High Streets. 50 years on Jigsaw is still known for collaborating with renowned architects, upcoming photographers and artisan mills, makers and creators to deliver the finest quality collections. Last year we conducted a quantitative research piece that identified an additional 3.5 million potential Bullseye customers. Our 3 Year Plan is focused on amplifying our proposition and purpose to these UK females, across omni-channel locations where we know she likes to shop.

Q. Would you say events around the world in the last few years have affected the business at all and has it had any effects on future plans?

Undoubtedly! The pandemic was brutal on most sectors. However, we used this time to remodel our business to focus back on our core market, Womenswear in the UK. The timing is perfect for Jigsaw to thrive again. During the crisis, we closed poor locations and our portfolio today consists of 45 profitable Jigsaw boutiques across market towns and regional centres. Focused on improving our omni-channel credentials, we invested in a new customer data and web platform and partnerships that have significantly improved our service experience so customers can shop effortlessly, 'their way.' There are three key macro themes that continue to challenge most businesses: Cost Pressures, Evolving Customers and Channels Convergence.

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

Great leaders in any retail or hospitality sector put brand purpose and customers first, to bring unique experiences and create lasting memories. As companies strive to bring competitive advantage in a world obsessed with digitised 'must have now', top leaders need to live up to a more ambitious purpose, they need to create these experiences for their own workforces too, which means a fundamental change in how they and their executive teams inspire, lead, nurture and execute. The future remains uncertain, so leaders today need to have a range of skills; visionaries, tech-savviness, excellence executors and ambassadors of values and behaviours.

Q. As a leader who makes key strategic decisions, do you prefer to rely on facts and figures, your natural instinct, or a combination of the two?

I started my career as a trainee Buyer at Marks & Spencer; in this discipline you must balance facts with gut. Roll on 30 years and today I still apply equal measures of commercial information with instinct, which is done in consideration of understanding my customer and why our proposition is appealing to them.

Q. Do you feel that CEOs and company leaders can continue to be transformational in the new retail landscape and will this actually be more important than ever now?

In the new world, which is somewhat ambiguous it is an imperative that the leadership team focuses on driving the company's transformation, spending time on discussing the big priorities for the future, not just responding to today's issues. Building a transformation culture requires application of knowledge, collaboration, grit (developing a team mentally) and trust. As we have seen, so many times 'stand still and you run the risk of becoming irrelevant.'

Q. What do you make of social media and its importance in the world of retail and how prominent is e-commerce and online activities within the business?

No doubt, social media has been a gamechanger for all businesses. During the pandemic, look at how many new-starter businesses or influencers were able to scale sizeable businesses via leveraging these platforms to drive their brand USPs and connect to new customer tribes. These are powerful platforms where creative assets if applied well, can have a deep, wide and an effective reach.

Q. Taking a step back from right now, what would you consider your career highlights to date to be?

Every role spanning my career to date has left me with invaluable skills and memorable experiences. I've worked across the UK and overseas. Perhaps my top three career highlights are: taking M&S women's knitwear department from £100M to £200M in 18 months, an incredible family experience in Amsterdam where I completed my first sale transaction, conducting a successful IPO at Bonmarché and delivering record profits. My thirst and passion for business improvement continues and I am loving the Jigsaw opportunity.

Q. With everything that has happened in recent times, how are you feeling about the 12-18 months that lie ahead?

With so much global unrest, life will continue to feel extremely undefined. The antidote to this is to bring certainty to your organisation, where you have the power to do so.

Q. If we look at the retail industry as a whole, do you have any words of warning for the industry or advice from your own experiences?

It's simple, stay focused on your real customers, be razor clear about your USPs, focus on the top five game-changing strategic leavers and be ruthless at saying 'no' to anything that doesn't add value.

Q. Lastly, any final thoughts or anything else you would like to add for our readers?

Retail leaders need to use their voices to amplify how rewarding a career in retail can be. It brings people and culture together, each function is incredibly varied, you can learn 'new tricks' every day and most rewardingly, you develop a deep-rooted passion for your business, customers and the people you work with.

Under the Patronage of **His Highness Sheikh Mohammed Bin Rashid Al Maktoum**,
Vice President and Prime Minister of the UAE and Ruler of Dubai

THE RETAIL SUMMIT

14-15 March 2023 | Atlantis, The Palm, Dubai

In partnership with:

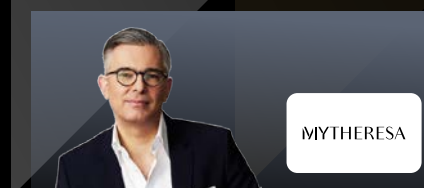
DUBAI CHAMBER
INTERNATIONAL

UNITING GLOBAL RETAIL LEADERS

The Retail Summit sees the retail elite from around the world come to Dubai. The 3rd annual edition will bring together +60 trailblazing speakers and 650 international retailers and brands to network, exchange innovation and set the future retail agenda.

The Retail Summit 2023 embraces the most diverse and ambitious organisations operating around the world today. From trailblazers carving out their niche, to legends turning their backs on the status quo, through to pioneers creating compelling customer experiences, the 2023 Summit brings you an unrivalled agenda and speaker line-up:

2023 featured speakers include:



MICHAEL KLIGER, CEO, **Mytheresa**



TOMMY HILFIGER, Principal Designer, **Tommy Hilfiger Global**



RICHARD DICKSON, President & COO, **Mattel**



NICK WOODHOUSE, President & CMO, **Authentic Brands Group**



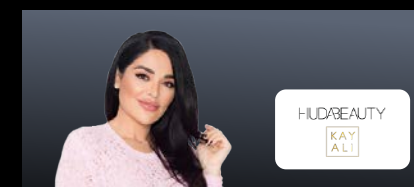
KRISTINA BLAHNIK, CEO, **Manolo Blahnik**



MICHAEL WARD, CEO, **Harrods**



MARTINO SCABBIA GUERRINI, Executive Vice President, President EMEA, APAC & Emerging Brands, **VF Corporation**



MONA KATTAN, Co-Founder & Global President, **Huda Beauty**, Founder, **Kayali**



MANJU MALHOTRA, CEO, **Harvey Nichols**

With 2 days of dedicated networking with the leading minds of the industry, there is no end of opportunities to transform your thinking to engender growth. We are delighted to be part of your evolutionary journey and look forward to meeting you in March 2023.

RLI have special discounted rates – contact kate.gallagher@theretailsummit.com

www.theretailsummit.com

SANDBOX VR CHOOSES HAMMERSON'S GRAND CENTRAL FOR LARGEST SITE AND FIRST OUTSIDE OF LONDON

Hammerson has signed the world's most advanced virtual reality experience, Sandbox VR, as part of its vision to diversify the use of Grand Central in the heart of Birmingham and an ambitious strategy to reinvigorate its assets through new brands, entertainment and experiential concepts.

The 13,000sq ft unit - set to open this summer - is the brand's third in Europe and largest to date. This signing supports Sandbox VR's plans to expand across the UK and Ireland, while elevating the experiential offer at Hammerson's Bullring & Grand Central, in-line with the wider evolution of the destination.

Taking group virtual reality gameplay and competitive socialising to the next level, Sandbox VR creates a truly immersive experience within exclusively designed interactive worlds, making players feel like they are living inside a game or a movie.



DÖNER SHACK, THE BERLIN-INSPIRED STREET-FOOD CONCEPT, CONTINUES TO EXPERIENCE TREMENDOUS GROWTH WITH THE ADDITION OF TWO NEW MULTI-UNIT FRANCHISE PARTNERS, BOBBY SIDHU AND OMAR CHAGANI. THE UK'S LEADING FAST-CASUAL FRANCHISE BRAND WILL BE BOOSTING ITS PRESENCE ACROSS THE UK WITH 20 NEW STORES ACROSS THE WEST MIDLANDS AND LONDON OVER THE NEXT THREE YEARS. LONDON BASED FRANCHISEE, OMAR CHAGANI, WILL OPEN 10 NEW SITES ACROSS NORTH WEST LONDON, MAKING HIS DEBUT THIS SUMMER. AN EXISTING COFFEE AND FAST-FOOD FRANCHISEE, OMAR IS NOW READY TO ADD TO HIS EXISTING PORTFOLIO WITH THE UNIQUE DINING CONCEPT, DÖNER SHACK. BOBBY SIDHU HAS ALSO RECENTLY JOINED DÖNER SHACK FAMILY AND WILL BE OPENING 10 NEW RESTAURANTS ACROSS THE WEST MIDLANDS.

NEW UNITS OPEN AT SOLSTICE PARK, AMESBURY

The RO has announced that Taco Bell, Greggs and GRIDSERVE are now open for business at Solstice Park in Amesbury, Wiltshire.

GRIDSERVE has opened an Electric Super Hub at Solstice Park, which offers easy and reliable charging to those travelling on the A303. Eight High Power chargers have been installed with the ability to add 100 miles in as little as five minutes and are powered by net zero carbon energy.

RO has enjoyed tremendous success at the 160-acre mixed use Solstice Park development, strategically located in central southern England on the A303 trunk road.

There are already several leading international and national food and beverage retailers as well as trade counter occupiers on the site such as Home Bargains, Screwfix, Howdens, McDonald's and Costa Coffee. Added to these are Greggs, the well-loved British bakery chain that specialises in savoury products and sweet items and Taco Bell, the American fast-food restaurant chain that offers Mexican-inspired foods.

THE BUN & BARREL OFFICIALLY OPENS

The brand new restaurant serving burgers made with the finest ingredients against a rock 'n' roll soundtrack has opened its doors to the public.

The Bun & Barrel, a brand-new burger restaurant offering bone marrow-infused burgers and barrel-aged cocktails, has officially opened in Harborne.

The restaurant is the brainchild of longtime friends, Harborne Kitchen's Jamie Desogus and Rob Henneby, who met as bandmates aged 21.

The Bun & Barrel's concept takes in Jamie and Rob's mutual love for music, with the interior celebrating musical heritage, whilst each service will operate against a rock 'n' roll soundtrack. The restaurant is also home to a pool table.

The menu available at the site offers burgers made with the finest ingredients, such as smashed patties infused with bone marrow whilst demi-brioche bun is made from scratch by the Harborne Kitchen team.

SPACE NK ANNOUNCES THE UPSIZING OF WESTFIELD LONDON STORE

Space NK unveils a newly upsized store, the biggest in the beauty retailer's portfolio and four times the size of the original location at Westfield London in White City. Spanning 2,500sq ft of trading space the new store will be a beauty shopping destination, centred around customers' needs and guided by a team of Space NK experts.

Andy Lightfoot, Space NK CEO explains: "We are delighted to open our biggest store yet at Westfield London. The store represents the physical evolution of Space NK; a more customer centric, welcoming environment with more brands, more choice, more exclusives all there to be touched and tried together with our expert staff. With more stores to come from our business in 2023, we are proud to continue to innovate, with our customer at the heart of everything we do."



BARBECUE MEAT MASTERS OPENS NEW RESTAURANT AT BOXPARK CROYDON

London is home to some of the best places to eat in the world and the capital's biggest food, events and culture venue BOXPARK Croydon, offers almost every cuisine imaginable under one roof.

BOXPARK has entered the New Year with a bang as it welcomes a brand new barbecue meat restaurant to its South London spot. From successful street-food venture to fully-fledged restaurant, HotBox is opening its first restaurant since the business was sold in March 2022 to financier Adhum Carter.

Open now, HotBox is serving up delectably seasoned smoked meats using a combination of kiln-dried Hickory and Oak in its 1-tonne Rotisserie Smokers. Foodies can find a range of mouth-watering dishes on the menu from the HotBox Bandit Burger with brisket, chimichurri, chipotle

aioli and aged beef patties. Other delicious dishes include the succulent, fall off-the-bone beef short ribs and sticky pork ribs.

HotBox is a modern smokehouse, taking inspiration from ancient cooking techniques to create exciting and vibrant plates of food. Its menu showcases a true mastery of the smoking and barbecue process, with an emphasis on creativity and introducing new flavour profiles.

HotBox's culinary journey started as nomadic traders in the vibrant street food scene of East London. With residencies at Street Feast's Dalston Yard, Battersea Park, Dinerama, Hawker House and Lewisham's Model Market. Its latest venture at BOXPARK Croydon is the brand's first sit-down restaurant where they'll host events such as bottomless brunches, DJs and more.

BOTANIST SETS OPENING DATE

The countdown is on for acclaimed bar-and-restaurant, The Botanist, to open its doors at The Glass Works square in Barnsley. Cocktail lovers will be able to get their hands on the venue's famous innovative drinks from Monday 27 February, when the venue is set to welcome in guests for the first time.

PDPAOLA OPENS LONDON SITE

Spanish jewellery firm PdPaola is taking its international expansion one step further. This coming February, the brand will open its first shop in London, number 18 Floral Street, a shopping hub that brings together mid to high-end fashion brands. PdPaola have said that the shop's design stays true to the brand's effortlessly sophisticated aesthetic.

STETSON SIGNS FOR FLAGSHIP

Shaftesbury has announced the signing of iconic, heritage hat brand, Stetson, as their first UK flagship in Seven Dials. Positioned in the heart of London's West End at 58 Neal Street, the new store will span 1,165sq ft and include an eclectic range of the brand's signature styles. Nash Bond acted on behalf of Stetson in the deal.

LAZY SUNDAE MAKES ITS DEBUT

Manchester Arndale is pleased to announce that popular Manchester-based dessert shop, Lazy Sundae, has chosen the centre for its second location in the city, agreeing to take 1,305sq ft unit on a ten-year lease. The home-grown ice cream parlour opened its first outlet in Manchester's Northern Quarter and has gone from strength to strength.

800 DEGREES SET FOR LAUNCH

Californian-born pizzeria, 800 Degrees Pizza is making its UK debut. The popular international restaurant will launch its very first site in Europe, in one of the UK's fastest growing and innovative leisure and entertainment providers, Gravity Wandsworth. The brand currently has 35 locations worldwide including the US, Japan and Singapore.



Celebrating Retail & Leisure Excellence...

THE GLOBAL RLI Awards 2023

Save the Date!

15 June 2023, London, UK

Celebrate | Entertain | Unite

ECE FURTHER DEVELOPS G3 SHOPPING RESORT GERASDORF NEAR VIENNA WITH NEW EXPERIENCE

ECE is further developing the G3 Shopping Resort Gerasdorf near Vienna and is expanding the offer and tenant mix of the centre with its more than 130 stores with new retail, product testing and experience areas. The aim is to create a unique sports and outdoor focus – on a 5,000sq m indoor sports retail area and a 3,000sq m outdoor sports area – as an additional attraction for the centre.

Construction work on the project will start in early February, with completion and opening scheduled for June this year. The ECE Progressive Income Growth Fund as owner is investing around 12 million euros in the further development of the centre. ECE Marketplaces, which also operates and leases the centre, is responsible for the planning and implementation.

The new outdoor attractions include a pump track for bikes, skates, boards and scooters.



FOR THE CASH & CARRY SELGROS BRAUNSCHWEIG STORE, THE DESIGN & SHOPFITTING COMPANY SCHWEITZER AND ITS SISTER COMPANY INTERSTORE DEVELOPED AND IMPLEMENTED A STORE CONCEPT THAT FOCUSED ON THE REDESIGN OF EXISTING BASIC ELEMENTS. FOR EXAMPLE, THE EXISTING HIGH SHELVES WERE REUSED IN THE SPIRIT OF SUSTAINABILITY. THE DESIGN LINE AND GRAPHIC LANGUAGE, WHICH ARE USED THROUGHOUT THE ENTIRE STORE, WERE NEWLY DESIGNED AND ADAPTED. THE STORE LAYOUT WAS CHANGED, THE SALES AREA WAS REDUCED BY A PART OF THE NON-FOOD ASSORTMENT TO 6,000SQ M. THIS WAS DONE WITH THE AIM OF INCREASING THE COMMISSION AREA, ONE OF THE CORE BUSINESSES OF A CASH & CARRY. AT THE SAME TIME, THE BEVERAGE MARKET WAS INTEGRATED INTO THE AREA.

CASETIFY OPENS CBD STORE, MARKING SYDNEY DEBUT

Hong Kong-based tech accessory brand Casetify has opened its first Sydney store, a flagship in the city's CBD. Casetify Studio, located at Sydney Arcade alongside Pitt Street Mall, sells a range of customisable phone cases, AirPod cases, phone straps, water bottles, laptop sleeves and lifestyle accessories.

Casetify Founder and CEO, Wes Ng, said that as part of the next stage of the retailer's global expansion, opening offline retail stores in Australia is a key strategic focus. Michael Hariz, Mirvac's Director of Partnerships & Commercialisation, described Casetify's store in the prime location as "a must-stop shopping destination" for locals and tourists alike.

Besides selling items, Casetify has a Re/Casetify program in-store, which aims to reduce plastic waste from old phone cases. Customers are encouraged to bring their used phone and AirPod cases of any brand into the store to receive a 15 per cent credit towards their next purchase. To date, the brand says it has diverted 28,000kg of cases from landfills.

NEXT-GENERATION STORE UNVEILED BY COLES

Coles has opened its new-look, next-generation Southland store, which boasts a range of high-tech and environmental features designed to make food shopping more convenient.

As part of Coles' commitment to sustainability, consumers in Southland will be able to bring their own containers to scoop and weigh at the deli, frozen fruit, fruit and veg bar and pet treat bar.

While focusing on sustainability, Coles Southland also emphasises technology, such as fruit and vegetable scales adopting artificial intelligence, hybrid checkouts and a click & collect service with a one-hour turnaround time. The store includes digital ticketing throughout the fresh produce and grocery aisles to help shoppers find the products they want.

Coles Southland, in collaboration with food rescue organisation SecondBite, will give all unsold, edible food to Australians in need. Customers can also donate items purchased at Southland at a special SecondBite collecting station placed at the store's front.

RHUMAA CACAO BAR OPENS ITS DOORS IN AMSTERDAM

The bar recently opened in Amsterdam's Jordaan district at Six and Son's sustainable concept store, offering raw cacao beverages.

Rhumaa started as a dutch sustainable fashion brand supporting unknown African artists and has evolved into a conscious lifestyle brand focused on health and wellness, with raw cacao at its core.

After years of being addicted to coffee, Co-Founder Leon Goldwater stumbled across ceremonial cacao during a chocolate event over three years ago. After consuming just one cacao per day he effortlessly lost his need for multiple cups of coffee. Now, together with Rhumaa's Co-Founder, Ilona Taillade, they have created the first Rhumaa Cacao Bar and the objective of the bar is to introduce, develop and promote other cacao entrepreneurs as well as the Rhumaa brand.



GIORDANO MAURITIUS CELEBRATES TRIBECA CENTRAL OPENING

Giordano Mauritius has welcomed its newest store and it is situated at the gargantuan Tribeca Central, nestled in Trianon opposite the Ebene Cybercity.

The brand's latest store to date is located on the ground floor of Tribeca Mall, offering over 110sq m of retail space. The store adopts the design direction set by Giordano Mauritius this year, providing for a sleeker, contemporary shop ambiance through clean, understated display arrangements, with more distinct zoning and optimised lighting. The store is also equipped with a wider entrance to welcome Giordano customers, fully utilising the additional space.

Mark Loynd, Executive Director and Head of Overseas Market Development at Giordano International Limited, commented: "My colleagues and I travelled

to Mauritius towards the end of 2019 to set up our first store at the Riche Terre Mall. A mere three years later down the road, we are now opening our eighth store. Not only that, but to partake in such an aspirational, premium retail project like Tribeca Central lays testament to the belief, commitment and prowess of our local franchise partners, to whom we are extremely grateful."

Ishwar Chugani, CEO and Managing Director of Giordano Middle East, concluded: "A former Prime Minister of Mauritius once predicted that shopping tourism would become a major pillar of Mauritius's economy and that the shopping options on offer would make the island republic a shopping paradise that would attract international tourists and pave the way for world-class development."

UNDERARMOUR ADDS FLAGSHIP

The new flagship for the American fashion and sporting goods brand is more than 200sq m in size and is located on the prominent corner of Heiligeweg 46/Singel 435, in the city centre of Amsterdam. This transaction is a relocation of Under Armour's former shop located at the Kalverstraat and is part of the first phase of expansion within Europe.

PAGAYA LANDS A LISBON STORE

Born on the beaches of the Costa Vicentina, the Portuguese brand Pagaya has launched its first store in Lisbon. The store becomes its eighth in the territory and presents a unique proposal for clothing and accessories for all ages. The unit is located at number 17, Rua das Portas de Santo Antão and is open every day from 10am to 8pm.

PRIMARK OPENS ROMANIA UNIT

The much-anticipated new flagship store, located at ParkLake Shopping Centre is open. With an investment of over €10M in the new store and hundreds of jobs created in the local economy, the opening marks an important milestone for Primark as the retailer enters its 15th international market and continues its impressive growth.

YUCCS OPENS NEW BILBAO SITE

The Yuccs footwear firm, characterised by the use of materials such as merino wool, continues with its development in retail and opens a 150sq m store in Bilbao, at number 34 Ercilla street. This is the fourth Yuccs store in Spain and adds to the spaces that it operates in Palma, its city of origin, Madrid and Barcelona.

DIOR TO LAUNCH IN PORTUGAL

Dior prepares the opening of its first store in Portugal. The Parisian luxury brand will open in the Alegria One building, on the emblematic Avenida da Liberdade in Lisbon at the end of this year. The store, which will occupy three floors of the building, will have a total of 1,050sq m according to a statement from EastBanc.



THE FAST-GROWING BRAND CONDADO TACOS IS EXPANDING INTO NEW MARKETS

Condado Tacos, the brand that specialises in build-your-own-tacos, margaritas and tequilas served in a colourful and energetic environment has announced locations for 12 new sites it plans to open in 2023. The openings will bring the company into eight new markets.

"We are thrilled to continue our swift growth plan and to bring Condado Tacos to new cities across the US in 2023," said Chris Artinian, President and CEO, Condado Tacos.

"We offer craveable tacos, fresh margs and tequilas all at an amazing value, which we believe is the best experience you can have for \$20, whether you're dining in or choosing fast, convenient pick-up or delivery, or even for our offsite catering," he continued.

Condado Tacos opened its first location in 2014, in the Short North area next to Ohio State University in Columbus, Ohio.



WHOLE FOODS MARKET HAS OPENED ITS SEVENTEENTH STORE IN THE BIG APPLE. THE NATURAL AND ORGANIC FOODS GROCER HAS UNVEILED A 42,000SQ FT LOCATION - ITS 534TH STORE TO DATE - IN NEW YORK CITY'S FINANCIAL DISTRICT. THE ART DECO-Styled BUILDING, WHICH DATES BACK TO 1928, ORIGINALLY HOUSED THE IRVING TRUST COMPANY AND IT HAS NOW BEEN REBORN AS A LUXURY CONDOMINIUM WITH RETAIL SPACE ON THE LOWER LEVEL. THE PRODUCT ASSORTMENT FEATURES MORE THAN 1,000 LOCAL ITEMS FROM NEW YORK CITY AND THE SURROUNDING AREAS. IT ALSO INCLUDES A FULL-SERVICE COFFEE BAR AND A PREPARED FOODS SECTION WITH A FOOD HALL FEEL OFFERING HOT AND COLD FOOD BARS, MADE-IN-HOUSE ROTISSERIE CHICKEN, SUSHI AND A SELF SERVICE PIZZA STATION.

INTERNATIONAL RETAILER LAUNCHES US STORE

Indian jewellery retailer and brand Tanishq has opened a two-storey showroom in Iselin, New Jersey. The 3,750sq ft showroom features wood and gold embellished displays and fixtures, hardwood flooring and plush and wood seats and couches. Recessed lighting highlights a row of gold chandeliers that line the center of the ceiling.

The store will complement an e-commerce site that has been selling jewellery to customers in the United States for over a year, according to the company.

"We are on a mission to establish Tanishq as a global brand and our retail showroom expansion in the United States is a significant step in that direction," said C K Venkataraman, Managing Director at Titan Company Limited, the parent company of Tanishq. "Tanishq has been balancing the elegance of tradition with the brilliance of modernity for decades and we want to bring it to New Jersey."

Following this launch, the company now plans to open between 20 and 30 more stores in North America and the Middle East over the next two-to-three years.

H-E-B SET TO OPEN A NEW MULTI-LEVEL STORE

H-E-B is taking the customer experience to the next level at its newest location in Austin. The regional grocery powerhouse will open a 97,000sq ft location in Austin on 15 February. The multi-level store will be packed with unique features designed to make it a community gathering place, including a two-storey porch with views of Lake Austin, a full bar with indoor and outdoor seating and a coffee shop serving handmade breakfast tacos.

In addition, the new H-E-B will house a True Texas BBQ restaurant (named best barbecue chain by Texas Monthly) and a SouthFlo Pizza eatery. Structured underground parking allows for a welcoming, pedestrian-friendly perimeter. The sidewalks are wide to encourage walking to the store. A street-level landscape softens the building's impact on the neighbourhood.

Designed by San Antonio-based Lake Flato Architects, H-E-B Lake Austin introduces new design elements that complement the neighbourhood. The store will also offer a wide range of fresh foods and quality products.

TARGET COMPLETES PRODUCTIVE 2022 WITH 23 STORE OPENINGS

The discounter has a proven strategy — design and location plus ease, inspiration and relevance — to build stores that work in and also for the community, the company said. Target put that formula to work across a variety of neighbourhoods and building footprints in 2022, from suburban hubs to city centers, from Wyoming to Florida.

In all, Target opened 23 new locations last year. The openings brought the company into three new markets: Jackson Hole, Wyoming; Lebanon, Pennsylvania and Auburn, Maine. Target also opened a small-format store in Charleston, South Carolina, within footsteps of the College of Charleston campus.

In addition to an updated in-store experience, Target's new locations have been built to connect with their communities through design.



ACADEMY SPORTS + OUTDOORS TO CONTINUE STORE EXPANSION IN 2023

Academy Sports + Outdoors is growing its footprint in Indiana.

The sporting goods and outdoor recreation retailer will open its first location in Lafayette, Indiana at Lafayette Pavilions in the spring of 2023. The 60,000sq ft store will be Academy Sports' fourth location in the Hoosier State.

In April 2022, Academy opened its first new store in two years, in Conyers, Georgia. The company plans to continue its expansion efforts with the goal of opening a total of 80 to 100 new stores by the end of 2026.

The location will carry a wide assortment of sports and outdoors products, with an assortment from top brands that include Nike, Adidas, Columbia, The North Face, Wolverine, Berkley, Winchester, Chubbies and Under Armour, along with Academy

private label brands Magellan Outdoors, Freely, H2OX, R.O.W., BCG and Mosaic.

"We're excited to be a new destination for the Lafayette community to find everything they need to pursue their sports and outdoors passions with top national brands like Nike, Adidas, Yeti, Columbia, Carhartt and many more," said Sam Johnson, Academy's Executive VP of Retail Operations. "At Academy Sports + Outdoors we deliver fun, great value and unmatched service that makes it easier for Boilermaker fans to gear up for gameday, kids to play ball, hunters to prepare for deer season and active families to find the apparel and shoes they want."

The retailer aims to empower, encourage and connect with its communities and schools through local efforts such as sports programming and field and stream activities.

CONN'S OPENS NEWEST STORE

The specialty retailer of furniture, appliances and consumer electronics has opened the doors to a 30,000sq ft showroom in Jacksonville - its 15th store in Florida. The new location in the Sunshine State now gives Conn's a total of 167 stores across 15 states. Meanwhile back in August, the brand stated a pilot concept in five Belk stores.

PROVENCE BEAUTY MAKES DEBUT

The new conscious skincare brand, has debuted at Ulta Beauty, in-store and online to mark its first foray into the US beauty market. The French-born beauty company is looking to bring "accessible modernised French skincare to the masses," with its range of clean, vegan and sustainable French skincare staples at an accessible price point of 25 US dollars or less.

FIVE BELOW SET FOR GROWTH

The company has laid out its ambitious store plans for 2023. The discounter has said it plans to open the stores in its history - more than 200 locations - in fiscal 2023. It also plans to convert more than 400 stores to its new "Five Beyond" banner, which contains an in-store shop featuring higher-priced items.

EXPANSION FOR FOCUS BRANDS

Focus Brands has big plans for streetside, multi-branded restaurants. The restaurant giant has signed agreements to open more than 50 dual and tri-branded locations in the coming year and many of these will be drive-thrus. To date, the company has launched over 175 dual-branded units with another 65 in development.

BABIES'R'USTO MAKE COMEBACK

The brand is on course to open its first US store under its new owners. The baby products retailer, which went out of business in 2018, will open a flagship at American Dream, the massive three million square feet plus entertainment and retail centre in East Rutherford, New Jersey this summer. The flagship will include a full range of products and services along with interactive experiences.



FERRARI WORLD ABU DHABI OPENS NEW SPY-THEMED ROLLERCOASTER

The highly-anticipated Ferrari World Abu Dhabi rollercoaster is now open to the public and it has been labelled the world's most immersive mega-coaster. Mission Ferrari has joined Ferrari World Abu Dhabi's impressive line-up of attractions and is a next-generation thrill ride. Equipped with the latest rollercoaster technology it offers thrill-seekers stunning visuals and an immersive environment.

Set in a top-secret international spy headquarters, guests become part of the stealth mission to safely deliver a high-spec Ferrari spy car to a rendezvous deep within the subterranean level of the Ferrari Factory in Maranello Italy.

Deana Taylor, General Manager at Ferrari World Abu Dhabi said: "We are excited to announce that the world's most immersive mega-coaster, Mission Ferrari, is now open to our guests."



DEBUTING IN THE ICONIC DUBAI HILLS MALL, PINCODE IS AN INDIAN RESTAURANT THAT TAKES ITS INSPIRATIONS FROM THE ICONIC FOODIE DESTINATIONS IN INDIA BEST IDENTIFIED BY THEIR PINCODES. THE COLLECTION OF PINCODES OF THESE EXEMPLARY FOOD DESTINATIONS, COMES TOGETHER TO MAKE A PAN INDIAN MENU FEATURING DISHES FROM THE NORTH TO THE COASTAL SOUTH OF INDIA. THE MENU AT PINCODE OFFERS CREATIVE CHAATS, SALADS & DESSERTS BESIDES SHOWCASING CLASSIC INDIAN KEBABS, FRAGRANT BIRYANI & ROBUST CURRIES. EACH OF THESE DISHES REVIVES A CHILDHOOD MEMORY AND TAKES YOU BACK IN TIME WITH ITS SHEER FLAVOURS AND DISTINCTIVE TASTE.

POP-UP STORE OPENS AT MALL OF THE EMIRATES

Chalhoub Group's beauty brand Faces has unveiled a pop-up store of its new creative skincare concept SKIN CARE NATION at the Mall of the Emirates, in partnership with the Dubai Shopping Festival. Customers can visit the store on 19-30 January. After this launch, the holistic beauty concept will be rolled out across the GCC.

President of Managed Companies at Chalhoub Group, David Vercruysse, said: "The skincare market is a key focus for Chalhoub Group in 2023 as we expand our clean beauty portfolio and continue to bring sustainable and science-backed products to consumers in the region. SKIN CARE NATION's approach fully aligns with the key macro trends shaping the future of the beauty industry with its focus on holistic and accredited skincare where performance ingredients take centre stage. Launching with a pop-up for Dubai Shopping Festival gives us a great opportunity to engage and educate consumers on a new approach to skincare."

At the recently launched pop-up, customers can design their customised skincare routine.

AÉROPOSTALE OPENS SECOND BAHRAIN STORE

The UAE-based global fashion conglomerate, Apparel Group is launching a new Aéropostale shop at Seef Mall, Seef District. The new store offers clothes for adults and children, focusing on eco-friendly tastes.

The new opening marks the brand's 39th location within the region and just the second in Bahrain. Apparel Group is the official operator of Aéropostale stores in the GCC, whilst other stores from the brand are also located in several locations worldwide. The new Bahrain store stocks fashion apparel for both adults and children.

Acting CCO at Seef Properties, Mohammed Al Qaed commented on the opening of the store, saying: "We are pleased to announce the opening of the latest Aéropostale store in Seef Mall – Seef District, which will represent a valuable addition to the group of stores hosted by the mall, which is keen to create a diverse shopping environment that meets the needs of all family members."

AJDAN ANNOUNCES NEW AI KHOBAR TRIPLE TOWER DEVELOPMENT

The leading Saudi developer Ajdan has announced the launch of Infiniti by Ajdan, a premium mixed-use development with views over the Arabian Gulf on Al Khobar's eastern coast. The project will also be home to 20,000sq m of retail, food and beverage and other mixed-use space.

Infiniti by Ajdan will cover a total land area of 45,510sq m and will have more than 480 residential units in three high rise towers of 35, 40 and 45 towers respectively.

Mohammed Abdulmohsen Alotaibi, CEO, said Infiniti by Ajdan represented the culmination of the company's design-first vision. "Our aim to transform people's lifestyle and mindset toward a more open society will help drive the investment in Saudi Arabia, especially in terms of entertainment and tourism growth," he said.



DUBAI'S PALM JEBEL ALI IN FINAL STAGES OF CONSTRUCTION

Dubai real estate giant Nakheel plans to resurrect Palm Jebel Ali in Dubai as it seeks contractors to complete the reclamation works, MEED reported.

In a statement to AGBI, a Nakheel spokesperson also previously confirmed to Arabian Business that, "the Palm Jebel Ali masterplan is being revisited, with more details on the way."

Palm Jebel Ali, which is three times bigger than Palm Jumeirah, is "95 per cent complete", MEED reported, referring to an interview with former Nakheel executive chairman Sultan Ahmed bin Sulayem. "Major reclamation on Palm Jebel Ali is 95 per cent completed, with the remaining 5 per cent due for completion in the coming weeks. Construction of the breakwater, which surrounds the island, is 98 per cent completed," Sulayem said.

The Palm Jebel Ali project was previously on hold until 2009. Based on satellite images, the palm-shaped project's three fronds have not yet been visibly complete. However, the man-made island is reportedly home to two bridges built by Samsung C+T under a \$350M contract. Palm Jebel Ali is located south of Jebel Ali Freezone.

In 2022, Nakheel also restarted Palm Deira, renamed as Deira Islands, which was then later changed to Dubai Islands. "Dubai Islands (formerly known as Deira Island) will reinforce the Emirate's position as a global destination of choice for residents, visitors and investors," the company said in a statement back in August 2022.

In November 2022, Nakheel secured AED17bn in a strategic financing deal to drive its new phase of growth, the master developer said in an emailed statement.

NEW DINING HUB IS UNVEILED

Located at The Park, the venue features three new restaurants and it is music to the ears of residents of Dubai's Jumeirah Lakes Towers. Half a decade after he initially pitched the idea, EatX Founder Tom Arnel is finally ready to open the three-storey, multi-venue (licensed) restaurant concept, beginning with the ground-floor cafe.

ABU DHABI HOME TO NEW SITE

Called Adrenark Adventure, it becomes the region's biggest indoor adventure attraction to open in Abu Dhabi. The idea behind the site is to entertain kids and deliver adrenaline-pumping experiences. The massive 54,000sq ft space features an incredible 20 different activities, ensuring the little ones run out of energy by the end of their time at the venue.

GLOBAL BRANDS JOIN FORCES

Two global F&B brands - Applebee's and IHOP - came together. The Eagles Landing Restaurant Group is the franchisee for these brands. "We saw this as a phenomenal opportunity to bring two of the world's favourite restaurant brands together as one dual-brand location," said Mohammed Makawi, President & CEO at the entity.

BACHIR ICE CREAM ADDS UNITS

Two new stores have been launched by the legendary Lebanese Bachir Ice Cream brand in Dubai following a successful first store launch in Sharjah in November. Known for its authentic and rich flavours, the brand's promise is to take its customers on a trip down memory lane with family and friends.

HOME BOX OPENS A NEW UNIT

Silicon Central, Dubai's latest lifestyle and shopping destination welcomes Home Box, a one-stop shop for smart contemporary furniture and home furnishings for everyday living. The store is now accessible to residents near Silicon Oasis and is positioned 12km from the city-centre and 15km from Dubai Airport in Dubai Silicon Oasis.



FRENCH LUXURY BRAND HERMÈS RELOCATES ITS FLAGSHIP STORE IN NANJING

Located in the Nanjing Deji Plaza, the new Nanjing flagship opened its doors recently. Inside, the two-storey store "orchestrates the association of local craftsmanship and the play of light to welcome faithful customers and new visitors to discover the house's know-how through the contemporaneity of the collections of all 16 métiers," according to a press release.

The women and men's silk items can be found at the entrance on the lower level, followed by the men's ready-to-wear, the perfume and beauty and the fashion jewellery. At the heart of the store, the equestrian and leather collections lead to the staircase to the upper level, where visitors will discover the women's ready-to-wear, objects for the home, jewellery and watches.

Designed by Parisian architecture agency RDAI, the store's colour palette is composed of two main shades: a light beige and indigo blue.



DFS GROUP, THE WORLD'S LEADING LUXURY TRAVEL RETAILER HAS RECENTLY UNVEILED THE FIRST PHASE OF ITS NEWEST AIRPORT STORE IN DOMESTIC TERMINAL 3A AT CHONGQING JIANGBEI INTERNATIONAL AIRPORT AFTER SUCCESSFULLY WINNING A TIGHTLY-CONTESTED BID TO OPERATE THE FASHION, WATCHES AND JEWELLERY CONCESSION IN JULY LAST YEAR. PHASE ONE SEES THE OPENING OF DFS' MULTI-BRAND SUNGLASS STORE WHICH OFFERS AN EXCITING LINE-UP OF 21 LUXURY BRANDS FOR CUSTOMERS TO SHOP INCLUDING LVMH-OWNED THELLOS, LUXOTTICA, SAFAILO, MARCHON AND KERING EYEWEAR, WHO HAS PARTNERED WITH DFS TO ENTER THE AIRPORT CHANNEL FOR THE FIRST TIME. ONCE FULLY OPEN, DFS WILL OPERATE A TOTAL OF 1,800SQ M OF TERMINAL 3A HAVING ALSO SECURED THE BID TO OPERATE ZONE D IN OCTOBER 2022.

MLB OPENS NEW STORE IN MALAYSIA

South Korean sports apparel retailer MLB opened this month its first-ever store in Malaysia, in partnership with local distributor Valiram Group.

Located in the IOI City Mall in Putrajaya, the debut MLB Malaysia store is described as "Instagram-worthy" and offers a comprehensive product portfolio, consisting of apparel, footwear and accessories for men and women. Inside, collections are inspired by the logos of famous baseball teams and combine utility and fashion, according to a press release.

Owned by F&F Group and licensed by MLB games, MLB opened its first MLB brand store in Korea in 1997. Taking its style cue from Major League Baseball, the brand "merges premium fashion and trendy culture with unique lifestyle." It has endorsement deals with Giselle, Karina, NingNing and Winter – the four members of K-Pop girl group, Aespa. MLB currently boasts 650 Asia locations and most recently it opened a store in Cambodia, via a local distributor called Valiram.

MADAME LAUNCHES 18 STORES IN 12 MONTHS

With the opening of the two new stores, MADAME now has more than 155 Exclusive Brand Outlets across India.

Home grown women's western wear brand MADAME has announced that it has launched 18 new stores across the country in 12 months, a testimony to MADAME's growing popularity among consumers.

According to the company statement, the brand has been trying to cater to the untapped market segment in India through its store expansion strategy. Indians love fashion and people living in Tier 2 and 3 cities are equally aware of the global fashion trends. They are looking for brands to offer them western fashion options at affordable prices. MADAME wants to cater to this segment as a commitment to fulfil the fashion needs of modern Indian women across the country.

"We are satisfied with our performance this year and look forward to further expand in the coming year," said Akhil Jain, Executive Director of the Jain Amar Group.

NEPALESE JEWELLERY BRAND UNVEILS FIRST FLAGSHIP STORE

After four years as an online-first jewellery business, Hong Kong-based Nepalese designer Kajal Naina has opened her first physical store, at Harbour City's Ocean Gallery.

Naina's creations have drawn a following globally, with selected items sold online and through stores in markets including Nepal, Australia, the UK and Singapore. Meanwhile Flying Solo in New York City will stock the brand from March. A second standalone store is planned for Kathmandu later this year.

In Hong Kong, customers of the flagship can participate in the creation of their own pieces designed to tell their own stories in what the brand says is the first jewellery bar concept in the city. Customers choose from pre-designed elements, such as charms and pendants to add to their pieces in what Naina says is a fun way to interact with fine jewellery.



BOTTEGA VENETA REOPENS ITS HONG KONG FLAGSHIP IN HARBOUR CITY

Bottega Veneta's Harbour City flagship store in Hong Kong reopened on 14 January with new architectural features and an expanded offering, just in time for the Chinese New Year celebrations.

Located in Harbour City's Gateway Arcade, the 5,570sq ft space is designed around materials from the Veneto region, with the Milan-based luxury brand's identity showcased throughout the space, including the furniture.

Under the style direction of Bottega Veneta Creative Director, Matthieu Blazy, the store's design elements include white clay tiles and hand-cast Murano glass, alongside concrete, soft gold brass and a blue marble with white veins, designed to riff on the "moving waters of Venice," according to a press release.

Serving as the Italian brand's official

Hong Kong flagship, the reopened Harbour City store stocks all of Bottega Veneta's product categories, including leathers, goods, jewellery, accessories, ready-to-wear, shoes and eyewear for men and women.

To mark the launch this month, local celebrities Fala Chen and Louise Wong were in attendance at the store. The reopened Harbour City store takes Bottega Veneta's store count in Hong Kong to ten locations, including a pop-up in the shopping mall.

Harbour City is the largest shopping mall in Hong Kong. Located alongside the city's Victoria Harbour, the mall boasts some 450 shops, 80 food and beverage outlets, an art gallery, an observatory deck, three hotels and a cruise terminal all under one roof.

VERSACE LAUNCHES NEW UNIT

The iconic brand has opened a new boutique in Hong Kong's luxury shopping establishment, the World Trade Centre. The almost 100sq m store is an extension of the Versace brand and encapsulates the Versace identity with marble, silk as well as golden metal accents flowing throughout the space.

MINISO EXPANDS ACROSS INDIA

Global lifestyle retailer Miniso has revealed that, as of the end of 2022, it set a record in India for the highest number of new store openings since the pandemic, estimated at around 60. Since the first store opened in Gurugram in 2017, Miniso has set up in 125 cities around the country and is set to exceed 220 stores by year-end.

ADIDAS ADDS A NEW FLAGSHIP

Adidas has opened its largest flagship store in South Korea, in the bustling shopping district Myeong-dong. Spanning 2501sq m over two floors, the store was designed with local architectural elements and offers consumers what the brand describes as a sustainable, creative and all-encompassing experience.

POP-UP STORE OPENS IN TOKYO

French luxury brand Louis Vuitton has opened a pop-up store in Tokyo, marking its second collaboration with pop artist, Yayoi Kusama. Located in the Harajuku district, the store is centred around a "polka-dot avant-garde," to reflect the Japanese artist's signature dot design and features a plethora of installations and decorations.

MILESTONE STORE IS REVEALED

Charles & Keith has launched a flagship store in Hong Kong at Causeway Bay's Fashion Walk. The store marks the fifth anniversary of the brand's Hong Kong debut, its tenth store in the territory and its second flagship. The 150sq m boutique reflects the brand's new sixth-generation store design concept, the first of which opened in Cityplaza in 2021.

... A World of Opportunities

RLI GLOBAL CONNECT

THE GLOBAL RLI Awards 2023

13 - 14 June 2023
London UK
rliconnect.com

15 June 2023
London UK
rli.uk.com/awards

GLOBAL CONNECT

13-14 JUNE 2023 | LONDON, UK
WWW.RLICONNECT.COM

The World's only Global Retail
& Leisure Deal-Making Forum



A New Chapter in Retail & Leisure

THE GLOBAL **RLI** *Awards* **2023**

15 JUNE 2023 | LONDON, UK
WWW.RLI.UK.COM/AWARDS

From the Kingdom of Opportunity...
To the Retail Capital of the World



Celebrating Retail & Leisure Excellence



DeFacto
Podgorica, Montenegro



DeFacto
Berlin, Germany



A Global Vision

The DeFacto journey began 18 years ago with the launch of a single store and a goal of being a global brand that is there for all their customers whenever they need them. To learn more about this fast-growing business, we spend some time with Serdar Ersoy, Board Member to discuss how the company has evolved and grown.

Back in 2005, DeFacto started on its path to becoming a global fashion brand that also produces technology. Today they operate more than 500 stores on five continents and thanks to their strong infrastructure and technology, they can bring products to fashion lovers in 93 countries through its more than 15,000 employees.

"At DeFacto, our development team of more than 300 people work under the roof of DeFacto Technology, which we established ten years ago," explains Serdar Ersoy, Board Member at DeFacto. "This provides us with a playground where we can realise our dreams by producing the infrastructures of our omni-channel technologies. We are proud that 80 per cent of the software developed at DeFacto Technology was developed by our team."

For the last two years their new playground has been Europe and at the end of 2021 they launched a new generation store in Berlin which brings together the physical and digital worlds and combines fashion and technology under one roof.

More than just a classic physical store, the site in Germany is a new generation fashion, technology and living centre that represents the future of retail. It is also a physical portrayal of a brand which has been strengthening in Europe through its e-commerce platform and online stores. The Berlin unit is equipped with RFID technology which utilises virtual reality, augmented reality and robotic technologies.

Thus, customers can see the product on themselves without wearing it in the smart mirror and they can decide what to buy without even visiting the store. Guests can get support from robot consultants on all their questions and how to benefit from the smart store. Thanks to the smart cabins, customers can request the product they want without

leaving the cabin. Within 30 seconds, products in the desired size and colour are delivered to guests.

"They can get information about the products with virtual glasses in the store, they can shop without visiting the cash desk with autonomous payment facilities through kiosks and they can either buy the products immediately from the store or we deliver them to their addresses. With these powerful features, our Berlin store supports our brand both offline and online and is an important milestone in our global brand journey that began in Türkiye," Ersoy explains.

In recent years the company has expanded into the UK and the US but predominantly they have focused on the European market and entered 12 European countries in just four months in co-operation with Zalando, the multinational e-commerce site of Europe. In this four-month period, they managed to increase their net revenues by 400 per cent through this partnership with Zalando.

Away from Europe, last year DeFacto unveiled their first stores in Turkmenistan, Cameroon and Congo, whilst in 2023 they will open sites in Dubai, Saudi Arabia, Libya, Algeria, Angola, Rwanda and Mauritius as they plan to open 50 stores in total throughout the calendar year.

Since day one of operations, globalisation has been the goal for DeFacto and they continue to meet the expectations of their customers in all business processes, from collections to marketing activities by meeting local needs with global standards and because of this they are rapidly expanding around the world.

"With our 'accessible fashion' approach, we make style, high quality and comfortable clothing no longer a luxury in every country we operate in and we create special collections in each category according to the



Gulf Mall
Doha, Qatar



DeFacto
Berlin, Germany

cultures of the countries, creating a close bond with our customers along the way," says Ersoy.

As retail moves more than ever in the direction of brand experience, the company strives to engage with customers and provide the best service to them on every platform, regardless of the channel. They have once again demonstrated their determination and success in engaging with their consumers with DeFacto GIFT CLUB, one of the outputs of their digitisation and customer orientation vision which they launched in 2021. Through this gift club, which offers benefits to their customers via mobile application, they reached more than eight million members in less than a year.

"Today's consumers expect personalised content and visuals," Ersoy explains as the topic of conversation turns towards social media and the role it plays in marketing. "We take this expectation of our customers into consideration and focus on producing content that makes a difference for each social platform in order to appeal to different lifestyles and of course to draw attention to our product portfolio."

In terms of digital marketing, the group takes into account the platform usage habits of the regions in which they operate. For example, TikTok is very strong in some countries while influencer communication

stands out more in other countries. Ersoy goes on to say that the marketing mix of each country can be different from each other. For example, CIS customers use Wecontact and Yandex so they need to prioritise work on these platforms for these areas. Essentially, he says you need to use the specific power you have in the right channel in the right way.

A company that has grown considerably in a rather short space of time, DeFacto's founding philosophy and values remain key to its ethos as they continue to grow and this is a company that respects the ecosystem, protects the Earth and natural resources, adds value to people and has a sensitive and transparent stance towards social issues.

"Our organisation is undergoing a major cultural transformation based on 'Lean Thinking'. With lean thinking, we focus on our products and resources that will affect the product instead of our organisation, technology and fixed assets," answers Ersoy when we ask him what the greatest challenge is facing the business right now.

As they continue to move forward towards their goal of globalisation, the main priority for the brand is to maintain growth in a fast, profitable and reliable manner whilst offering their customers a service and product they can be proud of.



The Best of the Best

Comprising Time Out Media and Time Out Market, Time Out Group is a leading global media and hospitality business that inspires and enables people to discover and experience the very best that a city has to offer. In this interview we get a unique chance to speak with Jay Coldren, Co-CEO of Time Out Market (Development) to learn more about the fascinating concept Time Out Market and what it offers patrons.

The idea of uncovering the very best of what a city has to offer has been at the forefront of Time Out's thinking since it began life 55 years ago. Today, the brand is the only global one dedicated to city life and they have expert journalists curating and creating content about the best things to Do, See and Eat across 333 cities in 59 countries via websites, mobile, social media, video and live events.

The concept of Time Out Market is deeply connected to this heritage and it represents a perfect brand extension. It was Time Out Lisbon's editorial team who came up with the idea to bring the brand ethos to life in a physical space by bringing the best for the city together under one roof and thus, Time Out Market was created, becoming the first food and cultural market based on editorial curation.

After opening its first site – Time Out Lisbon – in 2014 to great success, the concept has since grown to seven Markets currently operating around the world. In 2019 Time Out Market Miami, New York, Boston, Montreal and Chicago opened and Dubai followed in 2021.

The business currently has two different operating models for Time Out Market: Owned & Operated (O&O) and Management Agreements – the latter is what they are mostly focusing on at the moment.

"New York is a great example of an O&O Market. It is an iconic location in Dumbo, Brooklyn that occupies two floors of the historic Empire Stores. The ground floor hosts culinary concepts and two bars and the fifth floor there are additional chef-driven eateries, a bar, a stage for cultural experiences and an outdoor rooftop overlooking the East River, offering spectacular views of Manhattan's skyline, Brooklyn Bridge

and Manhattan Bridge.

"Meanwhile the most recent Management Agreement Market which we opened in 2021 is Time Out Market Dubai, together with Emaar Malls. It is located in the Souk Al Bahar with incredible views from a large wraparound outdoor terrace which overlooks the Dubai Fountain and the Burj Khalifa. Fully licensed, the concessions are complemented by three bars. Within a short time, it has become a key culinary and cultural destination in the region thanks to an outstanding curation of home-grown chefs and restaurateurs which is reflective of Dubai's hospitality scene which goes from strength to strength," explains Jay Coldren, Co-CEO of Time Out Market (Development).

In addition to the seven that are already open, there are seven new locations that are signed for and due to open in the coming years, the next three confirmed to launch are the sites in Porto and Cape Town later this year and Vancouver in 2024.

Another exciting edition to the portfolio was announced at the end of last year the company entered into a Management Agreement with Diriyah Gate Development Authority to create a new Time Out Market in Riyadh at Diriyah Square, the commercial, retail and lifestyle centre of the 5.5 square mile Diriyah development.

Bringing Riyadh's best chefs, restaurateurs and cultural experiences together under one roof, the Market will be positioned across 95,000sq ft and two levels, featuring 23 kitchens, five beverage serveries, multiple stages, event and exhibition spaces, a demonstration kitchen, kitchen academy and kitchen lab.

"It is our ambition and strategy to open more Time Out Markets around the world. Interest from possible partners in our proposition



continues to be strong and we are in advanced negotiations – and open for conversations – with landlords and real estate developers around the globe," Coldren exclaims.

Food halls have grown exponentially in recent times and Time Out Market spearheads this growing global trend by consistently evolving their tried-and-tested concept while at the same time staying true and committed to what makes the brand such an exciting destination.

As the topic of conversation moves to social media, the Co-CEO highlights that this is a very important area for the business and that they have close to 350,000 followers across Time Out Market's Instagram channels alone. He explains that it is a great medium to showcase the happenings at the Markets, celebrate their vendors, their food and engage with their customers. As well as engaging with local audiences, social media offers a global company such as Time Out Market the chance to highlight their communities across all of their channels to give them a worldwide platform, whether that is related to their chefs, their entertainers or their artists.

Social media is one of many ingredients that make up the secret sauce of Time Out Market's success, argues Coldren, but he feels at the heart of everything is the pivotal curation of a city's best culinary and cultural talents, complemented by a compelling bar menu.

"To further differentiate and drive footfall, each Market has a unique design as well as an exciting programme of cultural activations and entertainment. When you visit one of our Markets, you really get a true taste of the city. Underpinning everything is a keen sense for talent, quality, creativity, collaboration, local execution and a desire to make sure that our customers have an amazing time," Coldren explains.

Whilst Jay is still on the line, we ask him what lies ahead and what he perceives to be the greatest challenge facing the group moving forward.

"We are keen to drive commercial innovations – we love the challenge of unlocking further opportunities and expanding as well as constantly evolving our offering. Like all companies at this time, we recognise the near-term wider economic outlook but remain optimistic given the progress and growth we have seen across our Time Out Market business, the appeal of our concept for landlords as well as real estate partners and our growing pipeline of new locations which drive recurring long-term revenue for us."



Making Every Moment Matter



The global luxury hotel operator The Lux Collective (“TLC”) is headquartered in Singapore and manages the four hotel brands LUX*, SALT, TAMASSA and SOCIO along with Café LUX and other properties including Hotel Le Recif, Reunion Island and Ile des Deux Cocos, Mauritius, a private paradise island. Here RLI speaks with Paul Jones, CEO of The Lux Collective as we discover more about this innovative company and what it offers its patrons.

Ever since its inception, TLC has been disrupting the expectations of the resort experience and they have built a global reputation by innovating, thinking outside of the box and consistently delivering a world-class service.

Today the brand can boast a global presence with its 16 operating resorts and hotels across Mauritius, the Maldives, China and Ile de la Reunion with a further 11 sites in the development pipeline across Europe, Asia and the Middle East.

“Currently we are focusing on the signing and business development of our flagship luxury brand LUX* for the Group’s strategic expansion,” explains Paul Jones, CEO of The Lux Collective. “With our award-winning resorts, LUX* is designed on the promise of a different kind of luxury, one that helps our guests celebrate life throughout their stay. We re-define the modern style of luxury and are excited to expand our global footprint into new awe-inspiring destinations set in secluded nature.”

Recent key openings for the company are the newest LUX* Tea Horse Road China site which launched in Shangri-La within the province of Yunnan back in September. It is positioned just a 10-minute drive from Shangri-La Airport, a 20-minute drive to Kadam Songtsam Monastery and Shikha Snow Mountain and a 30-minute drive from the nature and biodiversity of Napa Sea Wetland Nature Reserve and Pudacuo National Park.

Meanwhile, December of 2021 saw the unveiling of the LUX* Grand Baie in Mauritius which offers a spectacular setting with the promise of a modern take on luxury paired with extraordinary experiences. From the moment they decided to build LUX* Grand Baie, they set their positioning and standards as high as the finest luxury resort in Mauritius.

Looking to 2023 and beyond, Jones explains that TLC has five innovative projects in the works for their luxury flagship brand LUX*.

“Travellers seeking rich cultural heritage and scenic settings can explore the desert of Sharjah with a duo of openings, LUX* Al Jabal and LUX* Al Bridi. Those seeking a new-kind of island life can uncover the jungle-draped coastlines of LUXNAM* Phu Quoc in Vietnam while, for those looking to learn about the art de vivre, LUX* Marseillan in

southern France will offer guests a beachfront vineyard getaway with panoramic views of the Mediterranean. Travellers looking to indulge in a luxury urban resort oasis coupled with the beauty of art, LUX* Guangzhou will feature the essence of nature-inspired travel to enrich the body, mind and soul, while exuding charming historic heritage.”

Away from these confirmed sites, TLC is looking at additional locations in Southeast Asia and East & Southern Africa. When scouting new properties, key factors for the team are the location, the sense of place, the potential for sustainable development and growth of the destinations and the business partners they will work with because as a purpose-led global hospitality group, they are passionate about working with like-minded partners who share and believe in the Group’s vision.

With innovation deeply rooted in its DNA, this innate sense of heritage is entwined into its destination resorts, operations and service excellence. Whether it is contemporary, top-of-the-range F&B culinary journeys, destination dining, wellbeing and fitness offering or signature Extraordinary Experiences, the company is always curating and raising the bar with its service offering.

Another key cog in the TLC machine is its focus on sustainability, which has become so incredibly important in the industry and to consumers in recent years. This area is of utmost importance to the continuing development of the business as they care about the environment and create a harmonious ecosystem and a purposeful experience for their guests and team members alike.

“Our Tread Lightly groupwide programme is implemented to achieve its sustainable goals for the greater good and offset carbon footprint at all its hotels worldwide. With the new normalcy post-Covid, our Group has recognised that it is imperative that sustainability and wellbeing must go hand-in-hand,” Jones highlights.

With its award-winning resorts, the company is redefining the modern style of luxury and is excited to expand their global footprint into new awe-inspiring destinations that are set in secluded nature. Be it in Mauritius, the Maldives, China or wherever, focusing on innovation and service is absolutely pivotal to the ethos of TLC.

“We feel a key driver of our overall success has come from the collective passion and dedication of our people, our wonderful team members have worked so hard in delivering heartfelt service for all the travellers who visit our resorts – who thus return time and again to stay at our resorts because they have become like family to us.”

As a purpose-led global hospitality group, putting people first is at the very core of their culture as well as staying true to the values of being passionate, responsible and innovative in all that they do. By providing comfort through thoughtful and exquisite designs, TLC creates experiences that make each moment matter for all guests.



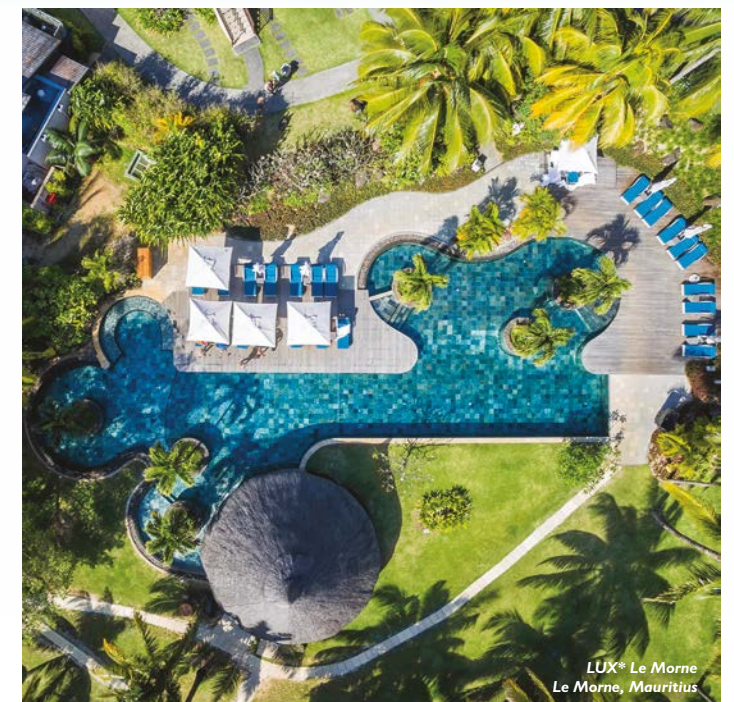
LUX* South Ari Atoll
Maldives



LUXNAM* Phu Quoc
Vietnam



LUX* Grand Baie
Mauritius



LUX* Le Morne
Le Morne, Mauritius



SALT of Palmar
Mauritius

Future of Retail: Fusion of Retail, Art & Intelligence



A global architecture studio that spans 17 studios in six regions, Woods Bagot does not adhere to a signature style and approaches each project from a new and unique perspective, working alongside clients, communities and other creatives. Here, RLI spends some time with Billy Ip, Principal, Asia Sector Leader – Retail to discuss the growth and development of the company and learn more about one of its key retail schemes, AI Plaza.



Specialising in architecture, interiors and masterplanning, Woods Bagot explores data to predict changing human behaviour and believes in people architecture – a celebration of diversity across cultures which is propelled by a shared sense of empathy where the values of the end users and the values of design become one and the same.

Inspiring innovation with inclusiveness, Woods Bagot has worked on many world-class projects in multiple markets across the world in recent times. In the Middle East, their services have been utilised for the Blue Water Island Wharf in Dubai, which is a reclaimed island development positioned off the south western end of Jumeirah Beach Residence and Dubai Marina as well as the 25hours Hotel One Central, also in Dubai. The company delivered the interiors for the first ever 25hours Hotel in the region and the design seamlessly blends nomadic and contemporary design, creating a one-of-a-kind destination in Dubai.

In Australia, the business was involved in Creating the Future Sephora, an evolution of the brand manifesting in a new beauty destination in Sydney and Auckland. They worked with Harry Seidler & Associates on the 25 Martin Place Retail Redevelopment in Sydney to reinvigorate the podium of the MLC Centre in order to cement its reputation as the pre-eminent office, retail and urban address in Martin Place and the CBD and they are working on the InterContinental Hotel Sydney, drawing from its past grandeur to introduce new materials, details and furnishings synonymous with the relaxed Australian lifestyle.

In Europe, Woods Bagot spent nearly a decade creating The Londoner,

a modern and luxury urban resort that offers an extraordinary visitor experience and exceptional service. London's first 'Super-Boutique' hotel opened to the public back in September 2021 and the 16-storey scheme has been sensitively integrated into the historic urban fabric of Leicester Square – the famous entertainment district in London.

Across Asia they have been involved with the first Apple store in Changsha in the Hunan province, which features a uniquely-designed all-new double-height glass façade. They have lent their expertise to the ground-breaking Funan scheme in Singapore which is a new paradigm for living, working and playing in the city centre and T Galleria by DFS in Hong Kong & Macau. At the Hong Kong site, the design links elements of traditional culture and craftsmanship to future innovation, aspiring to leave a lasting impression whilst at the Macau unit the firm designed and delivered an integrated architecture and interiors package for luxury retail in a way it has never been done before.

Finally in Asia, Woods Bagot has also been involved with the AI Plaza development, which was recently selected as the winner in the International Shopping Centre – New Build category at the Global RLI Awards 2022.

"This scheme is located in the West Bund District which is the home of the art & media district in Shanghai," explains Billy Ip, Principal, Asia Sector Leader – Retail. "The project is situated adjacent to the 'Vertical Silicon Valley' – Shanghai AI Tower and is surrounded by a large swathe of art galleries and museums in the emerging art & media context of Shanghai West Bund and features a gross floor area of 75,000sq m across one underground level and six above ground levels."



Standing for 'Art & Intelligence', the design concept for AI Plaza connects the art district and the media district as a Borderless A.I. Cloud which allows for the infinite imagination of art and technology.

"AI Plaza stands amid more than 20 art galleries, exhibition halls, theatres and libraries in West Bund which is becoming Asia's largest art zone. The project involves nature, art and the latest smart applications developed by leading artificial intelligence companies based in the neighbouring Shanghai AI Tower."

The project plays an important part in building an "AI Valley" in Shanghai by unleashing a new hybrid development, one that merges digital art within a retail experience.

"It is a retail museum," Ip highlights. "It is a commercial platform as well as incubator and extension of art shows and exhibitions within the art museum quarter as it can host indoor art exhibitions on a smaller scale and create specialised zones to sell innovative art products. AI Plaza brings a brand-new urban landmark to the city of Shanghai."

Upcoming projects by Woods Bagot include the renovation of Hysan Place in Hong Kong where the new concept is all about creating a place for trendsetters and a destination for those who live in their own life attitudes. Outside of Hong Kong the company is involved in two projects in Australia, one is the redevelopment of the Six Senses resort at Burnham Beeches in Melbourne where the resulting masterplan encompasses three experiential zones – the Mansion and Spa, the Village Green and the Hilltop Retreat whilst the other is redevelopment of the

Central Market Arcade in Adelaide, which forms part of a prominent retail and dining destination that spans the Adelaide Central Market, Market Plaza, Chinatown, Gouger Street and Grote Street. With work on so many past, current and future projects, we ask Ip what are the key drivers of the business amid this ongoing success? "Designing for people is an inherently empathetic endeavour that requires listening and conversation. We believe that our best work comes from seeing our process of engaging with clients, communities and designers as an intersecting continuum of shared ideas and collective thinking. We relentlessly pursue better outcomes and solutions through advanced analytics, constructive critiquing, collaboration and a deep understanding of the clients' and users' needs. It is not about egos, it is about collectively creating the best possible outcomes for the client."

The world has changed since the pandemic and Ip feels the challenges this has created led to new opportunities for Woods Bagot as leaders in the creative industry, building future cities and new communities.

Fulfilling Every Customer's Wish



The Karaca story began 50 years ago when the Turkish brand started life as a small family business and it has been synonymous with excellent quality, innovative products and fair prices ever since. In this interview, RLI speaks with Fatih Karaca, CEO of Karaca to discuss the company's expansion, its family of brands and its long-awaited launch into the UK.

Back in 1973, Hüseyin Karaca launched a small workshop in Süleymaniye called Karaca Züccaciye, which began life employing 30 people who created patterned glassware. The business quickly grew to incorporate the sales of porcelain and by the 90s they had established a large customer portfolio through the distribution of small household electrical appliances. As the stature of the company continued to increase, they began producing steel cookware sets under their own brand of Karaca in 1999 and they have never looked back.

"From the very start, we have always been committed to adding value and the joy of sharing to people's homes and family life," explains Fatih Karaca, CEO of Karaca. "Our story has spread from one family to many and with it our family has grown and multiplied."

Today the Karaca name encompasses 11 brands, Karaca, Karaca Home, Emsan, Jumbo, Cook Plus, Kaşmir Halı, Homend, Nautica Home, Weimar Porzelland, Pera Bulvarı and Cooklife. Its own brand Karaca brings together a staggering 28,000 products across 140 categories ranging from dinnerware to small home appliances.



"We have brick-and-mortar operations in 25 countries with more than 300 dedicated stores and 2,000 concessions and we also sell our products in 48 countries through our online sales, reseller and distributor network," says Fatih.

After launching their first store outside of Türkiye in Azerbaijan in 2014, external expansion has continued and in November last year they unveiled their first site in the UK in London at Islington Square. Spread across 2,641sq ft, the two-storey space upon opening offered a selection of seasonal gift ideas as well as homeware including new lines and their limited-edition ground pearl collaboration with designer Hussein Chalayan. As well as this landmark store in the UK (with more on the horizon), Karaca added a fifth unit in Germany and their first store in Paris, France.

Europe is fast becoming the businesses most important target market in terms of both geographical proximity and purchasing power. They will continue with their rapid roll-out of retail stores abroad whilst also simultaneously being present through e-commerce in the markets they enter. Some new markets they are hoping to enter in the coming years include the US and Asia.

From its inception, the most important goal for the brand has always been innovation and the breaking of new ground in the industry to turn their dreams into reality. As the company continues to expand, the Karaca Group will remain steadfast in its efforts to add value to the homeware sector through their 11 brands as well as increasing its influence in the global market with its design and products.

"One of our goals is to be a brand that also inspires the leading brands in the world with our value-added products, including those created by Turkish designers and engineers based in Türkiye. We try to really innovate when creating new product lines and we also like to collaborate with an array of designers. From research, development and perfecting designs to refining the manufacturing process and delivering the quality and finish, it all takes time. Now we have unique products, with our pearl

collections for example offering luminescence whilst also being light and delicate yet durable," Karaca explains.

As we ask the CEO about the role of social media, he goes on to discuss how Karaca uses social media platforms as both sales and marketing channels to build brand awareness and how they push on with the adaptation of their sites to keep up with the dynamics of social media. They also work hard to engage with their customers and provide fun, relevant, seasonal and on-brand content across all their channels.

On the topic of sustainability, the business believes that this will be a catalyst in retaining loyal customers and appealing to new customers, 'Karacalovers' as well as transforming and educating their employees and their company.

"It will also be a catalyst for us as we expand abroad under changing world conditions. Sustainability is both a necessity, a social responsibility and an area for commercial growth for Karaca, as we work to introduce more sustainable processes, recycled materials and sustainable packaging into our collections to add to the eco-friendly rugs, for example, made of 100 per cent recycled cotton."

As time begins to run out with Fatih, we turn our attention to what he feels are the key drivers behind the success of the brand to date. Looking back on his experience, he believes the company has done two things very well. The first of these is that they have a dedicated team and a network of very good partners and secondly, after updating their vision and goals they have implemented long-term marketing projects.

"In short, we put people at the centre of everything we do, of every decision we make and we have been sincere and made ourselves accessible. When we did all of these things, success followed naturally."

As Karaca looks to enter the US market by 2030 and the Asian market by 2040, family is always at the heart of everything they do and they want this to remain the case as they continue their expansion both online and in bricks-and-mortar stores as they look to become one of the leading homeware brands in the world.





Bucking the Trend

UNTUCKit started because of a gap in the market for shirts that looked good untucked and their products fit all shapes and sizes and helps people look sharp – even at their most casual. Here, we spend some time with company CEO Aaron Sanandres to learn about the brand's beginnings, how it has taken the industry by storm and what the future holds.

Company founder Chris Riccobono first created the Original Untucked Shirt in 2010 and when he teamed up with his old classmate from Columbia University a year later, they set about developing the idea of the perfect untucked shirt into a stand-alone business.

The first UNTUCKit store opened back in 2015 and today they have more than 80 stores across the US, Canada and the UK with their headquarters situated in New York City. Further international expansion is high on the agenda for this year to assist in taking the business global.

Some of the brand's latest store launches took place in Syracuse, New York and Sarasota in Florida and they seem to be finding substantial success in mid-size cities that many major DTC retailers overlook.

What has helped the company achieve success is the fact that they can play in any market, however since the pandemic they have been very selective about where they open stores. They zone in on locations with men between 25 and 55 where they do not already have a site.

"We remain very excited about international expansion and are excited to say we have come out of the pandemic stronger than ever and plan to lean back into our international growth," explains Aaron Sanandres, CEO of UNTUCKit. "We are exploring everything from additional company-owned stores, as well as a franchise model. Nothing

is off limits as we explore how to bring our offering to the world. Aside from Europe, we are also looking at Central America – Guatemala, El Salvador, Costa Rica as well as Dubai."

When discussing new product lines and what the company does to maintain its market momentum, Sanandres explains that they are developing a line of Fair Trade products that create a more sustainable and responsible supply chain and that they are moving into the pants and short sectors as well to grow their product assortment. These developments, like many new ones they embark on, stem from listening to their customers and understanding trends.

"Everything we do starts and stops with the customer. We create a continuous dialogue with them through focus groups, anecdotal feedback and reviews," Sanandres says.

Ever since the pandemic, the brand experience has taken on more importance and can be the difference between customers choosing one label over another. The CEO sees UNTUCKit at the forefront of the experience-driven model. They have a very popular Fit Finder on the site, which is 95 per cent accurate. They also have a best-in-class store experience where associates use Try-On Shirts to pinpoint a customer's fit. They can also guide the shopping experience while the customer sips whiskey, which is available in many stores.

The business can also replicate the same guided experience via the chat function on their website too. All the technology is focused around store associates, who are incredibly helpful and create a fantastic experience that customers feel comfortable responding to.

While UNTUCKit are active on all of their platforms, they have only recently launched TikTok and that feeds into all of their other platforms.

"It is an ever-changing landscape, so I'm very glad to have a dedicated team for all things social. They test and measure and use that data to tweak our efforts. We do put paid ads out in the world and we've been able to grow our social budgets because of our ability to test and adapt," Sanandres highlights.

With their focus spread across both brick-and-mortar stores and their online offering, does Sanandres feel the brand have any plans to offer an immersive experience that combines the two?

"For all intents and purposes, we do that already. One of the challenges is that you can't always carry all of the products in all your stores. If something we offer isn't carried in stores, we offer fast, free shipping through Endless Aisle. Bridging the link between e-commerce and retail is super important. We have such a consistent fit across our stores and we also have an online chat function that connects customers to their nearest store associate and people can shop with them as well."

The business has always been one that stood out because they were the first, they made the original shirt design to be worn untucked and everything else about the company has stemmed from that. It offers the brand a lot of credibility and earns them a lot of trust from their consumers early on. Since its inception their products have been copied by huge players in the industry and this allowed the UNTUCKit consumer to see that it is a trend and essentially gave the business proof of concept.

Speaking about the ethos of the group, Sanandres feels that guys shouldn't have to sacrifice comfort in order to look sharp and that the two aren't mutually exclusive. "If there isn't a good solution out there, go make your own," he comments. He goes on to say that their idea was – and still is – regularly mocked. However, he says there are men all over the world wearing the UNTUCKit brand and they have far eclipsed many of their competitors in terms of revenue. Sanandres feels that there is a certain rebelliousness inherent in their shirts because they are not as trendy in the traditional sense.

As our time with the CEO draws to a close, we ask the questions, what lies ahead and what is the biggest upcoming challenge for UNTUCKit?

"I think the biggest challenge is really understanding, when the dust settles, what impact the pandemic had on consumer behaviour. Understanding how the business has and will change year-over-year and how that affects budgeting. Last year, many found the beginning of November to be really rough, but if you look back at that time, the world was being told to buy earlier because of shipping and availability. This year, we far surpassed our own expectations in terms of holiday revenue. But the business composition of retail versus e-commerce was very different. So, understanding the long-term effects and changes will be difficult, but crucial, Sanandres concludes.



HITTING THE RESET BUTTON



There's no way around it, the last few years have been tough for retailers, e-commerce brands, hospitality operators and F&B concepts around the world. Firstly a worldwide pandemic brought the industry to its knees and then just as things began to return to something resembling normality, an unstable geopolitical environment and sharp rises in the cost of living in regions around the globe exacerbated the problems that already existed and created a difficult trading platform. As a new year begins, businesses are starting anew and we spend the next few pages taking a look at the trends that will reinvigorate the industry.

Industry professionals know all too well that the Covid-19 pandemic, followed by the global recession changed the course of business and growth operations in the long-term. In the past few years, companies around the world have faced difficult conditions amidst the wave of an unpredictable virus, its resurging variants and raising inflation.

What many didn't predict however was that 2022 would not be the return to normal the majority expected. While the last 12 months may not have been as difficult as the pandemic times, the new issues that have arisen have led to different problems that many will be looking to overcome as they look to 2023 with renewed optimism.

Retail Sector

Retailers and brands are coming out of a pandemic that has essentially lasted three years. Over the past year, challenges across the supply chain, inflationary pricing, economic uncertainty, and geo-political factors have taxed retailers and squeezed the financials. With the start of a new calendar year, however, there is a positive outlook and focus on the customer shopping journey. As retailers adjust to a new normal, a seamless experience and hybrid shopping are shaping the future of retail. This is the view point of Shelley E. Kohan, Senior Contributor – Retail at Forbes in her article 'The 5 Biggest Retail Trends For 2023'.

The five retail trends that Shelley lists are the following:

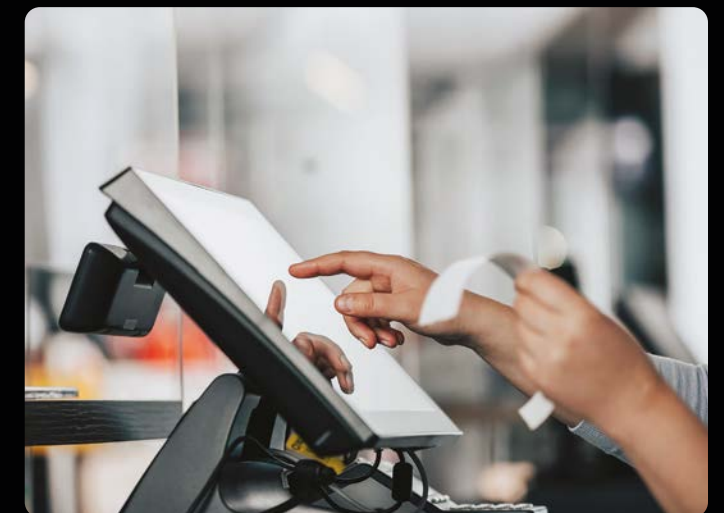
1. Retail Media Networks - Physical retail stores and websites are becoming increasingly crucial as advertising sources for their vendors. Selling marketing space to vendors is a growing revenue

stream for retailers and allows them to deepen their relationships with business partners.

2. Social Media Sentiment Monitoring - Social media sentiment monitoring is collecting and analysing information on how people talk about a retailer or brand on social media. Actively engaged on social media, retailers can better understand data about their customers' sentiments, preferences, and attitudes toward their company and its competitors.

3. Hybrid Shopping and Seamless Shopping Journey - Retailers want to deliver a seamless experience across all shopping methods, including online, in-store, mobile devices, social media, and live streaming. However, providing a holistic view of the shopping journey requires that retailers merge the siloed data across every business function into a synchronised format that all groups can view within an organisation, including merchants, marketing, store operations, digital teams, human resources, and finance.

4. Store Design Shifts and Mixed-Use Spaces - Store designs have been imperative over the past two years as retailers adjust store sizes and dabble in experiential retailing. Larger format stores like Walmart and Target have tested smaller formats like the Target Campus stores or Walmart's Neighborhood Markets. At the same time, Target recently announced it plans to invest in larger stores that offer 20,000 more square feet of space than its average store and include new store design features. Many retailers are adding features to support new shopping initiatives such as curbside pick-up, fulfilment from stores, and pick-up in-store. Ulta Beauty recently announced its store redesign that will put forth its beauty point of view through merchandising and design elements.



5. Consumerism Curtailment - 2023 is the year that we will see consumers slowing down — in other words, a consumerism curtailment. Repair, recycling, reuse, and thrifting will grow. Simply put, consumers will buy less stuff and be more invested in understanding the product life cycle. As Gen Z earns more money, companies focusing on sustainability will win out. Pre-owned products, recycling, and reusing are becoming more mainstream and increasingly expected by consumers.

The Deloitte perspective piece '2023 retail industry outlook – Embrace the changing consumer to bolster growth in inflationary times' by Lupine Skelly, Retail, Wholesale & Distribution Research Leader and Nick Handrinos, Ice Chair & US Leader – Retail & Consumer Products highlights that whilst change can be good, constant change can be daunting. They go on to say that retailers today are feeling the hangover of such volatility occurring in the most condensed time frame of any recent business cycle.

Almost all retail executives expect inflation to pressure their profit margins. They're also predicting hard times for consumers, with nearly all anticipating diminished consumption in 2023, resulting from rising financial concerns.

But the retail outlook is not all gloom and doom; retailers have learned much about resiliency in the past few years. The massive demand fluctuations during the pandemic have forced retailers to rethink archaic systems in favour of more pliable operations. They learned that rapidly

evolving consumer preferences require more effective analytics and tools to build loyalty.

Lupine and Nick believe there are three key areas that retailers can – and should – address now to create efficiencies while addressing the changing consumer:

Last-mile capabilities - Seven in 10 leaders say they are very confident that they will be able to deliver a seamless experience to consumers across channels, compared with only two of 10 laggards. To do so, retailers should consider creating more profitable last-mile delivery solutions by investing in automated micro-fulfilment centres (MFCs).

Reverse logistics - Every return is an opportunity for retailers to save a sale. Retailers should look to take advantage of in-store reverse logistics capabilities. In-person returns satisfy customers' desire for immediate credit while reducing expenses for mailed return delivery. And with the growing popularity of return bars - stores that pack and ship returns for partnering retailers - there is an opportunity to drive additional store traffic and expand the footprint of their client base, an ideal situation during inflationary times.

Social commerce - Retailers should invest in technologies to provide a seamless purchasing experience within social channels and shoppable media to nudge users toward purchases and create loyalty. Enabling shoppable tags with product information, embedding the brand website into the social media app, and enabling in-app transactions can help reduce friction on the shopping journey.



E-Commerce Sector

Global e-commerce is the selling of products or services across geopolitical borders from a company's country of origin, normally defined as its founding or incorporating location. Products or services are sold into non-native markets via online sales and marketing says Michael Keenan of Shopify in his article 'Global Ecommerce Explained: Stats and Trends to Watch'.

The global e-commerce market is expected to total \$5.7 trillion in 2022. That figure is estimated to grow over the next few years, showing that borderless ecommerce is becoming a profitable option for online retailers.

Two years ago, only 17.8 per cent of sales were made from online purchases. That number is expected to reach 20.8 per cent in 2023, a two percentage point increase in e-commerce market share. Growth is expected to continue, reaching 23 per cent by 2025, which translates to a 5.2 percentage point increase in just five years.

Key trends that will become even more important in the arena of e-commerce include such things as social media, the metaverse and sustainability, according to Modern Retail's article '18 Ecommerce Trends for 2023 (Experts' Insights)' by Holly Worthington. Social media is expected to have a greater impact on retail behaviour throughout 2023, with an enormous 87 per cent of online shoppers using social media while making shopping decisions. Demonstrating the influence it has on buying decisions, 55 per cent of smartphone shoppers have purchased a product after seeing it on social media.

Moving onto the metaverse, the article highlights that the metaverse

has the potential to revolutionise the retail industry, being able to replicate many of the social aspects of shopping from the comfort of consumers' homes, with even fewer barriers to creativity. While this is one of the e-commerce trends for 2023 that is yet to officially take off, many retailers are already thinking about the ways that they can use the metaverse to immerse customers and forge stronger brand loyalty.

Meanwhile, the pressure is mounting on retailers to introduce sustainability at every stage of their business and operations. With two-thirds of consumers being happy to pay more for sustainable products and 42 per cent of online shoppers choosing brands depending on sustainable packaging they might offer, it has never been more important to rethink your impact on the planet. It's important to note that shoppers expect honest sustainability and not greenwashing, so explaining how you are making a difference and the benefits that this brings is essential.

Food & Beverage Sector

The world of food and beverage has undergone its fair share of change over the past few years. Demand underwent a dramatic shift in favour of retail over foodservice during the pandemic, with meal kits and home delivery skyrocketing in popularity. Today, the global economy is in a state of flux, and companies are learning to adapt and operate under a new paradigm, explains Jack Payne, Vice President, Product Management & Solutions Consulting at Aptean in his article '5 Food Industry Trends for 2023 that Demand Your Attention'.



Meanwhile, technology continues to advance and become more central for both how we live our lives as well as the ways that brands overcome challenges and innovate. While there remains much uncertainty, it's also an exciting time for sure as there are opportunities for growth across all food and beverage sectors - but it will take a keen understanding of the various factors at play to attain success. He goes on to say that rising costs, supply chain disruptions, big data, sustainability and changing consumer tastes are the trends to keep an eye on throughout 2023.

Meanwhile, Heather Carter, Associate Editor of Food & Beverage Insider in her article '5 food and beverage trends to watch in 2023' identifies five of the top trends to look out for in food and beverages, with "next-generation plant based" leading the way. For quite some time, plant-based alternatives for meat and dairy products have been on the rise and evolving at a rapid pace, which is why its No. 1 on our list she explains. It's what we like to call "next-generation plant based." According to ADM's 2023 Global Consumer Trends report, more than half (52 per cent) of global consumers now consider themselves flexitarians—the union of "flexible" and "vegetarian"—people who are incorporating more plant-based options into their diet while being cognizant of their meat intake. As more people embrace both animal and plant-based proteins, many ingredient companies are developing more options. Additional trends to look out for are a transparent supply chain, sustainable packaging and sourcing, continued focus on wellness and global flavours.

Hospitality Sector

One of the most exciting and sometimes intimidating aspects of the hospitality industry is how fluid it is, how it responds to what's happening in both local and global markets and to the shifting consumer expectations that influence them. In the same way, the industry has been and will continue to be driven by innovation to meet guests where they are – balanced by ensuring stability and trust. This is the viewpoint of Jason Floyd, Senior Vice President and General Manager of Infor Hospitality Solutions in his piece entitled '7 Hospitality Industry Predictions for 2023'. His seven predictions are that experience travel will deepen, investments in contactless and mobile will continue to be essential, hospitality groups will enhance connections with local regions and communities, hospitality businesses will continue redefining their spaces for wider uses, streamlining the restaurant ordering process across multiple channels will be an emphasis, there will be a renewed commitment to training and talent development and partnerships with technology providers will become even more important.

Increased digitalisation, the return of business travel, the continued evolution of "bleisure" and impressive growth in average daily rates (ADR) are just some of the major trends the hotel industry has witnessed in 2022. However, while many markets have seen a return to 2019 performance figures in terms of rates and occupancy, uncertainty still remains.



Who is Looking After the Metaverse?

The metaverse has well and truly made it into the cultural zeitgeist, but who is coding it? Who is managing it? In this article, Emmanuel Benzaquen, CEO of Checkmarx sets about answering these questions as well as explaining why you should care.



The next iteration of the internet, also known as web 3.0, is in full swing. The idea is to make the next generation of the internet more immersive, interactive, decentralised and technologically advanced for today's digitally enabled communities. At the very centre of this web 3.0 transformation, is the metaverse.

It has been hailed as the next frontier for cyber security experts, this new-gen technology has transformed into a multi-billion-dollar industry. Although the metaverse is full of promise, there are understandable concerns about its security. Most current security solutions and technologies were not developed with decentralised applications in mind. Therefore, standard measures, such as endpoint security, multi-factor authentication, or network firewalls, will not be enough to protect this domain.

Given the unorthodox features of the metaverse, such systems need a deep layer of embedded application security. However, to comprehend the critical need for application security (AppSec) in the metaverse, we must first identify the unique traits and features of this next-generation virtual technology.

How much do we really know about the metaverse?

The metaverse can be defined as an interconnected set of 3D virtual worlds that facilitate interactive media environments. The goal of such platforms is to build digital environments where people can engage naturally, just as they would in the real world. As an extended integration of Virtual Reality (VR) and Augmented Reality (AR), there are endless possibilities whether it's interacting with one another, buying products, attending social or community events, investing in assets, creating and selling art, or just meeting new friends.

According to recent reports, there are over 400 million active monthly users in different metaverse platforms today, with market size being valued at over \$40bn in 2022. And this will only continue to grow, as more brands and artists are heavily promoting this concept.

So, the future of this innovative and engaging technology is full of excitement for sure, but what about its security?

Is our data safe in the metaverse?

As the number of users grows, so too will the number of potential threats. When users join such virtual environments, they reveal not only their identities but also highly sensitive network data such as their IP addresses. Even more so, when these platforms are used to facilitate financial transactions, users are often required to provide sensitive financial information.

The purpose of metaverse platforms is to facilitate frictionless and engaging experiences. Therefore, traditional payment mechanisms requiring centralised entities (like banks) are irrelevant in such environments.

When making a purchase in the metaverse, would you be willing to take off your VR headgear and reach out to your smartphone every time to verify a transaction? This is anything but immersive. This is why many of these virtual marketplaces accept cryptocurrency and other decentralised assets for payment.

This is concerning because such transactions require users to share their private wallet details. Moreover, there's often no feature to determine or authenticate the true identity of the receiver of the funds. So, it's evident that financial data plays an integral role in this space and should be a subject of significant consideration during development.

The overwhelming cybersecurity concerns

As the metaverse follows a decentralised model, development initiatives for such projects are not governed by any rules, oversight agencies, or security procedures. It is the exclusive responsibility of the platform's creators to safeguard users' personal information.

This implies that top executives and other project managers usually have no obligation to discuss the internal information of the development team. Who is responsible for writing the code for these applications? What entity is in charge of safety measures? Who exactly is making sure that everyone follows the rules? These questions are often left unanswered in this space.

These anonymous aspects create a lack of accountability for such platforms. Who develops the open-source code and the APIs that so many businesses will utilise to create new apps and new areas in the metaverse? Without answering these questions, we can't ensure compliance.

With so many security concerns, these interactive virtual worlds are the perfect hunting ground for cybercriminals. In fact, metaverse companies reported a 60 per cent increase in cyber-attacks and an 85 per cent increase in online fraud last year.

Can AppSec be the new landscape for metaverse security?

To make these next-gen virtual worlds a secure and safe space for users, developers and project leaders must emphasise security at the core application level. Organisations that are venturing into this space should focus on developing their metaverse platform as a secure application, rather than trying to integrate security measures after development.

This is where AppSec comes in. Executives and project leaders must incorporate solutions that can find, fix and prevent security vulnerabilities in the source-code – and even solutions that can verify the trustworthiness of contributors to coding projects. AppSec solutions can incorporate effective security policies throughout the development life cycle so that any potential vulnerabilities are identified and remedied during the production phase.

Automated AppSec solutions can scan codes in real-time as developers are writing them and remediate potential software vulnerabilities during development, meaning that metaverse platforms come out of the production phase with built-in security measures that reduce the risks of conventional threats such as data exfiltration and identity theft.

It will be years until the metaverse is perfected but in the meantime, project leaders and executives must not forget their security responsibilities. A secure platform builds more credibility in the industry and extends the user base. That's why application security should be at the heart of every metaverse project going forward.



DESIGN WEB GALLERY

WELCOME TO THE RLI DESIGNER GALLERY, WHERE THE VERY BEST DESIGN SPECIALISTS TAKE THE OPPORTUNITY TO PRESENT THEIR SERVICES TO OWNERS, INVESTORS AND DEVELOPERS, BOTH NATIONALLY AND INTERNATIONALLY.

3MIX



3MIX is an international design firm, comprising of industry leaders and talented designers in the field of commercial architectural design, we are committed to creating highly integrated and vibrant commercial buildings, public spaces and experiential environments at the core of urban areas.

www.3mix.com

**YOUR PROJECT
COULD BE
FEATURED HERE**

AVAILABLE FROM
MARCH 2023
FROM £125 A MONTH*

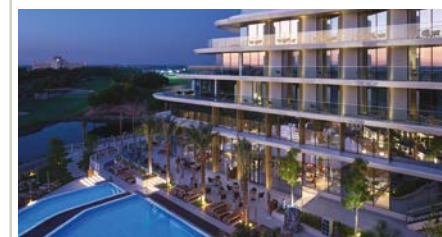
BDP



BDP is at the forefront of retail design with an established reputation for completing innovative and successful projects for our clients. Our projects range from urban solutions with open streets, covered streets and arcades to stand alone fully enclosed destinations. They include configurations ranging from single level to multilevel arrangements to maximise a site's value. Each solution is unique and responds to the individual brief and location.

www.bdp.com

BREWER SMITH BREWER GROUP



Established in 1977, **Brewer Smith Brewer Group** (BSBG) is an award-winning international practice with a reputation for producing inspiring and emotive design, alongside sophisticated technical delivery solutions. The group's multi-disciplinary excellence is illustrated by a project portfolio that includes high-end retail, mixed-use, commercial, residential and hospitality developments, founded upon the three pillars of architecture, interior design and structural engineering.

www.bsbgroup.com

BROADWAY MALYAN



Broadway Malyan is a global architecture, urbanism and design practice dedicated to creating buildings and places that will provide a lasting legacy. Through a shared design ethos we create places with a strong sense of identity where people and communities want to live, learn, shop, work and relax. Our collaborative approach with a focus on customer experience and community, has enabled us to deliver award-winning projects across the world, from new build icons to repurposed interiors.

www.broadwaymalyan.com

CONCEPT I



Concept i is an award winning interior design and architecture studio globally engaged in retail, commercial, and entertainment projects. We create innovative places for living and enjoyment, crossing cultural and geographic boundaries, injecting the newest trends, technologies and materiality into our work. Our work is vibrant, always seeking fresh ways to mix human activities and uses into new style spaces.

www.concepti.com

**YOUR PROJECT
COULD BE
FEATURED HERE**

AVAILABLE FROM
MARCH 2023
FROM £125 A MONTH*

ONE WORKS



One Works is a global design and consultancy firm offering integrated architecture, infrastructure and urban design services. We are experts in dealing with complex and crowded spaces. Our expertise includes traditional shopping centres, as well as open-air schemes and urban destinations. Integrating our specific retail understanding to a broader masterplanning approach, we design sustainable solutions to enrich the overall customer experience.

www.one-works.com

TCONCEPT



TconceptT is an international design studio based in the Netherlands. We create inspiring places around the globe, transforming destinations into experiences for people to live, work and stay. People and human scale are at the centre of what we do, our experienced and enthusiastic team work closely with our clients to meet their needs and expectations, enabling us to deliver a diverse portfolio of concept design and placemaking in urban mixed use, retail, landscaping and interior design.

www.tconcept.nl

* minimum of 12 months

**TO PROMOTE YOUR SERVICES TO AN ANNUAL GLOBAL READERSHIP IN EXCESS OF ONE MILLION, INCLUDING FREE REPRODUCTION ONLINE, PLEASE CONTACT: THE RLI SALES TEAM:
Tel: +44 (0) 1706 212200 | info@rli.uk.com**



Top Travel Trends for 2023

From 'Revenge' and 'Heritage' travel to the rise of digital nomads, pub lodging and cannabis tourism – Tim Hentschel, CEO of leading booking platform HotelPlanner describes the biggest trends expected for the travel industry in 2023.



HotelPlanner, one of the world's leading providers of individual, group and corporate travel bookings, has announced their Top 10 Travel Trends of 2023. Analysing data and customer demand, HotelPlanner are constantly in-the-know for the current travel trends as well and those we can expect to see in 2023 based on booking patterns and insider industry knowledge are the following:

- **Revenge Travel** – Travelling the world is an absolute must for some people, offering the opportunity to explore, unwind and build lasting memories. When the pandemic struck and travel became completely off bounds or extremely limited, it built up a sense of lost time. With global restrictions predominantly eased and travel firmly reinstating itself on the agenda for millions around the world, the travel sector is expected to experience a seismic boom in 2023 to further build on the rising figures throughout the past year. 'Revenge Travel' is the notion that we should book more trips now than ever before to make up for that lost time. It will be a key trend this year and HotelPlanner believe the mindset of travellers in 2023 will be to book a long-awaited, well-deserved trip to a new city, dream resort or a new corner of the world.

- **Luxury Travel** – Among all the new travel trends, luxury travel may be the biggest to emerge from the pandemic. Millions of people were diligent in saving their increased disposable income and now have the financial means to spend on bespoke, upscale, inclusive, or other luxury experiences. This may include staying at an all-inclusive resort, going on an exotic safari, ski trip or cruise, or simply staying in more upscale hotels and eating at nicer restaurants.

- **Digital Nomads** – These are the remote workers whose employers allow them to work from wherever they want. Millions of digital nomads are now taking advantage of this new freedom from the office. These are people who might visit five cities or five countries over several months and work from coffee shops, extended stay hotels and AirBnBs. This trend has created a brand-new category of traveller: the digital nomad.

- **Bleisure Travel** – This is a combination of business & leisure travel where a typical employee is on a business trip from Monday – Thursday and then extends their trip for a mini-vacation, sometimes with their spouse or family in tow. Given that corporate travel is still down, customers should take advantage of the 'Saturday Night Stayover' deal where many airlines and hotels will offer discounts if you extend through the weekend.

- **Wedding Travel** – About one in four are travelling this year for a wedding-related event. After two years of couples waiting to make it official, there will be an unprecedented demand for wedding event space and wedding hotel blocks in 2023. Given the waitlist for venue space, many couples are choosing destination weddings, such as the Caribbean or Hawaii, or in their family's country of origin.

- **Multi-Generational Travel** – Travelling with three or even four generations of family members is becoming more popular as people realise that the older generation within the family won't be around forever. We're seeing an increase in trips with multi-generational families all traveling together. This could be a large family reunion, or just inviting grandparents to join the family on a weekend road trip.

- **Heritage Travel** – With the increased popularity of websites like 23 & Me and Ancestry.com, people are rediscovering family roots and tracing their lineage all the way back to their ancestors' country of origin. This has led to an increase in heritage travel, where families are travelling all over the world to visit the hometown of their great-great-grandparents.

- **Sustainable Travel** – Travellers are becoming more environmentally conscious about the carbon footprint of their travel and the positive or negative impact their travels may have on the planet. Travellers are searching more for 'eco-friendly' hotels and transportation options, as well as 'environmental impact' or 'sustainable travel' trips where part of the experience includes local philanthropic events like growing a community garden, or cleaning up a beach, almost like a mini week-long "Peace Corps" of sorts.

- **Pub Lodging** – Several pub companies, including major PLCs, have in recent years built up large lodging platforms across the UK, typically serving more regional markets and often competing with the major budget-branded hotel chains. Post COVID-19, pubs have been able to ride the staycation boom – meaning more and more people are looking to book affordable stays in pub locations which offer a comfortable room with easy access to quality food and beverage options.

- **Cannabis Tourism** – With many destinations across the world offering various forms of legal marijuana - travellers will be going further than Amsterdam in 2023. It has created a whole new market of travellers who are visiting places where cannabis is easier to obtain legally. Many hotels are now promoting being '420 friendly' to jump on this trend.



FIT-OUT WEB GALLERY

WELCOME TO THE RLI FIT-OUT GALLERY, WHERE THE VERY BEST FIT-OUT SPECIALISTS TAKE THE OPPORTUNITY TO PRESENT THEIR SERVICES TO RETAILERS AND LEISURE OPERATORS, BOTH NATIONALLY AND INTERNATIONALLY.

ESPRIT DIGITAL



LUMOS LED from Esprit Digital. We offer unrivalled one-stop service to transform the most challenging high footfall retail sites anywhere in the world into stunning digital screen environments and then support them both remotely and physically for life. Recent in-store projects include: Dolce & Gabbana, Puma, Fendi, Ralph Lauren, Chloe, Burberry, Valentino, Gordon Ramsay, Ray-Ban, Harvey Nichols, Adidas and Armani.

www.espritedigital.com/lumos

NIKI LTD



Niki Ltd is a family-owned company with over 30 years of experience in the retail industry. We are key manufacturers and experts in custom-made, fully integrated projects for fashion, cosmetics, supermarkets, sport brands, restaurants, etc. Our unique approach to detail uses the latest technology in production and project management giving our partners a turnkey service – from technical data development, value engineering to high quality production. Modern in-house production for metal, joinery and carbon products gives us extra flexibility to respond to all market needs... We turn brand ideas into reality!

www.niki-ltd.com

PORTVIEW



Portview is a leading fit-out specialist operating in the UK and Ireland, who are recognised for delivering beautiful interiors for the world's leading brands. With over 40 years of experience, we combine style with our wealth of experience to turn our clients vision into reality. Our hands-on, straight-talking approach ensures projects are delivered on time and on budget, which is why we are chosen by some of the world's top brands, including Tiffany & Co, Arsenal FC, Samsung, Tottenham Hotspur and Fortnum & Mason. We don't believe in settling for second best. When you choose Portview, you are guaranteed world-class results.

www.portview.co.uk

PURE FITOUT



Pure Fitout is an independent, award-winning fit out specialist with extensive experience in high quality, bespoke interior fittings and installations. Utilising specialist expertise to manufacture joinery, metal and stone in-house, we are dedicated to bringing client visions to life in an efficient and cost-effective approach.

www.purefitout.com

**YOUR PROJECT
COULD BE
FEATURED HERE**

AVAILABLE FROM
MARCH 2023
FROM £125 A MONTH*

SCHWITZKE PROJECT



Building Experience - **Schwitzke Project** offers complete concepts for individual shopfitting from a single source. The company's core competence lies in the implementation of concepts into ready-to-use stores, incorporating the brand's identity as well as local conditions. Brands and retailers from all over the world trust in the expertise of Schwitzke Project's internationally experienced team to bring their brand images to life.

www.schwitzke-project.com

**YOUR PROJECT
COULD BE
FEATURED HERE**

AVAILABLE FROM
MARCH 2023
FROM £125 A MONTH*

UMDASCH



umdasch The Store Makers: Premium & Travel Retail delivers 150 years of our heritage and expertise to make your store stand out from the crowd. We work with you on an individual basis to ensure that your vision is realised and your expectations are exceeded. With imagination, a feeling for materials and pioneering trends, we create top-quality shopfitting. Premium & Travel Retail is our passion.

www.umdascsh.com

VIZONA



Vizona is a shopfitting company that develops bespoke retail concepts hand-in-hand with customers and designers, backed by decades of experience. Its strength derives from a combination of market know-how, technical expertise and international presence: Vizona implements store concepts across the globe. The project teams work closely with customers, architects and an efficient network of supply chain partners. That's how Vizona manages to transform extraordinary retail ideas into reality.

www.vizona.com/clients

* minimum of 12 months

TO PROMOTE YOUR SERVICES TO AN ANNUAL GLOBAL READERSHIP IN EXCESS OF ONE MILLION, INCLUDING FREE REPRODUCTION ONLINE, PLEASE CONTACT: THE RLI SALES TEAM:
Tel: +44 (0)1706 212200 | info@rli.uk.com



Start of a New Era

EuroShop is a trade fair for capital goods for the retail industry that has taken place since 1966. Initially held every two years, the event is now held every third year on the grounds of Messe Düsseldorf and the initiator of the fair is the EHI Retail Institute. Over the next two pages, RLI takes a closer look at what the event will offer attendees and highlight why it is such an important event for the industry.

EuroShop 2023, The World's No.1 Retail Trade Fair comes after two years of tough restrictions caused by the pandemic, which hit the global retail industry hard. The EuroShop event will take place at the end of next month and is more important than ever because the Covid-19 crisis has caused an acceleration in digitisation and the need for smooth networking across all retail channels, as well as driving the need for new solutions in energy saving and sustainability.

The event will bring together around 1,700 exhibitors from 56 countries and focus on not just global developments, but highlight the spectrum of current trends and forward-thinking solutions across 100,000sq m of net exhibition space in 16 exhibition halls.

The hot topics set to be discussed on site include Connected Retail, Sustainability, Smart Store, Energy Management, Third Places, Customer Centricity, Experience and Vital Inner Cities. In addition the structure of the event has also been altered to account for the needs of the industry and there will be eight clearly defined experience dimensions open to visitors across the five-day event.

The Eight Dimensions of EuroShop

Shop Fitting, Store Design & Visual Merchandising - This is the heart of EuroShop and its largest product range. The best architects, designers, planners and manufacturers are represented with uniquely designed presentations that have been thought through down to the smallest detail and provide answers to current questions from retailers, such as:

What does a shop or store have to be like today? Is it place of adventure and a feel-good location? Third Place or Pop-Up Marketplace? How does it have to look and feel?

Lighting - When it comes to experience and staging, fascination and atmosphere, all roads lead to light. Its diverse technical applications, from smart lighting to IoT, combined with ecological aspects such as sustainability and efficiency - that is what Dimension Lighting is all about at EuroShop 2023. It presents the entire range of modern illumination and shop lighting: from the entrance area to the presentation of goods to the checkout zone.

Materials & Surfaces - Functional and beautiful – these two features are by no means mutually exclusive. This is demonstrated by the exhibitors in the new Materials & Surfaces dimension. Whether floors, walls, ceilings or furniture - the highest quality is important for long-lasting stability and optimal functionality. In terms of sustainability, a lot is now possible when choosing the right material. Excellent optical and acoustic properties of materials are also essential in sales and work rooms.

Retail Technology - Seamless Store, Analytics, AI, Mobile Payment, Connected Retail are just some of the dominant topics in this dimension. What reads like a list of digital buzzwords are the current and future challenges in terms of customer relationships. The relationships between buyers and sellers, customers and brands are being revolutionised by the digitisation of communication and interaction via omni-channel and big data. The consequence? Shopping becomes an interactive high-tech

experience. But "classic retail technology" is also developing rapidly. The exhibitors in the Retail Technology dimension help to shape perspectives and future fields of retail through the driving force of intelligent technology.

Retail Marketing - Customer engagement & experience, brand experience in the stationary and digital store, personalisation via mobile, artificial intelligence and digital signage - in this dimension the international trade audience can expect a wide range of possibilities, the ever more digital, ever more intensive interaction with the customer. The retail marketing dimension shows the most attractive and fascinating installations available at the point of purchase.

Expo & Event Marketing - This is the dimension for live communication and it needs to be unique and authentic in order to inspire. Trade fairs and events are on their way into the age of digitisation and festivalisation, the spirit of optimism can be clearly felt and is reflected one-to-one at EuroShop with forward-looking ideas and presentations, including cross-media networking.

Food Service Equipment - This area presents Cooking & Baking, Convenience Systems, Food Technology and To-Go Solutions at EuroShop 2023. Catering is the megatrend in retail. The out-of-home market is growing rapidly - and everywhere. In the USA, for example, more than every second dollar is already spent on eating and drinking "out of the home". In this way, customers also become guests in retail - in the shopping centre, in the supermarket, in the gas station. It's about new shopping experiences and sustainable customer loyalty.

Refrigeration & Energy Management - Profitability, sustainability and efficiency also have top priority in retail. It is precisely here that price and competitive pressure are increasing, making it all the more important to invest in the right future technologies. This area shows the best possible equipment for the store, from refrigerated cabinets, refrigeration systems and systems for indoor farming to air conditioning, heat recovery and building management through to the expansion of electromobility.

The Supporting Program at EuroShop

In addition to the extensive range of products and services from the exhibiting companies from all over the world, the USP of EuroShop also includes the quality and breadth of its unique supporting programme.

A key selling point of EuroShop are its seven stages, which play host to top-class lectures and discussion forums on the latest developments, innovative trends and best practice examples in the middle of the trade fair and can be used free of charge by all EuroShop visitors without prior registration. The stages are: Store Design Stage, Retail Designers' Stage, Retail Technology Stage, Connected Retail Stage, Start-up Stage, Retail Marketing Stage and Expo & Event Stage.

Meanwhile, the EuroShop special areas include various special areas that offer freedom for specialists, start-ups, for "Generations X, Y & Z", for ideas, visions and innovative products. Proven special areas of EuroShop are the Designers' Village, Start-up hub, POPAI Shop Global Village and IFES Global Village as well as the Italian Lighting Lounge.

Finally, there are three special premiers at the event:

Future Urban Lab - This shows and highlights new attractiveness factors and reasons for visiting the cities of tomorrow. It will be an interactive format with a high experience factor that sets impulses and inspiration for the entire industry.

Room4Senses - This focuses on sensory perception and their potential use, for example in the sales room, are analysed.

Retail Ball Game - This open communication platform addresses the challenges and solution approaches of retail in the coming years and focuses on better and more open networking of a wide variety of disciplines in urban areas.

EuroShop 2023 runs from 26 February to 2 March, for more information or to book your place at the event please visit www.euroshop-tradefair.com

Changing the Face of Retail

After another tumultuous year in which global events continued to disrupt trade, the shopfitting, design, lighting and technology sectors pressed and moved forward with their innovative ideas and unique, new-to-market designs. Over the next few pages RLI takes a closer look at stores from all corners of the world that highlight these new trends and offer standout examples of world-class shop design.

The EuroShop 2023 event that takes place from 26 February – 2 March will put global retail under the microscope and highlight once again just how important the roles of shopfitting, design, lighting and technology are in modern retail.

The pandemic may have led more people to shop online, but it has also put into sharp focus just much people did and still do enjoy the physical aspect of shopping. Customers today crave the physical experience and sensation of walking into a store and they want to be thrilled, entertained and amazed at what they are witnessing.

Shopfitting, Design, Lighting and Technology Around the World Americas

Spatial designer and artist Adi Goodrich has filled the Dreams lifestyle store in Los Angeles' Atwater Village with colourful surrealist details, including a lobster phone and a "glowing" blue rock. Goodrich created the store together with her creative partner and Dreams' owner, Monica Navarro, with whom she'd previously worked on the Wine + Eggs grocery store in the same neighbourhood. The Dreams interior was informed by daydreams and the surrealist aspect of dreams, with in-store accessories such as a lobster phone that nods to artist Salvador Dalí's 1938 artwork. Dreams will sell homeware and clothing by both local artists and bigger brands and was divided into various departments such as home, apothecary, books, children, apparel and accessories.

Joseph Altuzarra has unveiled a new 1,200sq ft store at 959 Madison Avenue, joining its other boutique at 2 Main Street in East Hampton, New York. Designed by Matthew Fisher in collaboration with Altuzarra, the Madison Avenue store embodies a clean gallery feel with warm organic touches, including a custom wood window display, custom organic floating wood shelving and wrought iron racks. The store features an art collection, including two sculptural pieces in Naxos Green marble designed by Fisher to create an earthy yet contemporary feel. "Console 1" in Naxos Green was commissioned for the new space and serves as the centrepiece table with its carved oversize top surface that cantilevers over two column-like legs.

Amiri, the Los Angeles, California-based luxury brand, continues its retail

expansion. The company has opened a new location in Atlanta, Georgia, which spans 4,000sq ft. Located in the Phipps Plaza luxury shopping mall, the one-level shop features both men's and women's ready-to-wear collections, alongside the new kidswear line and the brand's accessories. It marks the company's fifth US unit and seventh worldwide. Designed by Mike Amiri, CEO and Creative Director, in partnership with Paris design studio NOCOD, architectural design firm Two One Two Design, Amiri Atlanta continues to bring the brand's immersive world to its strong community.

Brooklyn-based Ringo Studio has created a pastel "playground" as the first retail space for fitness brand Bala in New York City, which includes scaled-up versions of its products. Founded by Natalie Holloway and Max Kislavitz, who appeared on reality TV show Shark Tank, Bala sells weights, bands and other fitness equipment in a range of candy colours. Ringo Studio founder Madelynn Ringo, the former retail designer for cosmetics brand Glossier, cold-called the duo and asked them to keep her in mind when they opened their first physical retail space. So when the opportunity arose to take over a 1,300sq ft space at 99 Spring Street in SoHo, Ringo was brought on to translate the brand's aesthetic into interior design.

Meanwhile, Thom Browne has officially opened his first San Francisco flagship in Jackson Square. Situated inside the revered Yeon Building, which is rumoured to have housed the first French consulate in San Francisco, the brand's Bay Area outpost marks its latest collaboration with architect Flavio Albanese of ASA Studioalbanese, who spearheaded the store's design. Across 1,250sq ft, the space champions the designer's recognisable mid-century modern style with rows of fluorescent tube lighting, white Calcutta and Carrara marble floors and banker grey Bardiglio and Carrara marble walls. The space is decorated with minimalist furniture from American and French designers alike. Among them, Jacques Adnet offered seating and lamps, T.H. Robsjohn-Gibbings crafted the store's desk, Knoll did the office chairs, McCobb created benches, Mathie Mategot supplied the coffee tables and Maison Jansen was behind the display etagere. The imprint's classic men's and women's ready-to-wear, tailoring and accessories take over two retail areas. Dressing rooms are situated just off the main floor, alongside distinct vignettes for Thom Browne eyewear and Vetyver fragrances.



KITH, Paris, France
Designer: Playful Design Studio



Dreams Lifestyle Store, Los Angeles, US
Designer: Adi Goodrich



Bala SoHo Store, New York, US
Designer: Ringo Studio



Balenciaga
London, UK

Asia

Chinese studio FOG Architecture has added curved walls, mirrored surfaces and faux stone to the interiors of aromatherapy brand ToSummer's flagship store in Beijing. Located in Beijing's Taikoo Li Sanlitun shopping village, FOG Architecture designed the 170sq m ToSummer store in such a way so that mirrored the atmosphere of a cave. The entrance to the store is marked by a large faux-stone wall and a mirrored screen, which leads visitors into the store. The studio explained that the large mirrored screen was designed to draw passers-by into the store while referencing screens typically used in homes and domestic spaces. Natural-toned, undulating walls envelop the interior of the store and are illuminated by strip lighting set within the ceiling. The interior was divided and zoned into a collection of small sections each with its own functions, housing retail space, exhibition space and installation areas.

Designed by Schemata Architects, the Kolon Sport Sotsot Rebirth shop in Cheju, South Korea is a sequel to the "Invisible Development" project in Tapdong, Jeju. It has been a year and a half since the completion of creamm and the development area has slightly expanded again. This time, it was the tenant building located across the street south of the ARARIO Museum. It was a conventional three-storey reinforced concrete rigid-frame building divided into equal spans, with four tenants in a row. The plan from Schemata Architects was to connect to the neighbouring A, B and C sections on the third floor above and make an opening that allows easy access to the street on the south side. In addition to rearranging the framework of the building, they designed a concept store for Kolon

Sport on the first and second floors within the designated section. The store is called Sotsot Rebirth, an apparel brand based on the concept of sustainability which sells unique items made from recycled materials.

A spherical gateway and otherworldly light reflected through glass prisms feature in this skincare store in Hangzhou, China, which local interiors studio Lialawlab has designed around the theme of retro-futurism. Created for independent skincare brand Formoral, the concept store is laid out across a 120sq m retail unit in the city's GDA Plaza shopping mall. The studio created the Formoral store as a desaturated space with large structures, columns and counters finished in highly textured, grey paint. In the foyer, a sculptural service desk welcomes customers in from the shopping mall while opposite, a large spherical structure that Lialawlab refers to as a "rising planet" serves as a gateway into the private spaces of the store. Two cabin doors along the tunnel lead to Formoral's eight functional zones including product displays, spaces for skin testing, events and demonstration as well as an office and break room for employees.

Since Kim Jones took the creative reigns of Dior's men's collection in 2018, the brand has not only raised its profile, but sales have also skyrocketed. Known for his subcultural insight and connections with edgy industry icons, the style of Jones resonates well with a savvy young demographic. Jones tapped designer Eli Russell Linnetz of cult brand ERL to design the collection and it's one that's full of references of the latter's Los Angeles homebase. The pop-up store was situated on so-called Cat Street, a boutique-infested pedestrian zone smack in the middle of the Harajuku shopping district. The ephemeral space was adorned by specially

tweaked façades with glittering blue entrance gates that beckon from afar and hinted at what was to be found inside. Indoors, the electric blue shade continued as a backdrop and as a nod to ERL's quilting, the walls featured a tweaked version of Dior's signature Cannage motif. Vintage cars and colourful neon signs were used as props and were interspersed with displays and clothing racks laden with coveted pieces from the collection.

International

The Incu retail empire, a popular refuge for a young and discerning demographic Down Under, continues to evolve and the latest store to open is entirely dedicated to women's footwear and accessories. Situated at The Galleries, a multi-storey shopping centre in the Town Hall neighbourhood of Sydney, the premises previously housed the retailer's women's store and see a revamped interior design by local design practices Akin Atelier and MarieToul. Although the store configuration has been largely retained, specific elements have been redesigned to further elevate the shopping experience and to better showcase the selection of brands. Custom cabinetry display new products, enabling a 360-degree view of all the coveted offerings. Additionally, the retail concept aims to create a personalised experience for the local market and one that's truly unique and reminiscent of the Australian lifestyle. The new Incu store carries a tightly curated range of merchandise, including footwear and accessories by Acne Studios, Coperni and Marni, homewares of Baina and Maison Balzac, beauty products by from Lesse and 19-69 and jewellery pieces from Sophie Bille Brahe and Tom Wood.

New York-based streetwear brand KITH and Snarkitecture have continued their long-standing collaboration to present the brand's first European flagship in Paris. The project marks the second international location following its Tokyo opening. KITH Founder Ronnie Fieg works closely with the playful design studio, founded in part by Daniel Arsham, to introduce the brand's sixth flagship — the largest to date at 16,000sq ft. Offering a holistic lifestyle experience, the space includes KITH retail, KITH treats and a KITH for saddle's restaurant. Snarkitecture realised its KITH Paris flagship as a hybridisation of its fresh and monochromatic design language, together with native elements of its French home. As with all KITH stores the interior was marked by a sculptural array of plaster cast sneakers. In this case, a fixture of cast air max 1's wraps the barrel-vaulted ceiling of the carrara marble-tiled entryway. The entryway opens to a grand double-height courtyard, with an accessories lounge and KITH treats, the brand's cereal and ice cream bar, punctuating the opposite ends of the surrounding colonnade.

Basketball brand Jordan has opened a new retail experience in Milan. The Jordan World of Flight is using locally oriented spatial interventions to strengthen and expand its relationship with local sports and fashion fans. Jordan World of Flight Milan has opened its doors, introducing a new retail concept to the Jordan brand. The 363sq m shop seeks to build a deeper connection with its community, spotlighting the history of basketball and Jordan's relationship with the sport. The design is inspired by the area's connection to basketball culture, with work from local artists and creators integrated throughout. Milan-based artist Stefano



Dior Pop-up Store
Tokyo, Japan



CHER'17 Store
Kyiv, Ukraine



Louis Vuitton
Amsterdam, Netherlands

Summo created murals that tell the story of local basketball courts and teams. Photographer Tom D Morgan's work Environments, showcasing sports communities across Europe, is also on display.

Coinciding with the arrival of the eagerly awaited S/S 2023 Men's Collection, the Louis Vuitton pop-up store at de Bijenkorf department store in Amsterdam has been fully revamped. The ground floor space sees a playful setting dipped in an alluring purple hue, featuring larger-than-life puzzle pieces which form the walls and roof of the ephemeral space. Almost all surfaces are adorned with Monogram flowers and some puzzle pieces have neon light sides, boosting the playfulness and creating depth in the design. Additionally, lively mannequins and modular furniture pieces guide shoppers through the pop-up store. Fusing the symbols of childhood with Louis Vuitton's extensive savoir-faire, the S/S 2023 Men's Collection includes apparel that's rooted in the 1990s dress code of the skater community, in addition to accessories and footwear, all infused with matching childhood iconography and characteristics, such as origami paper planes, Play-Doh colours and cartoon prints.

Fashion brand Balenciaga last year transformed its Mount Street store in London, creating a maximalist look to launch its Le Cagole collection by blanketing the interior in bright pink faux fur. To celebrate its popular Le Cagole bag, which references Balenciaga's maximalist It Bags of the

past and launch the line's collection of accessories and shoes, the entire interior of the store has been covered in fur. The brand removed its accessories, ready-to-wear collections and permanent shelving from the store and installed temporary, metal fixtures – taken from the brand's previous projects and installations – throughout. Balenciaga wrapped these temporary fixtures and displays in a fluffy, bright pink faux fur chosen for its maximalist look to tie with the Le Cagole bag identity. The Le Cagole, which Vogue has dubbed the "new it-bag", was designed by Balenciaga's Creative Director Demna, who reinvented one of the house's most iconic bags – the Balenciaga Motorcycle bag.

Eleventy expanded its international presence by opening a first London store in 2022. The men's and women's label's store is located inside the Berkeley hotel in the luxury district of Knightsbridge. It features five extensive shop windows overlooking the street and a shop window and entrance also inside the hotel. The store's interiors are characterised by natural materials with fine-grain surfaces such as travertine, textured plaster and oak wood, enhanced by contrasting steel details. Eleventy was founded in Italy by Paolo Zuntini and Marco Baldassarri in 2007. The label's goal is to reach the €100M revenue mark in 2026.

Despite the extreme circumstances that have made global headlines, the retail landscape in Kyiv is seeing small signs of recovery and growth. The recent opening of the flagship store of CHER'17 is indicative of the

Ukrainian capital's resilience and drive to maintain a sense of normalcy, albeit in the retail sector. The women's fashion brand, founded by fashion entrepreneurs Tetyana Parfliieva and Ivan Kryshstal, has raised its profile with a flagship store and showroom in downtown Kyiv. The brand has secured a 254sq m unit on the ground floor of a monumental, late 19th-century building in the Pankyvshchyna area of town and features an interior design by local interior design studio Tempproject. Given the fact that the founders are well-connected influencers and bloggers, the design of the store concept is inspired by the ongoing digitalisation trend in both the fashion industry and retail. The settings are awash with metal surfaces and mirrors and the latter element has been applied to optically blur the traditional physical boundaries while also infuse the premises with volume.

Middle East

Saudi Arabia's historic oud importer, Al Majed For Oud aspires to enhance its position in the Middle East and designers Havelock One has been tasked with the turnkey fit-out scope in Bahrain, Dubai, Kuwait and Riyadh. Al Majed For Oud adopted a new design concept for their retail outlets. The concept glorifies their six decades of trading history and creates an ambience that can enhance the shopping experience for their customers. Havelock One Interiors' retail manufacturing team was able to

translate the look and feel of the brand's new store concept designed by Zebra Projects FZE, taking into consideration the specific tastes needed by the brand.

Qatar owned Printemps Group has opened a new Printemps department store in Doha. Printemps Doha is spreads over 40,000sq m on three floors and showcases 600 brands, of which 200 are exclusive to Printemps. It is the group's second-largest branch after the boulevard Haussmann flagship in Paris. Printemps Doha is a hub for fashion, beauty and lifestyle labels located at the heart of the brand-new Doha Oasis complex. Inspired by the sophisticated Haussmann architectural style, its interiors have been designed by Canadian studio Yabu Pushelberg, which also designed the La Samaritaine complex in Paris. Printemps Doha is described as a "next-generation" department store that offers an entirely new customer experience, featuring "ultra-personalised" products thanks to cutting-edge technology, an approach that echoes the department store's virtual fashion brand that recently launched on Web 3 and called Digital Fashion by Printemps. In the privacy of the VIP lounge, customers are able to use 3D services and holograms to interact with on-site personal shoppers and the staff of the Printemps Haussmann branch in Paris. Printemps Doha has set up a talent incubator programme in partnership with M7 called The Collective, offering a three-month mentorship to local designers, who will then be able to showcase their creations within the complex.

New Beginnings for a New Year

Last year was supposed to be the year that the world got back on track and businesses in all forms across the world got back to ‘normal’. This ended up not being the case as the cost of living, political unrest and Covid-19 continued to be global concerns and while none of it is by no means gone, the world has certainly began 2023 in an upbeat, ‘this is the year’ approach and this is reflected in the retail real estate sector as projects around the globe begin to take shape.

The real estate industry is moving beyond what it perceives as cyclical headwinds - i.e., rising interest rates, declining gross domestic product (GDP), sinking deal flows - and taking a long-term approach to real estate assets. The mood among the real estate professionals this year’s is one of cautious optimism, this is according to the ‘Emerging Trends in Real Estate 2023’ by PwC.

This year’s Emerging Trends report also reconfirms two sometimes contradictory property market trends: Aspects of the industry are “normalising” (reverting to pre-COVID patterns), while others appear to have permanently changed as the pandemic has altered how and where we use different types of properties.

With this in mind, RLI is dedicating the next few pages to those shopping centre, mixed-use and experiential developments that are continuing to move forward and on course to open in the coming months and years, adding to this cautious optimism that is engulfing the industry as 2023 begins to take shape.

Americas

Another project under development by Thor Urbana is The Landmark Tijuana, which is a project that is located in the Golden Zone, the area with the highest real estate growth in the city of Tijuana in Mexico. The Landmark Tijuana will bring together the best shopping, dining and entertainment offerings unlike anywhere else in the area. It will be complemented by an exclusive residential tower, luxury hotel and class A+ office spaces to become the new place to live, work and play. The lifestyle centre will feature 308,000sq ft of leasable area, whilst the surround facilities within the scheme will include 154,000sq ft of A+ office space, 190 residences, a brand new hotel with over 200 rooms, more than 2,000

car parking spaces and all this will open to the public in spring of next year. The upcoming project will offer a unique mixture of cultural diversity from the region, integrating itself into an existing, bicultural, vibrant community in search of exceptional experiences. The Landmark Tijuana will transform the lifestyle of every person who has the chance to experience this most innovative development in northern Mexico.

Unibail-Rodamco-Westfield (URW) has 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 reimaged, 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 centre – 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.



The Landmark Tijuana, Tijuana, Mexico
Developer: Thor Urbana



Pavilion Damansara Heights Mall, Kuala Lumpur, Malaysia
Developer: Kuala Lumpur Pavilion

Asia

Malaysian mall operator, Kuala Lumpur Pavilion, has set the opening time frame for the city’s latest luxury shopping development, Pavilion Damansara Heights Mall, to open in May this year. Located in the neighbourhood of Damansara Heights, the development spans more than one million square feet and six storeys. The company said more than 70 per cent of the shopping complex’s retail space has been secured by tenants, ranging from F&B players and luxury brands to lifestyle. As of today, 129 tenants have confirmed opening stores in Pavilion Damansara Heights Mall, including Swarovski, Aesop, Harvey Norman, Diptyque and Food Republic. Pavilion Damansara Heights Mall will be a premium lifestyle destination that sets the standard for curated dining, contemporary retail and customised leisure indulgences in the region.

The large-scale redevelopment of Tokyo Tokiwabashi by Mitsubishi Estate Co in the Tokiwabashi District in front of Tokyo station covers an area of 3.1ha and will be the largest project in the vicinity. The project comprises the following: two large-scale mixed-use buildings, Tower-A and B; an underground substation, Building C; a sewage pump facility, Tower-D; a large plaza; and Tokiwabashi Park (building names are provisional). One feature of this project is that the work will be carried out in stages while enhancing the functions of key urban infrastructure such as the substation and sewage pump facility. Tower-A was completed at the end of June 2021. The four buildings will be 140,000sq m, 490,000sq m, 20,000sq m and 30,000sq m in size, providing a mix of offices, retail and parking. The opening dates for this project are spread between 2021 and 2027.



Tokyo Tokiwabashi, Tokyo, Japan
Developer: Mitsubishi Estate Co



Tbilisi Outlet Village, Tbilisi, Georgia
Developers: Georgian Outlets & Resource Group & The Outlet Resource Group

International

The renewed Shopping Mall Zuidplein has been opened by the mayor of Rotterdam Aboutaleb. Dutch-based architectural firm TconcepT designed a renewed fresh interior with some impressive shopfronts for the outdated '70s shopping mall of 60,000sq m GLA, the mall also got an extension of 7,000sq m GLA with convenience stores. Zuidplein is the main shopping centre of the southern part of Rotterdam with over 160 shops and is one of the biggest shopping malls in The Netherlands. The mall is the centre of the Heart of the South mixed-use densification area that includes residences, a cinema, a theatre, hotel and a convention centre. The upgrade of Shopping Mall Zuidplein by the Owners Association of the shopping centre of Zuidplein focussed primarily on improving the quality, circulation and the experience of the mall.

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.

The largest city-centre project in Europe, Westfield Hamburg-Überseequartier is set to become a new urban community hotspot in Germany. 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 the second half of 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.

Lamda Development has revealed its plans for Riviera Galleria and Commercial Hub retail destinations at The Ellinikon, Greece's largest ever development project built on the former Athens airport. With



The Ellinikon, Athens, Greece
Developer: Lamda Development

more than 23,000sq m of luxury shopping, exceptional dining and first-class entertainment space, the Kengo Kuma-designed Riviera Galleria will become Greece's most premium retail scene and the jewel of the Athenian Riviera. The Riviera Galleria will revolutionise Athens' retail scene with high-end offerings, events, pop-ups and exhibitions, fashion shows, concerts and art exhibitions. Meanwhile, The Commercial Hub, designed by internationally renowned Hong Kong-based architecture firm Aedas, will be a truly expansive offering with popular international brands and emerging Greek retailers. The 'mall of the future' will be a lifestyle centre for a myriad of experiences while setting a new global benchmark for sustainable retail destinations. It will be the largest and most contemporary commercial complex in Greece, capped by a futuristic mixed-use tower that offers spectacular views. In addition the scheme will house 27,500sq m of WELL-certified office space and targeting LEED Gold certification—the first such accreditation for a mall in Greece. This groundbreaking development is on course to open in 2025.

The Crossings in Dublin, Republic of Ireland will be a destination and a new vibrant shopping and retail environment to serve the affluent and growing catchment and put The Crossings, Adamstown on the map in terms of modern retailing. The first phase of The Crossings is to be delivered on a phased basis during Q1/Q2 2023 which will see 11,700sq m of retail space alongside 279 residential units. When fully complete, The Crossings will comprise of 975 residential units,

18,000sq m of retail space and 3,500sq m of commercial uses to include a civic/library building, creche, enterprise centre and primary care facility. Under development by Quintain who are best known for the transformation of Wembley Park in London and the third largest developer in Ireland, The Crossings is being designed to be a truly mixed-use community with a 2-acre village green as the focal point for the area as a place to unwind and dine and to bring people together at events, artisan markets and family fun days.

With more than a decade's worth of expertise in developing and operating mixed-use urban regeneration complexes in Romania, IULIUS Group is now launching a new project in Cluj-Napoca. The investment is upwards of half a billion Euro and focuses on the Carbochim platform, set to become the largest urban reconversion project on the Romanian market. This urban development endeavour will transform the industrial area into a vibrant space in Cluj and will be integrated as part of the city. The Carbochim factory will be relocated this year and upgraded, without any periods of business interruption. The new project includes: the largest retail area in the country at 115,000sq m, a centre dedicated to performing arts, conservation of two industrial heritage buildings and reintroduction thereof into the public circuit, a model of integrated approach to green spaces, connecting the urban garden spanning on over four hectares with the adjacent parks and a complete reconfiguration of the road and pedestrian infrastructure.



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



Cluj-Napoca Project, Romania
Developer: IULIUS Group



*Eurovea Expansion, Slovakia
Developer: J&T Real Estate*

The construction of Eurovea's expansion in Slovakia 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.

VIA Outlets – the leading owner-operator in redefining the outlet shopping experience with a portfolio of eleven premium outlet centres in nine European countries – is working on 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 clientèle, the parking had some recent renovations to increase capacity by 80 per cent.

Paddington Square is the centrepiece of Paddington's regeneration, a new working, shopping, dining and cultural quarter created by the world-renowned architect Renzo Piano and Shard developer Sellar, in partnership with Hotel Properties Limited. At its heart is a light-filled crystalline building providing 14 floors of workspace incorporating wellbeing and sustainability features and smart technology, 80,000sq ft of shops and restaurants that will serve the area's 55,000 worker population, a projected 113.5 million commuters and an untapped affluent residential catchment. The scheme is seamlessly integrated with London's Paddington Station, a landscaped public piazza with specially commissioned artworks that forms part of a new and improved station arrival experience, whilst a new Bakerloo Line ticket hall directly below the offices, connects a contemporary mix of 40 shops and restaurants. Paddington Square is scheduled to complete over a number of phases; the main office building was completed back in early autumn, with the 40 retail and dining spaces, public piazza and new Bakerloo Line ticket hall which will open in early 2023.



*Paddington Square, London, UK
Developer: Sellar*



*Al Khiran, Sabah Al Ahmad Sea City, Kuwait,
Developer: Tamdeen*

Middle East

Al Khiran, the region's first hybrid outlet mall is set to open in 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.

Being developed by Azad Properties and on course to open this year, the upcoming Souq7 development in Jeddah, Saudi Arabia celebrates legacy and culture in an entirely reimagined souq setup. It reflects modernity and innovation in line with Vision 2030, while also embracing the Middle East's originality, stimulating the senses and inciting a sense of discovery. Following the "one-stop-shop" motto where shoppers can find anything and everything they want under one roof, Souq7 will be divided into seven main zones coming together in a beautiful mosaic that forms an all-encompassing lifestyle and retail space. The zones are food stuff zone, the family entertainment zone, an electronics zone, furniture & home supplies zone, building

material zone, automotive zone and a multi-use zone. Spreading over 728,000sq m of space, Souq7 will feature 4,000 shops, around 7,000 parking spaces, 108 buildings and five mosques.

Master developers Aldar are quite literally shaping Abu Dhabi's future with their visionary leisure, retail and entertainment projects across the emirate. But some of their most exciting upcoming work is on Saadiyat Island. Saadiyat Grove will play a large part in the look and layout of the island, a blended leisure, commercial and residential project that looks to be linking (or close enough) the individual culture mega projects and the beachfront entertainment district of Mamsha Al Saadiyat. The launch date is set for some time in 2023. There'll be a 'Town Square', more than 70 retail stores, a gym, cinema, offices and 50,000sq m of dining space.

Designed and developed by DAMAC Properties as their flagship community mall, DAMAC Ventura is a bold new venture into retail in DAMAC Hills I in Dubai. 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, offers a well-thought mix and once complete, residents will be spoilt for choice with the mall's 36 retail stores, which includes 10 F&B outlets and a supermarket. This will be the second Spinneys in the DAMAC Hills community and will be much bigger in size at 28,600sq ft. The mall will also have health and recreation features such as its very own medical centre, as well as a spa and a gym. The upcoming mall is set to open its doors in 2023.



*Saadiyat Grove, Saadiyat Island, Abu Dhabi
Developer: Aldar Properties*



Uniting the Industry

Founded five years ago by Gary Thatcher and Marc Howard, the Retail Summit is a global, content-led event for C-level executives from across the retail industry who come together to learn, connect and debate. The 2023 edition will take place on 14-15 March at Atlantis, The Palm, Dubai and is set to unite the retail world.

Pillars of the Event

The third edition of the Retail Summit will boast decisive TED-style talks and endless opportunities to pose burning questions at the instrumental panel discussions. The agenda has been built around four key pillars, providing depth and breadth to create a cohesive picture with actionable insights dedicated to creating engaging, high-level learning experiences.

The first pillar, **Customer Centricity**, will focus on understanding customers' values, frustrations and expectations to help deliver long-lasting business value. Sessions include Building A Truly Customer-Centric Operating Model; Reviving Legacy Formats: What Is The Future Of Speciality Retail?; Inspiration Not Aggregation: Setting New Standards for Luxury E-commerce Platforms and Delivering Next Generation Loyalty and Personalisation at Scale.

Not to be missed, the **Sustainability** pillar will discuss the non-negotiable necessities for brands to drive a more positive change. Global leaders will share how they set environmental and employee welfare standards, transparency and traceability across the supply chain and meet Environmental, Social and Governance goals. Sessions include It's Cool To Care: Building A Sustainable Community-Driven Impact;

Mindful Fashion Consumption: Taking Fashion Responsibility Seriously and Sustainability Value Chains: Because We Only Have One Planet.

The notable **People and Culture** pillar will draw upon the ideology of businesses putting their people first every time. Companies that embrace progressive values, champion change, promote diversity and create dynamic teams are succeeding in and defining the modern retail world. Seminal sessions of this pillar include Diversity, Inclusivity And Sustainability With An African Twist; What Women Want: Driving Gender Diversity In Retail; The Competition For Retail Talent and Smells Like Team Spirit: The Power Of Sticking To Your Core Values.

The fourth and final pillar is all about creating a **Brand Identity** that evokes positive connections and carves out a unique position in a crowded, hyper-competitive sector. During these sessions, some of the world's most revered retailer leaders will share cutting-edge thinking around prominent issues such as communicating in an authentic voice and differentiating your brand in increasingly commoditised markets. Sessions include: Building on a Legacy and Remaining Relevant to a New Age; The World's Oldest Start-Up: The Evolution Of A Heritage Brand and Cultural Credibility: The New Battleground For Retail Relevance.

World-Class Line up of Speakers

The Retail Summit, organised in partnership with Dubai Chambers will play host to over 75 speakers who will provide practical insights and case studies across more than 30 sessions, addressing the most pressing issues on the modern retail agenda.

The annual event gathers together industry personnel and offers them unprecedented access to global retail giants on the future and movement of the retail industry.

The 2023 event predicts an attendance of over 750 senior retail professionals, more than 75 global industry speakers and 78 per cent C-level speakers, all dedicated to come together to learn, connect and debate. Some of the key speakers at the event include: Jo Malone CBE, Founder, **Jo Loves**, Tom Athron, CEO, **Fortnum & Mason**, Simone Dominici, CEO, **Kiko Milano**, Nick Woodhouse, President & CMO, **Authentic Brands Group**, Michael Ward, CEO, **Harrods**, Marcella Wartenbergh, CEO, **AWWG**, Yehuda Shminda, Chairman & CEO, **WHP Global & Toys "R" Us**, Ronaldo Mouchawar, CEO of **souq.com** and VP Amazon MENA at **Amazon**, Saud Alsulaiman, Group CEO, **Alsulaiman Group**, Tommy Hilfiger, Principal Designer, **Tommy Hilfiger Global**, Nicole Zhou, GM, **Semir Group International**, David Vercruyse, President | Fashion, Beauty & Homeware, **Chalhoub Group**, Manju Malhotra, CEO, **Harvey Nichols**, Mich Turner MBE, Founder, **Little Venice Cake Company**, Dharmin Ved, CEO, **6thStreet** and Renuka Jagtiani, Chairwoman, **Landmark Group** among many other incredible names.

The Event

Mohammad Ali Rashed Lootah, President & CEO of Dubai Chambers:

"Driven by e-commerce, the retail sector is one of the main contributors to Dubai's economy. The value of the UAE's e-commerce market is expected to reach US\$9.2 billion in 2026 and Dubai Chambers' support for The Retail Summit is instrumental in ensuring that the sector continues to thrive. Bringing in new retailers and companies to Dubai is in line with one of our strategic priorities of attracting foreign investments and international companies to the Emirate."

Gary Thatcher, CEO and Co-Founder of The Retail Summit, shares: "The Retail Summit is proud to be back to host trailblazers and leading industry giants who will take centre stage to share their pioneering stories. We welcome attendees to a front-row seat to come together to learn, connect and debate through a bespoke itinerary and a series of networking events at two iconic locations in Dubai. This year's Retail Summit is going to be a truly spectacular event as we host some of the largest industry professionals from across the globe. This edition will be focusing heavily on sustainability, customer engagement and new technologies as we draw upon the challenges and new ideas that the retail industry faces. We encourage all retailers to sign up and be a part of this one-of-a-kind event."

Under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai and in partnership with Dubai Chamber International, the renowned event offers high-profile speakers with premium content focusing on a diverse range of topics. Paired with the event, the networking Beach Party will be the first at the brand new landmark, Atlantis, The Royal, to continue conversations with 300+ peers, whilst soaking in the ultra-luxury, masterpiece resort at sunset showcasing Dubai as an acclaimed destination.

For more information or to book your place among the attendees, please visit www.theretailsummit.com



Transforming the Built Environment

MIPIM is a catalyst for concrete solutions, combining face-to-face discussions, thought leadership, development opportunities and global capital to drive change. The 2023 edition of MIPIM will take place on 14-17 March at the Palais des Festivals in Cannes and will connect and inspire the international real estate community to create more sustainable, liveable and prosperous places for all.

With 20,000sq m of exhibition space, MIPIM is the premier real estate event expo for guests to discover opportunities and meet key international stakeholders. Visitors to the event will gain key insights to secure fuel their businesses in the short and long-term through a mix of workshops, panels and keynotes to exchange experiences while providing inspiration and thought leadership.

On-site attendees will be able to discuss, connect and network with targeted matchmaking, as well as being in a position to visit a variety of social and business events against the backdrop of Cannes. Finally, they will be inspired by excellence at the MIPIM Awards contest that celebrates the most visionary, sustainable and useful buildings in the world.

Strong UK Presence at MIPIM 2023

A host of major UK cities and regions have confirmed their participation at MIPIM, the world's largest international real estate

event, in March 2023.

The UK cities and regions so far signed up for exhibiting at MIPIM 2023 are: London, Liverpool, Manchester, Belfast, Newcastle, West Midlands, West of England and Central South UK, which includes Portsmouth, Southampton, Hampshire, Dorset and South-West Surrey, participating in the exhibition in Cannes. West Midlands Combined Authority is made up of 17 local councils and three local enterprise partnerships (LEPs), including the cities of Birmingham, Coventry and Wolverhampton.

The Manchester Partnership will promote the ten Greater Manchester councils, including Manchester City Council, Stockport and Salford City. The Manchester Stand, West Midlands Stand and London Stand will all be located on a busy area of La Croisette.

New International Co-Living Summit to Launch

A major new international event on the rising trend of co-living will take place for the first time at MIPIM 2023.

Launched in partnership with Co-Liv, the leading global association of co-living professionals, the MIPIM Co-Liv Summit will be held on Monday 13 March, in the afternoon before the traditional opening of MIPIM on Tuesday 14 March.

The new event responds to the rise of co-living, a form of residential development that provides shared living space for its residents. Cities such as Barcelona and London are leading the way by introducing legal frameworks for the construction of co-living developments as a means to unite private housing space with public shared spaces to build new communities and try to solve housing shortages.

The MIPIM Co-Liv Summit will be a yearly event to bring together the sector's leading players that will educate through sharing best practices and conference sessions on key trends, connect through networking events and ultimately empower the sector to deliver great places. Real Estate professionals from across the investor, developer, cities, architects, agents and consultant community are expected to attend. A separate €300 ticket will be available for non-MIPIM delegates.

Gui Perdrix, Co-Liv Director, said: "In 2022, co-living is no longer a niche activity in real estate. Major developers in European cities, coming from the student housing and hotel industries alike, have incorporated co-living developments in their roadmaps and mainstream apartment platforms are incorporating co-living searches. The road is still long, but we hope MIPIM Co-Liv Summit inspires new thinking for how co-living can flourish in the future."

MIPIM to Launch Road to Zero Area

MIPIM, the world's largest international real estate event, has launched the Road to Zero area to accelerate the transformation of the built

environment towards a more sustainable model. The new dedicated 400sq m zone will combine exhibition, networking and conference space with a focus on practical methods to decarbonise the real estate industry.

Road to Zero by MIPIM will gather all the key players of the built environment engaged in this process: from sustainable investors, to developers, industry and innovative solutions providers. Along with leading companies Schneider Electric and Schindler as gold and silver sponsors, major names like PwC, Veolia and Building Minds are already confirmed as exhibitors in the area.

The Road to Zero stage is one of the six new stages to be launched at MIPIM 2023. The Road to Zero stage will be curated by Urban Land Institute (ULI) as exclusive content partner, along with the World Green Building Council (WGBC) and the World Business Council For Sustainable Development (WBGCS).

Nicolas Kozubek, MIPIM Director, said: "As the real estate industry strives to achieve net zero, MIPIM aims to assist exhibitors and attendees by providing them with best practices and case studies. The Road to Zero stage will shine a spotlight on ESG, innovation and technology solutions that help to accelerate the transformation of the built environment towards a more sustainable model."

Following the post-pandemic hiatus, MIPIM 2022 saw the return of 20,000 delegates from over 80 countries. MIPIM 2022 featured over 360 speakers, with 2,400 exhibiting companies at more than 350 exhibition stands and pavilions across 18,500sq m of exhibition area.

This year, MIPIM will return from the 14-17 March at the Palais des Festivals in Cannes, France and for further information or to book your ticket please visit: www.mipim.com



Navigating Post-Pandemic Retail

The 2022 edition of MAPIC took place between the 29th November and the 1st December at the Palais des Festivals in Cannes, France and analysed the main changes taking place in the industry, giving the floor to the new players at the centre of this transformation who guided market players in identifying and choosing the most suitable solutions and partners to build lifestyle destinations.

The three-day exhibition brought together more than 5,000 participants including more than 1,600 brands who took part in a series of high-level networking, professional meetings and conferences.

The event played host to exhibitors and visitors from 75 countries and whilst European exhibitors maintained a strong presence, the growing importance of the Middle East and Asia markets was reflected in the growing number of attendees from these two continents, including those from Saudi Arabia, Kuwait and Uzbekistan.

This edition of the event marked the first year of MAPIC's fully-fledged return since the onset of the pandemic back in 2020 and the atmosphere was optimistic and energetic as people were extremely excited by the prospect of a return to in-person retail, meetings, networking and interactions.

Whilst challenges such as rising energy prices and interest rates remained, exhibitors, retailers and participants at MAPIC 2022 displayed development projects and innovations that painted an optimistic picture for the future of retail real estate as it begins to return to something resembling pre-pandemic.

Key Takeaways from MAPIC

Day one of MAPIC kicked off with US retail guru Paco Underhill speaking to a packed audience at the MAPIC Studio, while the Cities Summit brought the major players involved in urban regeneration together to discuss opportunities to transform city centres. As ever, MAPIC attracted retailers, developers, leisure operators, F&B specialists and investors from all around the world.

Day two of MAPIC kicked off with a forum that examined the French retail market and the announcement of a new F&B launch for Ingka Centres and a deal between Riyadh's Diriyah Square and Time Out Market. There was activity on the exhibition floor from retailers, developers, leisure operators, F&B specialists and investors from all around the world.

Day three of MAPIC and the sun shone on the day after the night before, during which the MAPIC Awards had been presented at the Palais des Festivals during a gala dinner. In our final wrap-up, we caught up with ECE Marketplaces, Pradera Lateral, American Dream and Eurofund Group as the investors and developers had their say on the next 12 months in retail real estate.

Key Event Insights

MAPIC'S opening session kicked off with a panel that reiterated the resilience of in-person retail. Mengxing Zhang of BNP Paribas Real Estate suggested understanding the pandemic as a "stress test" for the retail sector and pointed to continued resilient performance from retail sectors such as home goods, DIY (home improvement) discount shops and outlets.

This session was followed by a keynote from Paco Underhill, world-renowned speaker, Founder of Envirosell and author, who took to the stage to discuss how retailers can appeal to their most productive markets, such as young money, young people and women. This session offered insights on the importance of educating consumers to better understand retailers' value propositions—a recurring theme throughout the week.

The crucial and growing role of leisure in the retail sector was also an important theme. The opening session dedicated to 'New trends in leisure' showed how the leisure and entertainment sector can create positive impacts for in-person retail.

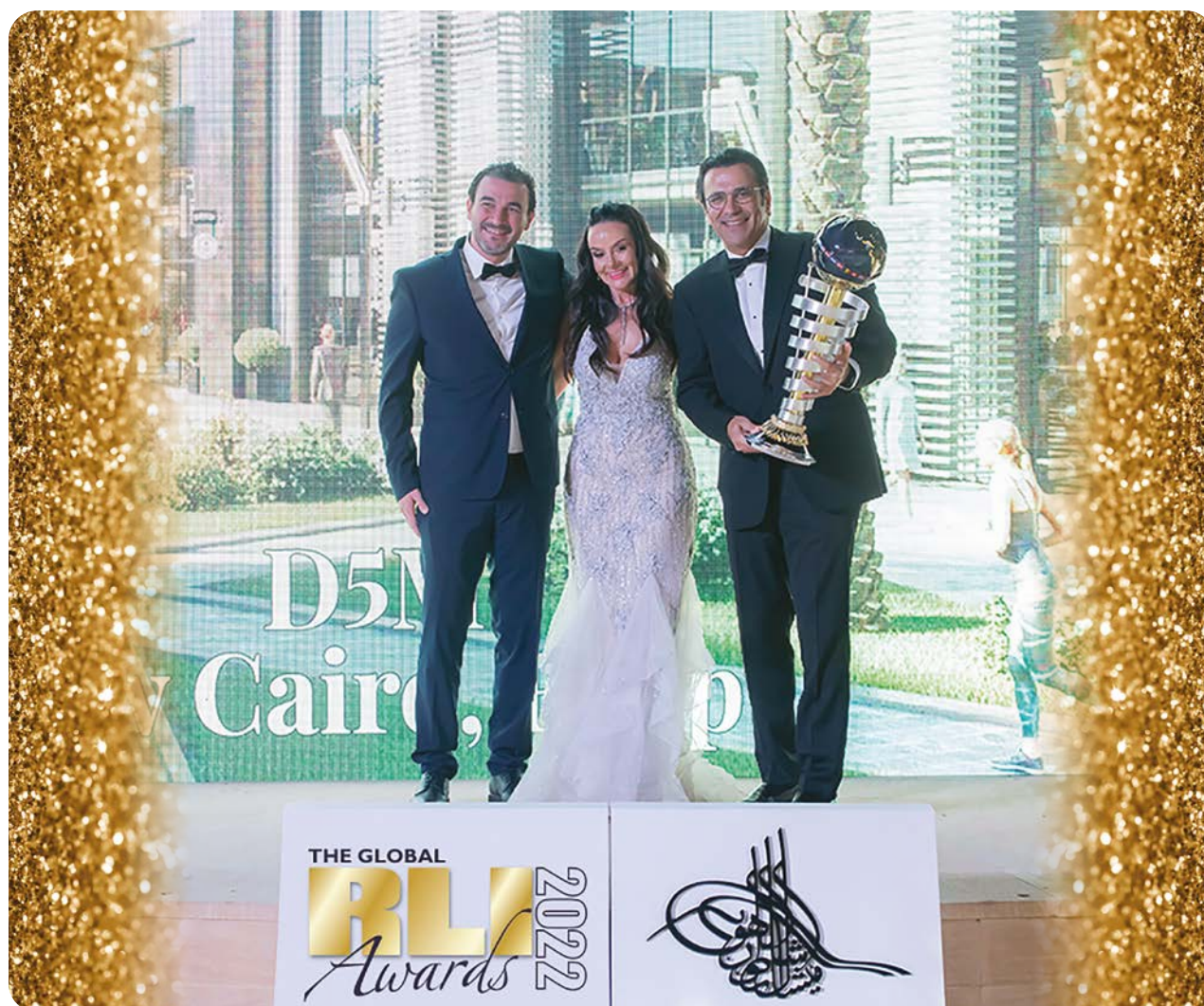
Attractive to younger generations, leisure can help to bring physical commerce back to consumers who strayed from it during COVID. For leisure and commerce to be mutually beneficial for each other, it is necessary to define a clear strategy, taking into account the objectives of the project, as well as the competition and the site itself. In her speech, Marie Marks underlined the importance of "Choosing the right brand license, with the right format in the right place, without chasing after the latest innovation" whilst also highlighting the emotional attachment that many consumers and visitors have with certain

companies' IP (intellectual property). Paramount believes that theme parks have great potential and supports developers because "taking a brand and making it perform in physical life" requires real know-how. Paramount is thus continuing its international expansion in Asia, with the opening of the Bali park in 2026.

Key lessons from the F&B (food and beverage) leaders, such as Vincent Mourre of Whitespace Partners, pointed to the increased demand from investors and consumers for the resilient and agile QSR (Quick Service Restaurants) segment—such as fast casual, coffee and bakery offerings. In a market landscape where access to financing is increasingly strained, Whitespace has noted companies' interest in seeking alternative sources of financing or considering IPOs.

In line with MAPIC 2022's focus on sustainability, the 'Green means go: Accelerating environmental transition for retail destinations' panel also offered a refreshingly frank and pragmatic approach to how retail can reduce its environmental impact. Antoine Frey, CEO of Frey and Elisabeth Laville, Founder of Utopies reflected on the retail sector's top priorities. Elisabeth Laville stated that "we need to address the biggest problems; construction and consumption". Antoine Frey explained that Frey aims to reduce its carbon footprint by using cross-laminated timber instead of steel in the construction of some buildings, while Elisabeth made the case for the importance of physical retail for—and by—the local. Elisabeth concluded the session with the reflection that "physical places must look to creating social interactions and bonds with local communities". This is what physical retail needs to do—and what e-commerce can never do".





EUROSHOP

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

WHITE LABEL WORLD EXPO

28 FEBRUARY - 1 MARCH 2023
ExCeL London
London, UK
www.whitelabelexpo.co.uk

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

**COMPLETELY RETAIL
MARKETPLACE**

25 APRIL 2023
Old Billingsgate, London, UK
www.crmarketplace.com

WORLD RETAIL CONGRESS

25 - 27 APRIL 2023
Hotel Arts
Barcelona, Spain
www.worldretailcongress.com

SHOPTALK

9 - 11 MAY 2023
Fira Gran Via
Barcelona, Spain
www.shoptalkeurope.com

RLI CONNECT GLOBAL

13 - 14 JUNE 2023
London, UK
www.rliconnect.com

GLOBAL RLI AWARDS

15 JUNE 2023
London, UK
www.rli.uk.com/awards



MIPIM 2023

14-17 MARCH 2023
CANNES, FRANCE

**Better Places.
Greater Impact.
Stronger Business.**

W-B

WOODS BAGOT

WOODS BAGOT is a global architecture studio.



AI Plaza, Shanghai, China

WE ARE W-B

www.woodsbagot.com