

THE WORLD'S ONLY GLOBAL RETAIL AND LEISURE MAGAZINE

RLI



RETAIL & LEISURE INTERNATIONAL

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SEPTEMBER 2022 ISSUE 175

MOËT & CHANDON

GLOBAL FOCUS

UMDASCH
MARKING A MILESTONE

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175 >

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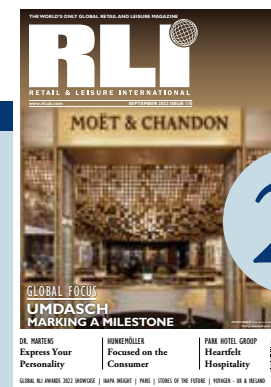
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24

Cover Story

Champagne maker Moët & Chandon has opened its first permanent space in Europe within the beauty halls on the ground floor of London department store Harrods. RLI speaks to the team behind it to learn more.



**Editor's
Foreword**

With the summer drawing to a close here in the UK, I hope everyone at home and abroad is feeling recharged and refreshed after some relaxation time during the hotter months. Here in the RLI offices, anticipation is building for our upcoming events in Saudi Arabia which you can learn all about throughout this issue. Before that though, there would be no better way to get back into the swing of things than to catch up on everything retail, leisure and entertainment related with our September issue.

Till next time...

James Quinn, Editor



**Publisher's
Comment**

As I write this I am about to jump on a plane to Riyadh to finalise preparations for this year's much anticipated events in KSA. Despite challenges that continue to face the industry, RLI intends to make this year's Events a truly remarkable experience across four days, 30 October – 2 November, starting with an exclusive historical & cultural tour of Diriyah and At-Turaif, UNESCO World Heritage Site, to experience the marvels of Saudi Arabia first hand in association with our Destination Partner, Diriyah Square. So let's come together to Connect, Explore and Develop those all-important opportunities and celebrate and recognise excellence across our industry.

Exciting features await, starting with this month's Cover Story featuring Champagne maker Moët & Chandon's first permanent space in Europe, within the beauty halls on the ground floor of London department store Harrods. Roman Fusthaler, Managing Director Premium Retail, Simon Wait, Project Director at umdasch The Store Makers and Simon Mitchell, Co-Founder of Sybarite studio sit down with RLI, to share details on yet another flagship project for the group.

We explore Retail for the Next Generation with a look at 'Stores of the Future' and our Voyager this month is UK & Ireland in which we highlight how recently opened schemes and those in the pipeline continue to give cause for optimism.

Last but not least we take a look at the European leisure industry's flagship Expo and networking event where RLI are an official partner this year; we take a close look at some of the exhibitors and highlights to look forward to.

Until Next Month... Enjoy the read!

Jayne Rafter, Publisher

contents

SEPTEMBER 2022

Special Features



18

18 EXPRESS YOUR PERSONALITY

The Dr. Martens brand appeals to people who have their own unique and individual style but who also share a united spirit – authentic individuals who stand for something.



20

20 FOCUSED ON THE CONSUMER

Hunkemöller is one of Europe's leading and fastest-growing lingerie brands and was founded in Amsterdam in 1886. RLI speaks with the company CEO to learn more

22 HEARTFELT HOSPITALITY

Park Hotel Group is an asset management company that owns, develops and manages real estate with a strong focus on hospitality.

26 PLAY GLOBAL, BE LOCAL

Paris, formerly known as Paris Department Stores, is a chain of department stores in Chile which is owned by multinational conglomerate Cencosud.



22

62 IAAPA INSIGHT

Celebrating the Industry
The European leisure industry's flagship Expo and networking event is this year returning to the UK for the first time since 2011. Ahead of the IAAPA Expo Europe, RLI spends the next few pages taking a closer look at some of the highlights of the event.



26

66 VOYAGER - UK & IRELAND

Going Beyond Retail
Covid-19 has remained an important factor in the world of retail and leisure. Despite this, the UK & Irish markets have remained resilient in the face of this and over the following pages RLI will highlight how recently opened schemes and those in the pipeline continue to give cause for optimism.

70 SPECIAL FEATURE - STORES OF THE FUTURE

Retail for the Next Generation
What could the store of the future look like? This is not a new question but the answer is something that seems to be under constant review and in regular need of updating. We take a closer look at what this phrase means, how it is affecting or accelerating certain elements of physical retail and highlight some examples of stores that are putting these changes into action.

Regulares

04 RLI MEETS - OSCAR FELDENKREIS

06 UK NEWS

08 INTERNATIONAL NEWS

10 AMERICAS NEWS

12 MIDDLE EAST NEWS

14 ASIA NEWS

17 RLI CONNECT GLOBAL PREVIEW

28 MARK FAITHFULL - FOLLOWING THE MONEY

30 RETAIL INSIGHT - RALF GLADIS

31 DESIGN WEB GALLERY

32 FIT-OUT WEB GALLERY

34 LEISURE INSIGHT - MATT WELLS

36 GLOBAL RLI AWARDS 2022 PREVIEW

38 GLOBAL RLI AWARDS 2022 SHOWCASE

74 EVENTS PAGE



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who's who in retail

RLI MEETS

Oscar Feldenkreis

CEO & PRESIDENT
PERRY ELLIS INTERNATIONAL

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

Of course, the past few years have been incredibly volatile and we (as a company) predicted early on that adaptability would be a key pillar to success in order to achieve our goals and remain competitive in the marketplace. From the evolution of technology and the importance of its impact on our business during Covid, we had to be flexible and proactive in elevating our brand's customer experience while navigating the "new normal." Luckily, with great turmoil comes great opportunity, and our teams were, and continue to be, extremely focused on identifying niche touch points that can lead to capturing additional market share.

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

To some degree, Covid affected every aspect of our business. Having an entrepreneurial spirit, we have been able to adjust and retool our business strategy. From logistics and distribution to the introduction of flexible working, almost every area was confronted with challenges. We knew tough times were ahead, and even on a uniquely personal/individual level there was a lot of "action" to process physically and emotionally. I think the biggest outcome we are seeing as we continue to progress forward... is that resilience is a superpower.

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

The most valuable skills at this time are going to be people centric. Whether it is empathy and compassion for your consumers' pain points or the proper care and support of your internal team, people drive outcomes and how we treat those people is a reflection of our success as a whole. So I would say, the traits that matter are the ones that help unite, alleviate and expand on internal and external experiences that work to satisfy the greater good.

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

Instinct will always be that North Star you look to, but presently it is all about taking a data first approach and that is more important than ever before as the numbers reflect the transparency of performance. I am passionate about sales and love this approach because it takes the emotional subjectivity out of the consumer experience and allows us to see the true reality at the customer level. We continually seek to refine our strategic efforts for efficiency. As long as we have the ability to learn and react to the data, we have the ability to maintain a positive trajectory.

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?

I honestly believe they will have no choice but to be transformational.

There is a lot of dated thinking in business and we saw how things turned out for the risk adverse during the early pandemic days. Those that were scared or hesitant fell by the wayside where the thought leaders and innovators turned things up a notch and changed their perspective on what opportunity means in this new era of play. As the dawn of the metaverse looms near, you can bet business will be ever evolving from this point and beyond. You have to conduct business in a sustainable fashion.

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

I think social media is a fantastic vessel and it's something that we use everyday to connect with our customers on a very intimate and personalised level. What is great about social media is that it is a two-way conversation between brand and consumer and if you are doing something wrong your audience is going to let you know about it. The same goes for when you do something right, so if nothing else it makes us great listeners, because we are constantly looking to further refine the customer journey and the way they enjoy and experience our lifestyle brands. Our e-commerce business continues to flourish as the customer today is extremely savvy. The company understands that social or some variation of it will continue to dominate the space and continue to play a critical role for most businesses. Our goal is simply to embrace the evolution, learn from it, and continue to grow in a direction of empowerment.

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

It's been an interesting journey, truly the biggest highlight for me, is to work alongside my family. Changing lives, doing what I enjoy, with the ones I love the most. It's a dream, and it is just an honour to not only experience that but to take the company to new heights as well. I remember the early years working alongside my father, and it was such a special time. We have experienced many challenges but our determination and passion has contributed to our 55 year plus legacy.

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

I would say I am cautiously optimistic. We already know a lot can happen in 12 months; our transformational approach is about adapting through technology and living our core values. So if we stay ready, execute effectively and remain adaptable to change, I know we will have a great year ahead. Another consideration is that we are not alone in these times; it is a reality that our competitors must face as well. So it's a matter of who is ready to go the extra mile and seize the opportunities?

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

We know history repeats itself and while the past few years have been unprecedented, we know the stakes will continue to elevate... much like my father, George's infamous motto: "If you thought this year was difficult, wait until next year." It's about confronting the fears head on and learning from every experience.

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MAYFAIR'S FIRST SUSTAINABLE DEPARTMENT STORE OPENS ITS DOORS

The Good Store is a new sustainable department store offering a range of products from clothing to health, beauty and homeware, while also promoting environmental and community projects which aim to change places and lives for good.

Occupying 6,000sq ft on South Molton Street in Mayfair within sight of Oxford Street, The Good Store radically rethinks the conventional department store to focus on reuse and refurbishment as well as plastic-free and sustainably sourced products. In addition, The Good Store will host a range of informative educational events and offer services that empower consumers to make better choices for the environment.

Plastic-free and sustainable brands within the store include Waterhaul, which make sunglasses from plastic retrieved from Cornwall's coastline, UpCircle's refillable beauty products made from used coffee grounds, Stroodles' edible tableware and straws and Green Toys made from plastic milk bottles.



GROSVENOR HAS ANNOUNCED THE SIGNING OF THE GLOBAL POWERHOUSE BEAUTY BRAND, CHARLOTTE TILBURY AT LIVERPOOL ONE, FOR ITS FIRST STANDALONE STORE OUTSIDE OF LONDON, AS WELL AS THEIR FIRST UK OPENING IN SIX YEARS. SPANNING 1,000SQ FT WITHIN A PROMINENT CORNER UNIT ON PARADISE STREET AT LIVERPOOL ONE, THE 'CHARLOTTE TILBURY BEAUTY WONDERLAND' WILL OPEN IN OCTOBER, JOINING THE BRAND'S PRESENCE GLOBALLY IN COUNTRIES INCLUDING LONDON, LOS ANGELES, DUBAI AND HONG KONG. THE NEW LIVERPOOL SPACE WILL BE AN ENCOMPASSING BEAUTY DESTINATION WHERE CUSTOMERS CAN UNLOCK RENOWNED BEAUTY SERVICES, EXPERTISE AND ARTISTRY.

JOTT TO LAUNCH FIRST SITE IN THE UK

The Howard de Walden Estate has announced that French fashion brand JOTT is to open in Marylebone Village in the autumn, which follows the recent opening of O Pioneers in Marylebone Lane. Renowned restaurant St JOHN Marylebone will also be opening its doors in September, closely followed by WatchHouse. JOTT will take a space that covers 1,140sq ft.

Fifty per cent of the new openings in the last 12 months are for brands opening their first permanent UK stores, proving Marylebone Village's continuing appeal to both UK and International brands.

Rob Kirk, Head of Retail and Leisure at The Howard de Walden Estate, commented: "Healthy demand remains for our prime central London location, and we are very pleased to welcome these new and established brands to Marylebone Village, each adding to our already diverse mix of retail and F&B operators, and further enhancing the area for our community. Visitor numbers continue to grow, and we look forward to a successful second half to the year as people continue to return to central London."

CALEDONIA PARK SIGNS CORNISH BAKERY

Railpen, the investment manager responsible for the safekeeping and administration of over £37bn AUM for several pension schemes has announced the award winning, independent Cornish Bakery, will open later this year at Caledonia Park, Scotland's premier design village, marking a national debut for the brand.

Cornish Bakery, which delivers a range of exceptional coffee and pastries, is set to open a 2,500sq ft unit later this year. Ranked as one of the fastest growing bakery brands in the UK, the independent bakery chain continues to outperform rivals, and will become a key part of Caledonia Park's growing F&B offer. The Caledonia Park location will form a vital part of the independent bakery's store expansion, with eight new locations set to open over the UK in the next twelve months.

Steve Grocutt, Founder of Cornish Bakery, commented on the signing: "Caledonia Park is the perfect location to launch our distinctive brand in Scotland, proving my mantra that bakery is the new coffee shop."

23.5 DEGREES OPENS A NEW STARBUCKS UNIT

The opening is part of an ambitious expansion programme for 23.5 Degrees, which has a strong pipeline of approved stores and plans to reach 300 stores in just five years.

23.5 Degrees Managing Director Mark Hepburn said: "In just over nine years we have built this company one store at a time. We could not have achieved our success without our investors, contractors and Starbucks itself. Most importantly, I'd like to thank our partners who have delivered day in day out to ensure we continue to serve our customers and build the business."

23.5 Degrees is actively seeking both freehold and leasehold drive thru opportunities on main arterial routes, close to major retail destinations or on large industrial estates.



TESSUTI OPENS GLOBAL FLAGSHIP AT LIVERPOOL ONE

Grosvenor has announced that designer retailer, Tessuti, has opened its new global flagship store at Liverpool ONE, demonstrating the brand's ongoing vote of confidence in the destination. The new location on Paradise Street follows Tessuti's consistently strong performance at Liverpool ONE and spans two floors measuring 22,000sq ft. Boasting Tessuti's biggest store to date, this is four times the size of the previous Liverpool ONE site.

The global flagship, which has opened alongside parent brand JD Sports' store and neighbours fashion retailer Arket, features an extensive range of designer menswear, womenswear, and kids' collections. Showcasing curated collections from established premium and luxury fashion brands and up-and-coming designers, Tessuti houses well-renowned labels like BOSS,

DKNY and Vivienne Westwood.

The store interiors have been styled with a subtle nod to classic Italian architecture whilst incorporating state-of-the-art technical features, combining classic design with an industrial-chic colour palette and cutting-edge digital screens. Working with local Liverpool digital and production agency Liquid, the new Tessuti store has exclusive instore stills and videos showcasing exciting campaigns; the first of which is rumoured to feature Liverpool stars Stephen Graham, Abbey Clancy, Miles Kane and Chelcee Grimes.

Aligning with Liverpool ONE's community ethos, Tessuti's new global flagship will also support the vibrant community in the heart of Liverpool, championing local businesses through collaborations, pop-ups, and in-store events.

ALLBIRDS LANDS IN CAPITAL

The sustainably-focussed fashion brand is expanding further in London, with the opening of a store on Chelsea's Kings Road and a concession in Selfridges. The King's Road store is the brand's third London store, and only its fifth in Europe. The store displays a wide range of men's and women's products.

DIGBETH UNVEILS LETTINGS

Digbeth's creative quarter has secured a trio of business announcements: the area will be home to the new BBC Midlands headquarters from 2026, as well as the Digbeth Estate seeing a new apprenticeship centre, The&Academy, and cocktail bar Passing Fancies open.

BARRIO FAMILIA SET TO GROW

Believed to be the world's largest Tequila bar, the 600-capacity venue in Covent Garden will bring Latin-Inspired Cocktails, Live Entertainment, and an immersive Bingo Bottomless Brunch. Barrio Familia has chosen the former Tropicana Beach Club site for its fifth and biggest site to date.

F&B CONCEPT SET TO EXPAND

Berlin-inspired street-food concept, Döner Shack is expanding its restaurant portfolio with the opening of its London flagship site later this year, the first of four openings planned for the capital over the next six months. Spread across two floors, the 3,000sq ft site is located on Baker Street.

BOBBIES OPENS IN LONDON

After a recent opening in Bordeaux, Bobbies is opening the doors of its first store outside of France, and settling down in London. It is in the shopping street of Marylebone High Street, at number 102, that the French shoe brand Bobbies has set up its London boutique in a 60sq m setting that features curves, wood and stones.



FOREO GROWS ITS PRESENCE IN THE SPANISH MARKET WITH A NEW OPENING

The Swedish skincare technology firm Foreo has opened a new corner in the hands of El Corte Inglés where it has been installed in the group's department store on Avenida de la Libertad de Murcia.

With the launch of this space, Foreo reaches 18 points of sale in El Corte Inglés, one of its main partners in its distribution strategy. In its new point of sale, the Scandinavian firm will have its own staff and will display and market its various product lines.

"We are a brand in which the experience and the way of interacting with our devices is key. We want the customer to try our products through a totally sensory experience," says Guillermo Martín-Ambrosio, Director of Business Development at Foreo.

Foreo operates in the country with its own network of stores, but it is also distributed through its e-commerce, marketplaces such as Amazon and retailers such as Sephora, Douglasor WOW, in addition to El Corte Inglés.



SQUARE 7 PROPERTIES AND MITISKA REIM INVESTMENT FUND HAVE COMPLETED THE EXTENSION OF THE SLATINA SHOPPING PARK WHICH IS LOCATED IN SOUTHERN ROMANIA. THE EXTENSION INCLUDES 7,000SQ M WHICH HAS ALREADY BEEN LEASED TO PROMINENT FASHION RETAILERS, AND THE TWO ANCHOR TENANTS ARE WELL-KNOWN SUPERMARKET CHAINS. "WE ARE FINALISING THE CONSTRUCTION FOR A NEW SURFACE OF APPROXIMATELY 7,000SQ M WHERE C&A, JYSK, HERVIS SPORTS & FASHION, NEW YORKER AND OTHERS WILL INAUGURATE NEW STORES," BRÎNDUŞA GRAMA, LEASING MANAGER AT SQUARE 7 SAID.

IULIUS LAUNCHES FIRST RETAIL PROJECT

Specialised in complex urban regeneration projects, the IULIUS company has diversified its portfolio and has opened today, Family Market Miroslava, its first convenience retail project launched to address the needs of booming communities in the metropolitan area of Iaşi.

Family Market was created in partnership with the Miroslava Town Hall, being located in the centre of the commune. Miroslava is one of the fastest growing residential areas in Iaşi County, which has also seen accelerated economic development in recent years.

Family Market Miroslava has a layout comprised of ground floor plus upper floor, with a leasable area of approximately 7,000sq m, and proposes a diverse mix of services, mostly by national and local entrepreneurs and producers, such as: supermarket, grocery, butcher and meat goods, pastry & pizza shop, restaurant, confectionery, drugstore, fashion and home deco products, bookstore, hair salon, cleaner's, pet shop, coffee shop, etc. The Family Market anchor is retailer Auchan România, a partner of IULIUS in its retail projects.

ITALY'S MULTICEDI TO ADD 60 NEW STORES

Italian regional grocery retailer Multicedi is planning to invest €100M over the next three years with the goal of expanding to central and southern Italy.

By the end of 2022, some 60 new openings are planned (30 in the Campania region and 30 between Puglia and Lazio) with another 41 to follow in 2023 (10 in Campania, 15 in Puglia, 10 in Lazio, three in Basilicata, two in Abruzzo, and one in Molise). Meanwhile in 2024, some 33 openings are planned in Campania and 15 in Lazio.

Among the most important projects is also the modernisation and automation of Pastorano Cedi, where the company headquarters and logistics platform are located.

The Campania-based group recently opened three new Decò-branded outlets: a Maxistore in Potenza (the first in the city) and two Superstores, in Benevento and in Caianello. All three stores are equipped with Coripet eco-compactors, providing discounts to customers who deliver PET bottles for recycling.

BULGARI OPENS NEW BOUTIQUE ON KOHLMARKT

The Italian jewellery manufacturer Bulgari, which is part of the LVMH Group, has opened in a prime location on the Kohlmarkt, the most exclusive shopping street in Vienna. Bulgari is renting a total of around 190sq m of ground-level retail space at Kohlmarkt 4.

The store is a timeless vision of the Eternal City, showcasing sublime Italian craftsmanship and building a relationship between tradition and innovation.

The store was designed by famed designer Peter Marino whose vision combines precious materials and iconic design, highlighting the brand's obsession with brilliance. The new Bulgari boutique in Vienna features the complete range of products of the brand.



UNIQLO TO LAUNCH IN POLAND WITH WARSAW POP-UP

The apparel brand UNIQLO is putting the final touches on its first pop-up store in Poland, in Domy Towarowe Wars Sawa Junior in the centre of Warsaw.

The upcoming two-storey unit is set to launch in one of the most popular shopping destinations in Central Warsaw and it is set to open this autumn.

It's the same strategy that the firm is taking with the debut of its GU brand in the US, with a pop-up allowing it to test the physical store market before a deeper dive.

It has already been selling Lifewear in Poland for six years, but only online. Now it will open a pop-up store in Domy Towarowe Wars Sawa Junior in the centre of Warsaw this autumn. It will cover around 800 sq m across two floors and will offer the women's, men's, kids' and babies' collections.

Taku Morikawa, UNIQLO Europe CEO, said: "We are extremely pleased to be able

to engage with customers in Poland for the first time in person and explain LifeWear — apparel that is created from our Japanese values of simplicity, quality and longevity. The decision to establish a physical presence in this new market builds on our experience of offering customers latest products via the Uniqlo Europe online store. Through our pop-up store we hope to gain a deeper understanding of the Polish market and use learnings to make long-term plans for the future."

Scott Dwyer, Group MD at Atrium European Real Estate, the owner of Wars Sawa Junior, said the centre is "the perfect place to start a presence in the Polish market for the most popular international brands. The location is right in the bustling city centre, close to the city's busiest commuting hubs, business districts and most popular tourist attractions."

TAZMANIA CENTRE UNVEILED

Property developer Tipalea says construction of its Glebe Hill Village retail centre in metropolitan Hobart is now complete. It is the first new shopping centre to open in Tasmania for ten years. The centre spans 5,900sq m and includes 18 specialty retailers. Anchored by Coles, it has 260 car parks.

POPMART OPENS A NEW UNIT

Chinese collectible toy retailer Pop Mart is expanding its footprint in Australia, launching the first brick-and-mortar store in Melbourne. The shop, located at Chadstone mall, offers a variety of toy collections, including the Harry Potter and the Chamber of Secrets series, and the Hacıpupu The Kindergarten Day series.

KOKER IS SET FOR EXPANSION

The Spanish women's fashion firm Koker is continuing with its growth with the opening of eight stores in the second half of the year, as well as its possible expansion into international markets such as Chile and Egypt. The brand is currently active in eight countries.

ZABKA OPENS 90 NEW STORES

The 90 new seasonal sites by the company not only provide convenience for tourists, but also give them permanent access to the products and services offered by the chain. The first modular seasonal Żabka stores were established in 2016 by the sea — in Międzywodzie and Międzyzdroje.

SPAR MAKES ITS LATVIA DEBUT

Located in the town of Saldus, 120km west of the capital city of Riga, the store comprises 720sq m and features an in-store bakery as well as grocery and fresh produce. SPAR Latvia is further planning to implement a multi-format retail strategy with all stores offering goods sourced from the most popular Baltic manufacturers.



americas

GUCCI LAUNCHES A BRAND NEW STORE IN THE CITY OF DETROIT

Gucci has recently opened its first mono-brand store in Detroit. The 3,500sq ft-store in downtown Detroit, showcases the men's and women's ready-to-wear and accessories, jewellery, watches and Gucci Decor collections. It is one of the first global luxury brands to set up shop in downtown Detroit.

However the city has had a relationship with Gucci for several years. The brand named Detroit as its focus city for the Gucci North America Changemakers program in 2019, having found an alignment with it and its iconic culture. It has also established relationships with Detroit-based nonprofits and supported students from institutions such as Cass Tech High School, a public high school in the centre of the city.

The store is different from any other Gucci unit in the world, blending the architecture of Library Street with Gucci's Italian heritage. The boutique features restored glass tiles and geometric metalwork on the facade that is carried throughout the interior.



UNIBAIL-RODAMCO-WESTFIELD, A SHOPPING CENTRE OWNER AND OPERATOR BASED IN FRANCE, HAS UNVEILED PLANS TO REDEVELOP WESTFIELD GARDEN STATE PLAZA, A 2.1 MILLION SQUARE FOOT REGIONAL MALL IN THE NORTHERN NEW JERSEY COMMUNITY OF PARAMUS. ACCORDING TO FORBES, WESTFIELD GARDEN STATE PLAZA REMAINS ONE OF THE BEST PERFORMING REGIONAL MALLS IN THE COUNTRY. BUT ABOUT TEN YEARS AGO, URW BEGAN PLANNING A LONG-TERM REDEVELOPMENT TO DISTINGUISH THE PROPERTY FROM AND COMPETE WITH AMERICAN DREAM, TRIPLE FIVE GROUP'S ENTERTAINMENT-HEAVY MEGA-MALL THAT IS LOCATED WITHIN THE MEADOWLANDS SPORTS COMPLEX IN EAST RUTHERFORD.

COCO REPUBLIC TO OPEN CALIFORNIA FLAGSHIPS

Coco Republic is to launch two flagship stores in California ahead of a progressive rollout in selected US markets and other global locations, the company has announced.

The plan coincides with the appointment of two key executives in the US: Eric Bauer as Global CEO and Skye Westcott as President of North America who will lead what Coco Republic, the Australian-founded furniture and homewares chain, describes as an "accelerated global expansion, initially focused on the California market".

"Coco Republic is an exciting opportunity to introduce the leading Australian furniture and lifestyle brand to a global consumer," said Bauer. "We believe that our product design ethos and Australian essence will resonate globally enabling us to build a global community, be an influential design-lead authority and act as a guide to those who seek a well-designed life."

The upcoming expansion will see a flagship launch in San Francisco's Union Square in October and a second site open at Culver City in greater Los Angeles later in the year.

NEXT-GEN LEGO SITES TO OPEN NEXT YEAR

Merlin Entertainments' next-generation Lego Discovery Centres are set to launch in Boston and Atlanta, in addition to Washington, DC in 2023.

Formerly known as Legoland Discovery Centres, Merlin's updated and rebranded attraction has already been announced for Washington, DC. The existing venues in Boston and Atlanta are being renovated and enhanced.

"We are so excited that the USA is going to be the home to the series of next-generation Lego Discovery Centres," said Scott Maupin, Divisional Director at Merlin. "Following the highly successful Brussels attraction launch in Belgium in Europe, it's great that our guests in North America are going to be next to experience the brand-new look and design Lego Discovery Centres," he continued.

Lego Discovery Centres feature new offerings such as a state-of-the-art Lego 'Space Mission' experience. The next-generation destinations are designed to be even more immersive.

news

FENDI OPENS NEWLY RENOVATED BOUTIQUE IN LAS VEGAS

Fendi has opened a renovated 5,998sq ft boutique in Las Vegas at The Shops at Crystals, featuring women's and men's ready-to-wear, accessories and leather goods. The store opened in early 2010 and closed in December for a full renovation. In the interim the brand operated a temporary location at Crystals.

The timing should be good for Fendi with both domestic and international travellers flocking to Las Vegas, despite the uncertain economy. Not only are the casinos getting a lot of traffic, but convention calendars are booking up. Currently there are three Fendi stores in Las Vegas at Crystals, Caesars and Bellagio.

The company plans to open a fourth location in Vegas in the Wynn in November.



JLL SECURES FUNDING FOR BOSTON MIXED-USE DEVELOPMENT

A new mixed-use life science campus that includes housing and retail will be a welcome addition to Boston's expanding lab market.

JLL has secured \$585M in financing for the construction of a 580,905sq ft development in Boston's Allston neighbourhood.

Allston LabWorks, located on 4.27 acres at 250, 280 and 305 Western Avenue, will be comprised of a life sciences, retail and multi-housing space. Once the project is complete, it will feature 534,000sq ft of lab space; 20,000sq ft of retail space; 35 multi-housing units, 26 per cent of which will be affordable. It will also include a 12,000sq ft public plaza with an additional 5,000sq ft landscaped open space and 668 garage parking spaces.

JLL worked on behalf of the borrower, a joint venture between King Street Properties, Brookfield and Mugar Enterprises, to secure the four-year, floating-rate loan through

an institutional debt fund. The JLL Capital Markets team representing the borrower was led by Managing Director Greg LaBine and Director Amy Lousararian.

"This is just the first of many deals that will combine the institutional capital base of Brookfield with the exceptional development capabilities and successful track record of the King Street team," said LaBine. "This project will be good for the neighborhood, the tenants and the capital markets participants and the JLL team was excited to play a role."

The project is adjacent to Harvard University's Allston campus, which is home to the newly opened John A. Paulson School of Engineering and Applied Sciences. Given its proximity to Harvard's investment in the neighbourhood, the property is well positioned to capture the neighbourhood's growing life science demand.

inbrief

HANKY PANKY GETS PHYSICAL

The 45-year-old, female-founded intimates and sleepwear brand has opened its first-ever storefront location, in New York City's West Village neighbourhood. After this entry into the brick-and-mortar space, the brand plans to expand its US retail footprint with the addition of ten more stores by 2025.

PRIMARK HEADS FOR ITS GOAL

The Irish retailer has signed three new leases as it continues to slowly but steadily grow its US footprint. The retailer's new stores will see the brand open its first-ever locations in Maryland and North Carolina, as part of its goal to hit 60 US stores by the end of 2026.

RETAILER OPENS NEW STORE

Academy Sports + Outdoors has opened another new store in Atlanta, Georgia. Located at 130 Perimeter Center West, in Perimeter Square Shopping Center, the 50,200sq ft store brings a great assortment of the best sports and outdoors merchandise to the area. The new site is its 12th across the metro of Atlanta.

ACE HARDWARE ADDS UNITS

The world's largest retailer-owned hardware cooperative recently opened its 105th store this year. Ace expects to open at least an additional 60 more new stores by the end of the year. Headquartered in Oak Brook, Illinois, Ace Hardware operates more than 5,600 units.

GU SET TO MAKE ITS US DEBUT

Fast Retailing, the parent company of Uniqlo, is bringing another of its brands to the US. The Japanese apparel retailer will open the first US location - and first outside of the Asia region - of its GU banner in the fall, on Broadway in the SoHo section of Manhattan. The store, a pop-up, will feature clothing and accessories.



LENSKART STRENGTHENS FOOTPRINT IN DUBAI WITH STORE OPENING AT DUBAI MALL

Asia's biggest eyewear brand Lenskart has announced the opening of its 6th retail store at the mega Dubai Mall.

The new outlet continues the company's omni-channel approach and features state-of-the-art Artificial Intelligence technology in the form of a 3D Try-On machine integrated with virtual face-mapping that suggests suitable frames to customers from a range of more than 7,000 options.

The innovative store also features The Sun Room – a trial room that replicates the outdoors for optimal testing of sunglasses. Much like Lenskart's other outlets, the New Dubai Mall store will also offer free eye tests for wearers of prescription glasses.

Following Lenskart's US\$50M investment commitment into the Middle East last year, Lenskart opened its first store in UAE in December 2021 and has continued with aggressive expansion ever since.



PALM JUMEIRAH DEVELOPER NAKHEEL HAS UNVEILED A MASTERPLAN FOR DUBAI ISLANDS - ANOTHER ONE OF THE UAE'S MAN-MADE WONDERS. THE FIVE-ISLAND DEVELOPMENT, FORMERLY CALLED DEIRA ISLANDS, ALIGNS WITH THE UAE'S ONGOING PUSH TO BE A GLOBAL DESTINATION OF CHOICE FOR RESIDENTS AND INVESTORS. THE ISLANDS, LOCATED ALONG DUBAI'S NORTHERN COASTLINE, WILL FEATURE 20KM OF BEACHES ALONG WITH TWO SQ KM OF PARKS AND OPEN SPACES. NAKHEEL AIMS TO HOUSE OVER 80 RESORTS AND HOTELS THROUGHOUT THE 175Q KM PROJECT.

R&B FASHION UNVEILS ITS 75TH STORE IN THE GCC

R&B Fashion, part of the Apparel Group, has unveiled its latest flagship store at Dubai Festival City Mall. Developed with the consumer in mind, the store is spread over 15,000sq ft offering affordable products for women, men and children across fashion apparel, footwear, accessories, toys, bath & body.

With custom fit outs, eye-catching window displays of the new summer collection and multiple format digital screens, the value chain has combined technology and visual merchandising to create an easy-to-navigate shopping experience.

"We are excited with the opening of our newest store in Dubai. This is a testament to our vision & commitment to serve the fashion customers. We would be adding 35 new stores, majorly across KSA, UAE & India, making our total R&B store count to 110 by Q1 of 2023 and over 200 stores by 2025, with the commitment to serve our shopper with best in fashion & also providing work opportunities to the local talent in each of the markets that we operate," said Arun Pagarani, Chief Executive Officer, R&B Fashion.

ROXY CINEMAS OPENS LANDMARK SCREEN

Dubai Holding Entertainment's Roxy Cinemas at Dubai Hills Mall has unveiled a giant 423sq m screen – that is twice the size of a tennis court – called Roxy Xtreme. Opened on 31 August, the Roxy Xtreme auditorium has 382 premium reclining seats across three tiers: Standard, Premium and Director's Boxes.

"The 15-screen Roxy Cinemas multiplex at Dubai Hills Mall will redefine the cinema-going experience for the UAE audiences with new levels of luxury across all our screens. Roxy Xtreme sets a new benchmark for cinemas in Dubai and the wider region as the huge screen provides an unforgettable experience for all types of movie lovers," said Fernando Eiroa, Chief Executive Officer at Dubai Holding Entertainment.

Three luxury suites – Director's Boxes – perched above the auditorium offer a spectacular view of the Roxy Xtreme screen with comfort and privacy. Guests in Director's Boxes can avail the on-demand waiter service, recline their seats and adjust the footrest and headrest for a first-class plane cabin feel.

DIFC LAUNCHES FUN-FILLED FOOTBALL PARK

The match viewing facility is organised in collaboration with Art Dubai Group and Hoko Agency – two leading agencies for programming and hospitality offerings.

The world cup-induced raging football fever in the Middle East seems to be giving innovative ideas to the corporate sector in the region, with Dubai International Financial Centre (DIFC) announcing the launch of 'The Football Park', an exclusive venue to watch the matches amidst shopping, dining and entertainment.

DIFC has promised football fans a one-of-its-kind luxurious viewing experience of watching the unfolding of the world's greatest football tournament at its newly launched football park. The FIFA World Cup is scheduled to be held in Qatar from 20 November till 18 December 2022.



MAIZ TO OPEN IN SAUDI'S \$20BN DIRIYAH GATE DEVELOPMENT

F&B concept MAIZ is all set to open soon at Matal Al Bujairi, a new fine-dining destination being developed as part of the US\$20bn Diriyah Gate Development. The concept has been created by Al Khozama – one of the most prominent players in the Gulf region's hospitality sector, along with the Saudi Ministry of Culture, Saudi Heritage Commission, Saudi Culinary Commission, and Diriyah Gate Development Authority (DGDA) to ensure complete authenticity of Saudi cuisine, culture and heritage.

The menu itself is a standalone artistic project displaying distinctive Saudi dishes prepared with a contemporary flair that is a feast to all senses and creating a new food genre which in the future will be referred to as The Saudi Food, globally. MAIZ is arising with a stylish and sophisticated ambience and provides a welcoming atmosphere to

people from all walks of life.

"MAIZ is more than just a hospitality concept, it represents a unique journey of the kingdom's heritage and culture, providing an exclusive destination for the lovers of Saudi flavours. Being the world's first genuine Saudi restaurant, MAIZ is bringing up the best cuisine and is set to become the top choice for tourists and residents, by offering a unique culinary experience to all visitors," said CEO of Al-Khozama, Mr. Khaled Saud Abu Haimed.

The development of MAIZ at Diriyah Gate is in line with the Saudi Government's Vision 2030 – where tourism and entertainment play a great role. Diriyah Gate aims to showcase the country's history through a curated mix of heritage, hospitality, information, retail and dining experiences and welcome 25 million visitors annually.

ALBAIK ADDS A NEW OUTLET

Celebrated Saudi Arabian fast-food brand ALBAIK has opened its fourth permanent outlet in the UAE, this time in Sharjah. Established in Jeddah in 1974, the company is renowned throughout the Kingdom for its fried chicken and has more than 120 outlets in both Saudi Arabia and Bahrain.

AURA GROUP PLANS GROWTH

Aura Group, a leading F&B and entertainment company in Qatar, recently held a special event to familiarise key players in the hotel concierges and travel agencies sector with its 36 new high-end dining options. The upcoming brands will be spread across three main destinations.

JONES THE GROCER EXPANDS

The popular Australian gourmet grocer and cafe has now opened a Jones the Grocer Express store at Dubai International Financial Centre which is located in Gate District Precinct Building 5. The casual, yet chic, interior seats over 50 people.

DESSERT BOUTIQUE TO OPEN

Kayu Bakehouse, the Dubai-born dessert boutique which specialises in French treats is opening in Riyadh soon. The artisan bakehouse is set to open this year in the Saudi capital and will delight customers with its French desserts that are made from natural ingredients.

NOON TO PURCHASE NAMSHI

UAE e-commerce platform Noon to acquire Namshi for \$335.2M. Emaar's board of directors approved the sale of the fashion retailer, but it is subject to the approval of Noon's board. "Detailed information will be disclosed once the approvals of Noon Board is received formally," Ahmad Thani Al Matrooshi said in the statement.



& OTHER STORIES OPENS FIRST BOUTIQUE IN SINGAPORE AT ION ORCHARD

Following the opening of the company's first boutique in Singapore and conquering the South Korean market, & Other Stories is now further expanding its SEA networks.

The new store, located at ION Orchard, brings designs from three ateliers in Paris, Stockholm, and Los Angeles to the shores of Singapore for the first time. In addition to the brand's online shop on Zalora, the beautifully curated space will offer the brand's latest fashion collections and beauty products.

"We are so delighted to finally be able to bring our stories to Singapore, as well as Malaysia and the Philippines via Zalora. It's been heartening to receive such positive reception to the brand from the local audience, and we cannot wait to bring even more stories and inspiration to Southeast Asia with the opening of our second Singapore store in 2023," stated Lina Söderqvist, Managing Director of & Other Stories.

The brand's in-store residency collaboration began last month and included a live art demonstration by local artist Ginette Chittick.



FOR OVER A YEAR, SWAROVSKI HAS BEEN ON A JOURNEY WITH THE REIMAGINING OF THE BRAND AND RETAIL STORES. COMMENCING WITH THE ROLLOUT OF 27 INSTANT WONDER STORES AROUND THE GLOBE. EACH STORE PAYS HOMAGE TO THE BEAUTY OF CRYSTAL, REFLECTING THE CHARM OF THE CITY ITSELF. TO REFLECT THE BRAND'S NEW VISUAL IDENTITY, OVERSEEN BY THE BELOVED SWAROVSKI SWAN, GUESTS WILL BE WELCOMED INTO A RETAIL SPACE TO DISCOVER CRYSTAL TREASURES. SWAROVSKI HAS LAUNCHED THE FIRST NEW RETAIL LANDSCAPE IN HONG KONG AT TIMES SQUARE AND IT WAS UNVEILED LAST MONTH IN CAUSEWAY BAY, HONG KONG.

LOVE, ESPRIT DEBUTS IN HONG KONG

Fashion and lifestyle brand ESPRIT has launched a three-storey pop-up store in Hong Kong, marking the brand's long-awaited return.

"Love, ESPRIT" combines art installations, interactive games, and ESPRIT's latest collections to create an immersive love letter to Hong Kong. The exhibit will run until 23 October on Russell Street, Causeway Bay.

In addition to celebrating the brand's heritage, the pop-up also celebrates its bright future. The exhibition explores ESPRIT's long-standing mission to spread happiness through fashion, and introduces its new look and feel, personified by the newly-introduced mascot, Joy the Dolphin.

In the Joy Department on the ground floor, visitors to the store are greeted by a sculpture of Joy the dolphin, whose positive spirit embodies the spirit of the brand. An origami-inspired installation of Joy by artist duo Stickline gives the illusion that the dolphin is leaping out of the water. Meanwhile the second floor is home to Joyground, a lounge decorated with neon lights.

LULU GROUP REVEALS INDIA EXPANSION PLAN

The Abu Dhabi-based group will build nearly a dozen retail properties with over five million square feet space and at least two food processing centres in Noida and Jammu & Kashmir. The group is planning investments of over \$237M.

This will include malls, hypermarkets and food processing centres. The group, which has a turnover of over \$8bn, has five operational malls in India, including their first one in northern India, in the city of Lucknow in Uttar Pradesh. The other four malls are in south India at Kochi, Thiruvananthapuram, Thrissur and Bengaluru.

LuLu Group operates in 23 countries across the Middle East, Asia, the US, and Europe and employs over 60,000 people. Its international business portfolio ranges from hypermarket operations to shopping mall developments, manufacturing and trading of goods, hospitality assets, and real estate. It has a retail presence in the UAE, India, Saudi Arabia, Bahrain, Kuwait, Oman, Egypt, Malaysia, and Indonesia.

HAISCO PLAZA OFFICIALLY OPEN IN CHENGDU, CHINA

Designed by international architecture practice IO Design (part of Egis Group), Haisco Plaza is officially open, welcoming leading tech-firm tenants in Chengdu, China.

Situated in the Singapore-Sichuan Hi-Tech Innovation Park (SSCIP), a 1,034ha innovation platform jointly invested by Singapore and Sichuan Province of China, the Haisco Plaza development presents a unique opportunity to create a new commercial and retail community for the TMT (technology, media, telecom) industry. The Innovation Park is already home to a number of high-tech giants including Haisco Pharmaceutical, OPPO, FOUNDER, and Kuaishou.

The overall masterplan for this integrated mixed-use campus places social interaction at the heart of the design.



UNDEFEATED HAS DEBUTED A NEW STORE IN SHANGHAI

As UNDEFEATED celebrates its 20th anniversary, the brand has opened its first direct-operated store in Mainland China. Since opening its first store in Hong Kong's luxury-label-filled Lee Garden back in 2018, the iconic sneaker boutique has expanded to Shanghai. The Shanghai Xingye Taikoo Hui Store is the brand's largest offline physical store so far.

To celebrate the opening of Shanghai Xingye Taikoo Hui, UNDEFEATED has launched a Shanghai limited capsule collection inspired by the three major landmarks of the city – Shikumen, Sihang Warehouse and Lujiazui.

The UNDEFEATED Shanghai store, located in the bustling Jing'an District, was designed by renowned Japanese designer Masato Kure. The store's main design

cues were inspired by sports, music, and art, echoing other UNDEFEATED stores across the US and Japan.

To integrate Eastern and Western cultures, UNDEFEATED Shanghai Xingye Taikoo Hui Store utilises raw materials and textures inspired by California modern architecture. With the grainy black wall infused with military and sports elements, the store's facade follows the iconic classic aesthetics of UNDEFEATED, displayed in a rough and clean design language.

As part of the store's design, there is a miniature "dry garden" often seen in Japanese courtyards and wooden decorations to give it a "zen feel". There is also a display table made of discarded backboards and a bench inspired by ones you would normally see in a gym.

NEW TENANTS ANNOUNCED

Toppen Shopping Centre in Malaysia's Johor Baru, has revealed a raft of new tenants, as part of a plan to bring more brands to the Malaysian market. The 1.2 million square foot Ikea-anchored Toppen Centre, which opened in 2019, has more than 300 tenants and is owned and operated by Ikano Centres.

% ARABICA LANDS IN TAIWAN

Japanese-founded coffee chain % Arabica has opened its first store in Taiwan, as part of an energetic expansion strategy in Asia. The small store - which follows the brand's trademark simple, clean approach to design, is located on Elephant Mountain in Taipei. It features white interiors with contrasting red brick detail.

LANCÔME ADDS A FLAGSHIP

In celebration of the 13th year since the launch of the Lancôme Advanced Génifique, the brand has spotlighted the anti-aging serum and the latest in beauty technology in a physical flagship at the heart of Orchard Road, outside the Mandarin Gallery.

RENOVATION FOR LEGOLAND

Legoland Malaysia Resort has announced plans to enhance its theme park with new festive events and leisure activities, while also refurbishing its Legoland Hotels rooms with new themes, to ride on the country's tourism recovery. The refurb will begin in January.

KIZTOPIA IS SET TO LAUNCH

Singapore's mega indoor kids edutainment theme park Kiztopia will be coming to town this month. The award-winning attraction, which aims to both entertain and educate children, will open its first overseas branch in New Town Plaza in Sha Tin. The 12,000sq ft theme park will feature 15 play experience areas, including eight giant slides.

... A World of Opportunities

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30 OCT - 2 NOV 2022
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THE KINGDOM OF SAUDI ARABIA

DIRIYAH SQUARE

A place like no other

On Sunday 30 October, join us to experience the marvels of Saudi Arabia first-hand with an exclusive historical and cultural tour of Diriyah and At-Turaif, UNESCO World Heritage Site.

At the heart of the 14km² Diriyah masterplan, Diriyah Square is bringing together over 400 of the world's finest global brands, complemented by an additional 100 authentic local Saudi artisan souks.

To register for the tour, visit rliconnect.com

*open to RLI Connect attendees only

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A KINGDOM OF OPPORTUNITIES

The ninth edition of RLI Connect Global, the renowned deal-making and networking event, will take place in Riyadh across the 30 October – 2 November 2022 and is set to present a fantastic atmosphere to network in and complete those all-important deals with partners across the GCC region over four fantastic days.

Following on from the immense success of our renowned RLI Connect Global deal-making event now in its ninth year and our RLI Connect MENA deal-making events in Dubai and Istanbul, RLI has decided to take its highly successful concept to the Kingdom of Saudi Arabia, as the region continues to boost its drive to become a global capital of future economy.

RLI Connect Global will also assist those global and emerging brands that are looking at expansion across the Kingdom of Saudi Arabia, a land of immense opportunity.

Diriyah Square, 'Destination Partner' for the event will delight guests on Sunday 30 October with a historical introduction from the birthplace of the Kingdom of Saudi Arabia, Diriyah, and a tour of At-Turaif, a UNESCO world heritage site. This will be followed by a visit to Bujairi Terrace, Riyadh's premiere dining district, and a light dinner reception.

Diriyah Square is the commercial hub of the 14 square kilometre Diriyah giga-project in Saudi Arabia located only 15 minutes from downtown Riyadh. As the renewed cultural and historic capital of the nation, this project will be designed and built with Saudi traditions and heritage in mind, making it a must see destination.

Covering an area of 180,000 square metres, Diriyah Square will be an uncompromisingly bold destination, bringing together wonderful experiences, while hosting over 400 of the world's finest global retail brands, complemented by an additional 100 authentic local Saudi artisan souks. The district will deliver a complete lifestyle offering; from leisure and entertainment, ultra-luxurious hotels, and places to work and live.

RLI Connect Global will take place on Monday 31 October & Tuesday 1 November at the Crowne Plaza Riyadh RDC Hotel and Convention Centre, providing the perfect opportunity for international & regional investors, owners & developers, retailers, leisure & hospitality operators and franchise partners to connect with

each other under one roof to look at new markets for expansion nationally and internationally. Platinum Partner Sands Retail retains its partnership with RLI Connect Global for the ninth year. Sands Retail is a leading player in the Asia-Pacific retail space with over 2.8 million square feet of leased retail space. Shoppes at Londoner is part of Sands Shoppes Macao, the largest network of interconnected malls in Macao, offering a total of 850 retail stores under one roof, putting it at the heart of one of Asia's great retail experiences.

At the close of Day One we will be hosting a VIP Networking Reception in the Gardens of the British Embassy in Riyadh's Diplomatic Quarter, for all event attendees.

Throughout two days of extensive networking opportunities and pre-arranged meetings, RLI Connect Global will continue to assist you in making connections and building those all-important relationships, an integral role for those companies wishing to stay ahead of the curve within the retail and leisure industry. There is one simple objective: to help you do business in a fast changing environment, whilst enabling you to explore new markets and develop new relationships.

Another event highlight will be a Retail Safari, 9am-3pm on the 2 November for International Delegates to explore some of Riyadh's Retail & Leisure destinations and home-grown brands. Then it's off to get glammed up for the prestigious Global RLI Awards, which celebrates retail and leisure excellence across the globe, in association with Gold Partner Chalhoub Group, principal awards partner for the sixth year.

This year's events present the perfect platform to connect, network and begin to rebuild after the challenges of the Coronavirus pandemic. Retail is already beginning to reinvent itself and this is the perfect opportunity to re-think strategies and innovate, a necessity in today's world. RLI Connect Global delivers a focused forum for networking and deal-making, providing an opportunity to do a year's worth of deals in just four days – can you really afford to miss out?

[WWW.RLICONNECT.COM](https://www.rliconnect.com)



Carnaby Street
London, UK



Express Your Personality

The Dr. Martens brand appeals to people who have their own unique and individual style but who also share a united spirit – authentic individuals who stand for something. In this interview, RLI spends some time with Kenny Wilson, CEO of Dr. Martens to learn more about the company, what has driven their international success over the decades and what the next steps are.

On a stylistic level, Dr Martens’ iconic, simple silhouettes allow their wearers to adopt the boots, shoes and sandals as part of their distinctive style; meanwhile on a practical level, the famous durability and comfort make them ideal for the world of gigs and street wear; finally on an emotional level, they are a badge of attitude and empowerment.

The iconic styles from the original era are still some of their most popular products, but they have not been standing still. Today they still continue to break the mould and promote ‘rebellious self-expression’ in everything they do.

When discussing the changing market conditions in the last couple of years, Wilson comments that every person that works at the company considers themselves a ‘brand custodian’ and that is their job to make sure the brand is here for generations to come. So while it did not radically alter their strategy, it did accelerate aspects of the existing strategy. They prioritised e-commerce and as a result of this they saw revenues increase

from 20 per cent of group revenues to 30 per cent.

“We are an e-commerce-first business, but stores remain a pivotal cornerstone of the brand and our global presence. Dr. Martens is as much a community as a brand, and having the opportunity to experience the products in an authentic environment – to touch, feel and see them in real life – is important,” explains Dr. Martens CEO Kenny Wilson.

“We have 158 of our own stores and through these, along with our distributors and wholesale partners; we trade across 60 countries worldwide. We are firmly a global brand with stores from the UK to the US with sites that span Europe and Asia.”

Focusing on stores in key cities in key growth markets, which for the brand are the US and Europe – their recent store openings in Texas have been good examples of this. Where they open stores, they see an ‘e-commerce halo’ which means that where they open a physical store, there is uplift in local e-commerce sales.



Carnaby Street
London, UK

Wilson feels that having a local brand presence that is authentic and that inspires customers through product discovery and strong storytelling, and allowing customers to touch and feel the product – is pivotal.

“We also have a ‘conversion market strategy’, where we review the distributor-controlled countries globally and, where beneficial, have been changing the operating model in some of those countries into a direct-to-consumer model as the distributor contracts have come to an end.”

Italy is a good example of this as Wilson points out that their old distributor contract ended in mid-2021, and by the end of the year they had opened stores in Verona and Milan. So far this year they have added stores in Turin, and Porta di Roma. “The impact has been huge with brand presence growing rapidly, and 122 per cent revenue growth in H2 of FY22 alone.”

From a store perspective, this focus on key cities and key growth markets will continue in the US and Europe, whilst in Japan they have agreed to transfer control of a number of Dr. Martens branded franchise stores in the country into their own retail estate, at the end of FY23 when the contract expires, enabling them to drive harder growth in the years ahead. Overall, they expect the store portfolio to double in the next four years.

With a fantastic creative team who travel and take broad inspiration from a huge range of people, places and cultures, Wilson explains that they are always collaborating with new and innovative brands like Lazy Oaf, A-COLD-WALL* and Futura Laboratories, along with more well-known names like the National Gallery.

“We are also busy collaborating with artists in our ‘Tough As You’ campaign where we work with up-and-coming artists, and fund and increase access to creative opportunities for under-represented talent – shaping the future of music culture together,” the CEO comments.

When it comes to social media, collaboration is the watchword for the

business and an important example of this is their new social media push to support up-and-coming musicians called #TeamUpOnTheTrack. This is an Instagram Reels campaign inviting followers to use their skills to create music visuals for new artist Cariss Auburn Taylor, with a £5,000 prize for the winner.

They have also seen resounding success with their TikTok account, where they reached a million likes within weeks. As of today, the Dr. Martens TikTok account has received over 26 million video views and recruited 370,000 followers to their community.

In a world where sustainability is essential, the company’s products of boots, shoes and sandals remain some of the most durable items of footwear you can buy. “We believe in the power of the circular economy and we are working towards being totally sustainable. We have pledged to have 100 per cent of footwear made from sustainable materials by 2040, 100 per cent of packaging from recycled or other sustainably sourced material by 2028, and 100 per cent of products sold to have a sustainable end of life option by 2040,” Wilson highlights.

The strength of the brand, the consistency of its strategy and the passion and energy of its people is what sets this company apart from the crowd, and Wilson feels its ethos of ‘rebellious self-expression’ has kept the brand at the forefront of youth culture for over 60 years.

Looking forward, Kenny emphasises that prioritisation is the biggest challenge facing the business, and understanding where to focus Dr Martens’ attention and energy will be the key to unlocking the company’s growth potential.

“The external environment will continue to challenge us too – we have been through an unforeseen pandemic, an unforeseen supply chain challenge, and currently an unpredictable macro-economic outlook, but we have worked together to weather these storms and we are in very good shape to handle these challenges.”



Carnaby Street
London, UK



Carnaby Street
London, UK



Nancy, France



Cuxhaven, Germany



Amsterdam, Netherlands



Focused on the Consumer

Hunkemöller is one of Europe's leading and fastest-growing lingerie brands and was founded in Amsterdam in 1886. Here, RLI sits down with company CEO Philip Mountford to talk about how the business is expanding across multiple territories and how it has navigated the last couple of, unpredictable years.



A fashionable intimate apparel business, Hunkemöller's key consumer is between 18 and 29 years old and is heavily influenced through social media. The business has been previously owned by KKR, PAI, Carlyle and it has recently been sold to Parcom, a Dutch private equity business, supported by a number of influential Dutch entrepreneurs.

In recent years, Hunkemöller has evolved into a Pan-European, omni-channel retailer and it has integrated technology into every aspect of its business, from extensive customer profiling based on an extensive base of active loyalty program members, to a digitalised recruitment and training process for retail employees.

The customer journey is at the heart of the company's strategy and has resulted in a seamless interaction between the physical and digital environment through its click-to-brick initiatives.

"Covid-19 sped up our omni-channel strategy and we have achieved huge growth during the last two years," explains Philip Mountford, CEO of Hunkemöller. "Omni-channel now represents 38 per cent of the company's turnover, broken down into our own e-commerce platform, concessions, wholesale and marketplaces."

Currently the brand has 900 stores in 19 countries globally, with Germany, Belgium and the Netherlands being their biggest markets but growth is being seen in the Scandics where the business already has more than 125 stores.

During the pandemic, the business launched its new store concept in Berlin, opening a store across 700sq m and this format will now be value-engineered and rolled out to future stores. The company still believes in the importance of stores and will launch further sites across Scandinavia, Spain, Austria and Switzerland whilst reviewing its next strategic country, which will be one of either the UK, Finland or Poland.

On the e-commerce side, late last year Hunkemöller opened their US website and they are well above their targeted sales. Meanwhile in the last two months they have opened a Polish website based on the brand's strong performance through Zalando and About You, this has now given them confidence to consider a physical footprint in the future.

When discussing new products and initiatives, Mountford explains that Charlotte Davies, Chief Product Officer and Patricia Beurskens, Head of Design, lead one of the most international design teams in the intimate apparel industry. He goes on to say that their attention to detail and foresight has allowed them to create a unique handwriting which differentiates them from the industry. Their customer is focused on fashion and our strategy is to ensure that they continue to stimulate them through their sub-brand strategy, and their designer collaborations.

"Retailing has always been about product, people and brand experience. We are no exception and we are continually redeveloping our store design. Our team of international designers are ensuring the product is at the forefront and our learning and development, focus on training our store staff who we employ for attitude and train for skill, to ensure we have a unique and consistent, world-class service," Mountford highlights.

The role of social media is a crucial one in the marketing efforts of Hunkemöller. It is an incredibly powerful tool for them to reach and engage with their customers, and an effective way for them to reach out to new audiences with engaging content, build trust and authority and to show who they are as a brand.

Through their social media platforms they have been able to build a loyal community of fans and brand advocates. They have one of the most advanced social structures with Mega, Macro, Micro and Nano influencers all playing a part in growing their social media base and helping to drive sales and brand awareness.

In terms of sustainability, Mountford explains how their main focus is on tackling key challenges such as reducing packaging and waste, gender equality, human rights – as well as circular fashion, climate change and social inclusion.

"In 2021 we became climate neutral in our direct operations by offsetting all greenhouse gas emissions. For the coming years it is our intention to substantially cut our carbon emissions, we have therefore set a new focus on reducing our Scope 1, 2 and 3 emissions. As for 2023, we will join the Science Based Targets initiative with the aim of establishing a baseline for our indirect and direct emissions, set actual reduction targets and address the major drivers of our climate impact," says Mountford.

Having been in business for 136 years, they have very clear brand values of being Passionate, Fun, Sexy, Inspiring, In Touch and Inclusive. These core values are used both internally and externally and create the ethics that run throughout the company. They are a brand that is focused on the fashionable consumer and their team is young, dynamic and extremely cosmopolitan. In their head office alone there are over 40 nationalities working together towards one goal.

"As a company we have a very clear strategic plan which is cascaded through all of their 7,500 employees. Our biggest challenges remain recruitment and retention of key talent whilst our biggest external challenges will be the environment, the economic situation and distribution costs. Hunkemöller is an amazing brand with huge growth potential and the future is very bright, after we overcome the storms of the coming couple of years," Mountford concludes.



Amsterdam, Netherlands



Amsterdam, Netherlands



Heartfelt Hospitality

Park Hotel Group is an asset management company that owns, develops and manages real estate with a strong focus on hospitality. In this interview, RLI sits down with the Executive Director Shin Hui Tan to speak about the growth of the organisation in the last few years and what its upcoming development goals are.

After acquiring its first hotel, Park Hotel Hong Kong in 2003, the Park Hotel Group has never looked back and today they have almost 30 properties either operating or under development in 11 key destinations across Asia Pacific in locations such as Singapore, Malaysia, Australia, Hong Kong, China, Japan and the Maldives.

“Over the years, we have found success in being owner-operators of hospitality assets,” explains Shin Hui Tan, Executive Director of Park Hotel Group. “Our brand portfolio includes the luxury Grand Park, upscale Park Hotel, and midscale Destination, as well as Park Rewards, the dedicated loyalty programme that rewards guests, diners, and corporate bookers.”

Other business interests for the company include the hospitality and services sectors, where they are focused on learning and training institutes, and working on the development, ownership and management

of lifestyle brands and assets that span retail, restaurants and bars.

When discussing their portfolio, Shin Hui Tan explains that amid the pandemic, they acquired a 114-room newly-built hotel along the popular Oike-dori Street in Kyoto. It was rebranded to Park Hotel Kyoto and opened its doors back in March last year. Looking forward, she explained that they expect to open a hotel and branded residence in Malaysia in 2023 and that this will be their first flagship site in the country.

“The pandemic has brought about new hospitality investment opportunities that are hard to find in a real estate peak cycle i.e. 2019. With the reopening of borders and a strong return in demand for travel seen in markets that have fully opened, we are seeing more optimism from owners, lenders and operators. Sentiment is improving in key markets and we are actively evaluating opportunities in Thailand, the UK and Australia,” highlights Tan.

As the company continues to look for new sites, the first thing they consider in a new property is location, while the country’s investment laws and legal framework is also a critical consideration along with the respective asset’s location and future potential. Additionally they look for opportunities to value-add to the asset, whether through a renovation, repositioning and sometimes simply a change in operator is needed to increase property yields and performance.

When discussing how their portfolio remains attractive and exciting and why guests remain loyal to the concept and their destinations, Tan highlights that the destinations they choose to be in frequently have their own unique selling points. As examples, she says that Maldives has its picture-perfect sun, sea and beach, Kyoto comes with rich culture and the highest number of UNESCO World Cultural Heritage Sites (17) in the world and Wuxi in China is well-known for being of the major art and cultural centres in China.

“Competition is extremely tough in this industry, and perceived consumer loyalty to a brand is undoubtedly optimistic. A guest can return for many reasons, such as company mandated hotel, loyalty points that come with the stay, a discount and more. However, they can also disappear with just a small hiccup in the stay experience. Therefore, we have found that constant investment in guest listening tools, training the team to focus on continuously working on the feedback, and improving on consistency through training and digitisation, are ways to continue competing in a race that has no finish line.”

During the period when international travel was not possible, Park Hotel Group used the downtime to evaluate the consumer journey on their website, which is usually the first touchpoint for guests considering their hotels, and made searching for information much easier.

Meanwhile storytelling and delivering inspirational content pieces

on social media are more important than before as the perception of travelling has evolved and the cookie cutter approach is no longer viable according to Tan. Through purposeful partnerships, they conducted attractive giveaways and content that created excitement among their followers, attracted new fans and improved their engagement rate.

A hot topic across the world right now is that of sustainability, and the pandemic did not deter the brand in this environment. In fact, they saw it as an opportunity to double down on their efforts. They installed a solar power system at their luxury resort Grand Park Kodhipparu, Maldives in April last year. It is estimated to produce more than 478,000 kWh of clean energy per year, the equivalent of planting over 5,500 trees annually.

They also introduced their Room For Trees sustainability programme last year, which plants a tree for every room booking made on their website. This initiative sees mangrove trees planted in Biak Island of Indonesia to restore the ecosystem and support the lives and livelihoods of the villagers there. To date, they have contributed close to 9,500 mangrove trees.

As the interview with Shui Hui Tan draws to a close, we ask her what does she consider to be the key drivers behind the company’s success to date?

“It is important to remain grounded and not to take things for granted. Ultimately our success is only made possible because of the dedicated team members we have. We have always believed in our privileged responsibility to drive the triple bottom-line of People, Planet and Profit and positively impact the lives of our guests, team members and people in the communities, and the environment while operating a profitable business through the operations.”



Grand Park Kodhipparu
Maldives



Grand Park Xian
China



Grand Park Kodhipparu
Maldives



Grand Park City Hall
Singapore



Grand Park Otaru
Japan



Marking a Milestone

Champagne maker Moët & Chandon has opened its first permanent space in Europe within the beauty halls on the ground floor of London department store Harrods. In this article, RLI sits down with Roman Fussthaler, Managing Director Premium Retail, Simon Wait, Project Director at umdasch The Store Makers and Simon Mitchell, Co-Founder of Sybarite studio to discuss the flagship project.

The execution of the dramatic Moët & Chandon bar is a major milestone for umdasch in the 10-year grand renovation process of the world-famous Harrods in Knightsbridge, London. Manufactured and installed by umdasch The Store Makers to a design by architectural studio Sybarite, the Moët & Chandon Champagne Bar at Harrods is a contemporary take on the heritage of the Maison.

Of course, Harrods has had places for a glass of ice cold bubbly before. But nothing of this ambition, with the 125sq m ground floor bar, which opened on 7 July 2022, sat amid designer brands in its beauty hall and facing out onto Basil Street, where many a well-heeled shopper dines al fresco or gets dropped off and picked up in luxury limos and supercars.

The star of the show is an organic, hand-sculpted chandelier – made of nearly 60,000 dégradé golden disks and 240,000 brass rings – which sweeps over a curving 34-seat bar and visually connects the bar area with its environs. Four poset tables in each corner of the space complete the seating, while Moët & Chandon branding and bubble graphics in the window define the exterior view and make it a place to see and be seen.

The chandelier is without doubt the centrepiece of the design. Inspired by the idea of the effervescence and pleasure of the 'Champagne pop', the hand-crafted 21 x 5 metre chandelier sweeps through the space, with two different finishes concentrating on gold ombre disks at its centre and then subtly fading into silver towards the edges and including mirror polished stainless steel, brushed and polished brass.

Not that creating such a large and sinuous structure was easy. "The design involved a lot of prototyping, testing and testing again," says umdasch Project Director Simon Wait. "Also spotlights and sprinkler heads had to be allowed for following the organic shape. The lighting within the chandelier offers a number of pre-set scenes for the time of day and ambience."

Simon Mitchell, Co-Founder of Sybarite studio, adds: "No matter how hard you can plot in three dimensions the chandelier and the weight of each of the disks, it behaved in completely different ways and so we had to tame the beast. It took six weeks to tame it with necessary design adjustments whilst in situ."

Below, the bar offers a full selection of Moët & Chandon wines, served by the glass, bottle or magnums, plus an extensive range of savoury and sweet light eating options created by Harrods' specialist team of in-house chefs, from fresh seafood to finger sandwiches and pastries.

The colour palette and contours of the organic bar takes its inspiration from the colours and topography of the Epernay Champagne region, manufactured in glass fibre with a textured application, a brushed brass bullnose curving around the whole bar completed by a chalk-like texture beneath the glass.

The counter is studded with eight red "Moët Kisses" installed within the solid surface that house the brushed brass ice buckets. The bar includes a fully fitted kitchen for the preparation of food and drink. Waiter stations in aged brass are echoed in new store fixture designs for the adjacent concessions so that the two zones blend seamlessly.

The tops of the poset tables are made from resin, each designed with a three-dimensional aesthetic which replicates the impression of looking down into a glass of Moët & Chandon, with the 'bubbles' rising towards the customer. The window design provides full visibility, so that passers-by feel the scale of the chandelier but Moët also wanted to create a little privacy for people sitting in the window and opted for a bubbles design plus some branding across the three prominent windows. The vinyls will change, so there will be a different graphic for the Christmas period and



All images are of Moët & Chandon, Harrods, London, UK
PHOTO CREDIT: Courtesy of Sybarite, Photography by Rupert Peace

different visual merchandising on a three to four month cycle.

"What we tried to do is all about design coding that is representative of the brand DNA so that we hope that the customer engages with some form of emotional appreciation," says Mitchell. "They may not get all of the design codes that we weaved into it, some are really subliminal and some are more obvious. But it's all about if that customer just picks up on one thing, the terroir or the chalk or the party. If you can do that in design, especially in retail, the customer will keep coming back."

There are four colours of corporate identity under the LVMH umbrella: red, gold, white and black, and Sybarite came up with 'four Ps' - the first P is pleasure, about that moment, the pop of the champagne, the 'beating heart'. The second P is about the prestige and French elegance. The third P is place, grounded in the land and the soils and layering of chalks and clays and the final P is philosophy, which is about the kind of heritage.

Mitchell adds: "From that we were able to build those four distinct design codes within the design for the bar, which echoes the contours, the terroir. And it's layered so that you've got the clay, surrounding the base and you've got the chalk contours within the base surface. So there's already this theatre and there's also this kind of party bringing people together. Obviously the grand gesture is the 21-metre chandelier. That's the wow moment."

"It has been a super-challenging project because of the complexity of delivering the organic, sinuous shape of the chandelier and bar using the premium materials specified," said Wait. "The bar was manufactured in twelve sections and fitted together on site, the pieces were then jointed, filled and refinished in situ to give the appearance of the bar being made from one piece."

The long-standing relationship between umdasch and Harrods is emblematic of the deep heritage that the two businesses have within retailing. From luxury merchandise to gifts, Harrods and umdasch have collaborated in a long-term, phased project to rejuvenate key elements of the store, starting with the successful renovation of Harrods Roastery & Bake Hall in 2017 and Harrods Wine & Spirits in 2018.

Subsequently, umdasch was commissioned for many projects as part of a ten-year grand renovation, including the Dining Hall, Men's International Designer Room 1, Beds, Signature Harrods World as well as the Gift Wrap area, Men's Shoes or Seasonal & Books.

"Harrods Moët & Chandon Bar is our flagship project this year, given the uniqueness of the design and various high-profile stakeholders being involved in this project. The team is immensely proud to have been entrusted with this prestigious space," notes Roman Fussthaler, Managing Director Premium Retail.

www.umdach.com
www.sybarite.com





Play Global, Be Local

Paris, formerly known as Paris Department Stores, is a chain of department stores in Chile which is owned by multinational conglomerate Cencosud. In this interview, RLI sits down with Ricardo Bennett, CEO of Paris to discuss the changes the company has gone through as it looks to grow its market position across Chile and further afield.



A member of the International Association of Department Stores from 2000 to 2005, Paris is a very old department store that was founded in Santiago, Chile and today is part of the larger corporation Cencosud that operates across five main business pillars, supermarkets, home improvement, department stores, financial business and shopping centres.

Even through the difficult times in the past couple of years and the highs and lows they have brought, the department store sector in Chile has remained strong and so has Paris. Whilst competition is tough, the brand has maintained its middle market position and it has remained competitive because of its unique offering of private brands and garments.

"As a business, we have 49 physical sites that are situated all across Chile, and the upcoming landmark 50th site is set to open at the end of this year," explains Ricardo Bennett, CEO of Paris. "We also used to have stores in Peru, but the consequences of the pandemic meant that had to close them along with our second-tier department store called Johnson."

The company used to operate around 40 Johnson stores but in the last year as they were closing them down, they converted a number of Johnson stores into Paris stores that possessed a different view and a different strategy.

"The majority of Paris stores are around 3,000 to 12,000sq m, whilst Johnson stores were smaller at around 1,500 to 3,000sq m so we have been focused recently on implementing Paris concept's into a smaller space. We have also been pushing forward with our omni-channel strategy because an important part of our revenue comes from the e-commerce side as right now it is around one-third of our total revenue and we are looking to increase this," says Bennett.

Right now the company is investing in its marketplace in order to build a complete platform that will integrate all of the business units of Cencosud. Doing this will allow them to compete with Mercado Libre, who are one of the biggest Latin American marketplaces and Amazon who are beginning to build a direct presence in Chile.

Over the years Paris has built a very strong sense of loyalty with customers, helped in no small part through its loyalty program which extends to anyone who purchases an item, whether that be online or offline. The company also works within augmented reality to engage with customers, rather than sending multiple emails to them on a regular basis.



Social media is an important part of their strategic thinking, not only in communication and building direct contact with customers, but also in a different way of selling. The medium has allowed the business to grow internationally and has led to worldwide sales through its use of social media.

"Social media is a very relevant part of the way we interact with our customers, not only in sending information to them, but in gathering feedback of what customers want and think about. We understand that the medium is a place not for us to talk about the brand, but for customers who want to talk about Paris," Bennett highlights.

Sustainability is another pivotal area in which the business plays its part. Ever since they began their program of sustainability it has been one of their core values and a main pillar of their evolution strategy. They are building this strategy with all of their customers, suppliers and sellers and Paris are the main recycling company in Latin America across garments and electronics. In the last 18 months they have grown this strategy by adding a focus on reuse. In fact one of their brands is doing so well that H&M bought a percentage of that company based on the work it was doing with Paris.



Whilst they have made excellent progress, Bennett realises this is just the start and he would like more companies that they work with to get involved with their own strategies to assist them in not only taking care of the planet, but also the people that work with Paris to build a whole ecosystem of stability.

With the company focusing heavily on omni-channel, they are working hard so that any customer has the same successful experience whatever channel they are buying through. They are looking to ensure less friction during the purchasing process whether this is in-store, on social media or on their website.

As our time with Bennett begins to reach its end, we ask him what he thinks are the key drivers behind the company's success to date.

"I believe our very strong culture is a major factor in our success. Whilst we are not the largest player in the department store sector here in Chile, (they are second), or in the region, we have built a strong culture through the people who work here to drive our purpose of building a better world. Whilst this may sound very traditional, everything we do is geared at making our customers and collaborators happier and I feel this is something that is particularly important in a socially and culturally changing world right now."





Following the Money

Mark Faithfull crunches the numbers as he looks at analysis and expansion that reflects changing markets.



India offers vision of how IKEA sees the future of retail

Given that Ingka Centres is throwing a not inconsiderable \$400M or so at its latest project – Gurugram, a city southwest of New Delhi, India, in the state of Haryana – Ingka Centres Managing Director Cindy Andersen seems distinctly relaxed after breaking ground in August.

Gurugram will come in at over 1.7 million square feet over nine floors and will cost about \$400M to construct and at Gurugram, Andersen is promising green areas, workspaces, plus spaces for community events, with a focus on local needs, food and beverage and learning spaces, 325,000sq ft of office space atop the retail area, plus more of the company's special initiatives, all anchored by an IKEA.

Planned to open in late 2025 with an expected annual footfall of 20 million, the new Meeting Place has, says the company, been designed to encourage relaxation and mental and physical well-being amid a community hub, including a landscaped sky roof garden, amphitheatre for public events and an inner garden connecting the two levels of retail and F&B.

"Our Asian schemes are quite different and far more diversified," said Andersen. "What we want to do is reach out to the community and create places where they will want to meet and visit often. In each location what that means will be different. Gurugram won't be open until late 2025, so right now I can't say exactly what that mix will be."

A second site at Noida, also around Delhi, has been acquired.



Fraser's Group targets Australia and builds stake in Hugo Boss

Rapidly expanding UK fashion-to-sportswear retailer Fraser's Group is continuing its e-commerce acquisition spree after making an offer for Australian flash sales site MySale. The move reflects a major push into online retailing and its aim to grow its international operations, while recently the company also upped its stake in Hugo Boss.

Fraser's Group has a diverse portfolio of sport, fitness, premium lifestyle and luxury goods in over 20 countries and the company is exploring the potential for further international expansion through acquisitions, joint ventures and organic openings.

The retail group is already MySale's largest shareholder with a 28.7 per cent and has offered 2.37c per share for the online retailer, valuing the shares not held by Fraser's Group at \$16.1M.

Fraser's Group is seeking to buy the flash sales website as it looks to expand across Australia and New Zealand. It plans to use MySale as a platform for other investments in the region, including retail opportunities.

Farfetch acquires majority stake in Yoox Net-a-Porter

Luxury online fashion retailer Farfetch has taken another step in its growing domination of the luxury goods sector with the announcement that it is to acquire Swiss luxury group Richemont's majority stake (47.5 per cent) of Yoox Net-a-Porter (YNAP).

Emirati businessman Mohamed Alabbar will take another 3.2 per cent, with Farfetch to pay Richemont between 53 to 58.5 million Farfetch shares, as well as \$250M worth of shares five years after the deal is completed.

Mohamed Alabbar's smaller stake means that YNAP will be a neutral platform with no controlling shareholder. However, this status may not last as Farfetch will have the option to acquire the remainder of YNAP.

The move comes less than three months after Marcus Neiman Group announced the closing of the \$200M common equity minority investment by Farfetch.



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Crypto may be volatile, but it's still heading to a shop near you

This is the opinion of Ralf Gladis, CEO of Computop as he takes some time out to discuss the topic of cryptocurrencies in this month's Retail Insight.



Cryptocurrencies, the most well-known of which is Bitcoin, were created to provide a currency that could be independent of national borders. Originally this made sense, given that there are currently 166 national currencies, and in theory it would provide a progressive alternative to money and regulations controlled by central banks. In reality, depending on the source of information, there are now between 10,000 and 30,000 cryptocurrencies available and many nation states are seriously considering regulation.

Many organisations have committed to the success of cryptocurrency, but that doesn't mean it has had a smooth ride. Last year the price of Bitcoin fell from £42,000 in May to £23,000 by the end of June. It rose again to an all time high of £48,000 in November then back down to £26,000 in January and since then it has been sinking lower and lower. Ethereum has dropped its value to less than a quarter of its high while Luna, the cryptocurrency from Terra has collapsed entirely.

This volatility has done nothing to engender trust in cryptocurrency in society at large. Trading in Bitcoin or Ether is widely perceived as an activity only for risk-takers. A recent survey conducted by the German Federal Bank (Bundesbank) on the acceptance of crypto currencies found that only four per cent of the participants had already bought cryptos at least once and only seven per cent of those regarded crypto currencies as a means of payments.

The same study, however, found that 80 per cent saw crypto currency as an investment only, and it is these that are prepared for short-term losses because in the long-term they believe there will be major gains.

This is why the retail industry needs to think ahead. A survey published by Deloitte in June found that three quarters of retailers in the US were putting in place plans to accept crypto or stablecoin payments within the next two years. Even allowing for the fact that the survey was carried out at the end of 2021 when cryptocurrency was buoyant, it should be expected that some customers will want to pay in crypto moving forward, and this puts pressure on retailers to invest in digital currency infrastructure.

The retail sector is already absorbing both technology and structural change at a rapid rate and accepting crypto promises to be less than straightforward for retailers. Integrating multiple different cryptocurrencies with legacy payment systems, concerns about security, and operating in a changing regulatory landscape will be challenging. There are other issues too, which need to be taken into consideration.

Retailers often operate with very tight margins which mean that a five per cent drop in the exchange rate of a cryptocurrency could easily make a sale unprofitable. Because the value of crypto changes so dramatically, retailers will have to decide if they risk holding on to the cryptocurrency they receive from customers, convert it into pounds sterling in the UK, or into euros in the EU on a scheduled basis, or convert it immediately. It's worth remembering that bitcoin balances, for example, do not accrue interest and that VAT must be paid in the standard local currency.

Cryptocurrencies are transferred directly between the wallets of the retailer and the customer, and they are usually free of charge. Commissions can be incurred if the service also includes the exchange into non-crypto currency. The crypto platform Coinbase, for example, charges a one per cent fee for corporate customers (which would include retailers) but the conversion into the local currency is then free of charge. Retailers will recognise that this is more cost-effective than the charges made for credit card transactions but is still a charge they will need to allow for.

The other issue relates to retail employees and specifically staff training. Customers may ask if they can pay in crypto, but if staff is unfamiliar with which platforms a retailer can accept, this will cause delays and confusion. Issuing refunds for returned goods will also need to be adjusted.

But first, retailers need reassurance if they are to commit to investing in infrastructure change, and state backing for cryptocurrency could help to allay some concerns about its volatility. While this has taken some time to get underway, and only a handful of countries actually have central bank digital currencies available, plans are now being developed in the US, India, and the Eurozone to launch in the next couple of years. The European Central Bank (ECB) is looking at creating a digital version of the euro which, unlike private crypto platforms, will have the same backing as their analogue variants: the performance of the respective associated economic area and the trust of the population. The e-euro will be able to be exchanged 1:1 for analogue euros at any time, so the exchange rates will not diverge, and the problems of a fluctuating crypto valuation will not exist. In practice the e-euro will also be managed in wallets.

Because the ECB will not issue the currency directly and instead will make transactions through commercial banks, a link to current accounts is likely. Crypto purists would argue that this misses the point of cryptocurrency, but for retailers it may provide a welcome first-base to offer customers who want to move into the electronic payment sphere.

So, if there is acceptance that crypto, despite its volatility is here to stay and will become an accepted way to pay for goods at some point in the future, it is important to build as much trust around it as possible. Payment service providers (PSPs) have an important part to play in this regard. Just as bitcoin, when it was first introduced, promised to generate complete trust between the two parties in a transaction, so too can a reputable, international PSP. Companies like Computop have the platforms available, the global alliances and the tools to deliver rapid and fair services, whatever way customers choose to pay a retailer. This will undoubtedly help the sector to be prepared when crypto-wielding customers come to call.

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With a long term strategy in the continuous redevelopment of assets, which started in Príncipe Real, EastBanc has today around 20 assets including iconic buildings such as Palacete Ribeiro da Cunha (EmbaiXada) or Faria Palace - award winner housing redevelopment - being one of the main urban revitalization developers in the Portuguese market.



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The future of virtual reality in location-based entertainment



In this edition's Leisure Insight, Matt Wells, Co-Founder and CEO of Frontgrid, and Co-Inventor of ParadropVR, discusses his predictions for the future of virtual reality (VR) in location-based entertainment (LBE) venues.

Sometimes you'd be right to check yourself to see if you are living in a Sci-Fi book. The future is here, there are adverts that know who you are and there are LBE attractions which take you to other realities.

You have two very interesting trends happening concurrently at the moment.

1. VR is here to stay, in fact it will revolutionise everything. Covid-19 accelerated the adoption of VR and gaming at home. With everything from the likes of the announcement of "Meta", to the constant evolution of headsets and the fact Apple are due to jump on board with the release of its first headset in 2022. The snowball is gathering pace.

2. Retail and leisure venues need to diversify their offering. Post Covid-19 and the boom of online shopping they are faced with the challenge of drawing people back to bricks and mortar venues as well as catering for the tastes of customers who are ever looking for "the next thing" to fill their leisure time with.

Combined there is a clear opportunity for location-based VR, if it is done correctly.

People will be looking for things that they can't experience at home

After a long period of being confined to their homes, and not being able to meet up socially with friends and find and enjoy new experiences, people are now always on the lookout for the next new experience and this was at the forefront of their thinking when Frontgrid created ParadropVR, a dimension to VR you just can't reciprocate at home.

The future of competitive socialising

People go out to socialise. That might seem counter intuitive with VR but it is not, it is part of the future of socialising. Don't believe me? How many of you during COVID organised to meet a friend on Zoom which you never would have thought you would have done before?

Direct links to retail

VR offers brand experience on another level. We can for example brand our canopies in game, create a specific character or clothing

(that's called a skin in case you aren't down with the kids!) specifically for a brand – or a whole new game experience. You can then drive people to whatever digital touchpoint you want – email, social, ecommerce. VR is a great marketing tool and of course it is all trackable.

Relevance and narrative

Something else we see as key, is the evolving importance of the content itself. A few years ago, it didn't really matter what the experience was. People were like "WOW, it's VR, I've never seen VR before its AMAZING". Over time, consumers will get pickier, it will be like watching a movie, you will only choose a genre you like.

It's got to make money

Your VR attraction has got to have a competitive throughput and drive value, however you define what value is. Whether that be ticket price or simply fulfilling the objective of offering something new and the incremental value it drives elsewhere at your venue. It's also got to be easy to operate.

The future of adventure

The bottom line is (to ensure a healthy bottom line!) you have to offer a first-class experience. I started my career as a Paratrooper, I wanted to be able to give people the chance to experience the incredible sensation of flying under canopy. VR gives people the chance to try something they would not otherwise be able to do. It has accessibility benefits. We are seeing an interesting merger of sports and online sports. Esports as a trend is set to take off, venues should capitalise on it.

Meaningful entertainment

Finally, I think when we look at the future of VR, we all have a responsibility to step back and think – what positive meaning can we add to this experience and is there a positive action we can use it to drive in the real world. Yes, there is a place for simply pure good fun and there is nothing wrong with that. Yet there is a further opportunity here, I predict a rise in interest in edutainment in LBE VR, as parents for example are likely to prioritise leisure time and spend on something more meaningful, as we catered to with several of our games.



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CROWNING THE OCCASION

As the retail & leisure industries continue to adapt and evolve, following two and a half years of disruption and challenges the likes of which people and businesses across the globe had never seen before, the seventeenth edition of the Global RLI Awards will bring together companies from all corners of the world for a night of celebration and new beginnings.

The 17th edition of the Global RLI Awards will take place in the Kingdom of Saudi Arabia's capital of culture, Riyadh on the 2 November, as this global event continues to wow and delight, this year by bringing an awards ceremony like no other to a city in the centre of the Arabian Peninsula.

Taking place in association with Gold Partner Chalhoub Group, principal awards partner for the sixth year running, they are the leading partner for luxury across the Middle East since 1955. As an expert in retail, distribution and marketing services based in Dubai, the Group has become a major player in the beauty, fashion and gift sectors regionally.

The Global RLI Awards 2022 will celebrate retail, leisure and entertainment excellence on a global scale in the 'Land of Opportunity', the Kingdom of Saudi Arabia.

Following last year's awards ceremony that was a Hybrid Event that combined a "live" in person event with a "virtual" online component, merging the power of face-to-face with the extensive audience reach that comes with a virtual element, the 2022 event returns to its traditional format which focuses on bringing high-profile individuals together for an unforgettable evening.

The event makes its return to the GCC region for the first time since 2017 as the area continues in its quest to be a global beacon for future economy. Having gone through dramatic, positive changes, the GCC is becoming an attractive investment destination that provides rich opportunities in the retail, leisure and entertainment sectors with exceptional resources, market conditions, and pro-business regulations.

The Global RLI Awards 2022 will pay homage to the best of the best in retail, leisure and entertainment, and play host to global CEOs, Managing Directors and industry experts from around the world on a night like no other in the industry calendar.

The evening will commence with the annual networking reception, where guests can relax and take the opportunity to catch up with friends, colleagues and associates in the industry. Attendees could even make a new contact or two before everyone is called for a luscious three-course meal with entertainment before the main event takes place.

The ceremony itself is where the cream of the crop in the industry will be recognised across 18 categories as the world of retail, leisure and entertainment celebrate the outstanding achievements of the industry in the past 12 months.

Events like these do not just happen, and RLI would like to thank our esteemed panel of international judges for their hard work for

creating tonight's final shortlist for the ceremony. We truly offer them our sincere thanks and gratitude for the time they have taken from their busy schedules to compile their votes.

We would also like to thank our category sponsors to date, HMY Group, LILY, MK Illumination and Ventura Mall by Damac Hills, whose valued support has helped make this event possible.

Jayne Rafter, Publisher of RLI explains that: "The event will continue to strive for excellence in an industry where the boundaries are always being pushed and now, more than ever, it is essential that we continue to collaborate and recognise achievements and ground-breaking projects around the world. The Global RLI Awards 2022 will once again celebrate the most visionary and innovative retail and leisure concepts from across the globe."

The Global RLI Awards 2022 is once again taking place alongside the ninth edition of RLI Connect Global, which remains a sustained platform for doing business and building value through strategic partnerships, on a truly global scale. This year's event takes place across 30 October to 2 November in association with Destination Partner Diriyah Square and Platinum Partner Sands Retail at the Crowne Plaza Hotel in Riyadh Digital City, Riyadh, Saudi Arabia.

www.rli.uk.com/awards



AND THE FINALISTS ARE...

RLI FUTURE PROJECT



CCCC JIMEI CENTER XIAMEN, CHINA

The Jimei City Center is located on the central axis of Jimei's new town of Xiamen, 1.4km from the town's administration centre. With an area of about 3.4ha and a level difference of about 3.2m, the site borders Chengyi Avenue, a vehicle road with a 40m-wide linear green park in the middle. The avenue is also called the central axis of Jimei, by which the most important administrative and cultural facilities are located. The project program contains a 266m tall tower combining office and hotel and a shopping mall podium. Three levels of basement accommodate parking and back of house facilities. The project combines various types of space including accommodation, workspace, stores, restaurants, cinema and kid's area. It will provide a destination for new citizens to visit, work, and spend their leisure time.



DIRIYAH SQUARE DIRIYAH, SAUDI ARABIA

Heritage and tourism development are central to Saudi Arabia's Vision 2030 and in line with this vision, the Diriyah Gate Development Authority is honoured to be developing Diriyah. Benefiting from the UNESCO world heritage designated district of At-Turaif, whose mud construction structures formed the origins of the House of Saud since the 1700's, the mission of Diriyah is to anchor Saudi Arabia's vision for the future on a jewel from the Saudi past. Opening in 2024, Diriyah Square will deliver a first-of-its-kind luxury retail and lifestyle experience. Spanning over 180,000sq m, Diriyah Square will encompass more than 400 iconic lifestyle retail brands and premium dining offers, and unique Souq offerings. Diriyah Square will seamlessly blend the best of Saudi Arabia's traditional retail with the world's best in class.



FOURTH MILE LONDON, UK

A place where customers and the world's most innovative brands can share the best of today and the promise of tomorrow, a showcase for all that is possible for the future vision of London... and beyond. Fourth Mile (4M) reimagines personal mobility and autonomous living, sharing it with the world in new and accessible ways. By connecting everything it does and using the latest and best thinking, 4M specialises in products, services and ideas that challenge us to live our lives differently and better. Sustainability is at the forefront of the design and construction of Fourth Mile. Low carbon technologies have been incorporated into the plans, including onsite micro power generation, ground and air source pumps, solar panels, rainwater capturing, the provision of electric vehicle charging and green walls and roofs.



SOLITAIRE RIYADH, SAUDI ARABIA

The 65,000sq m mixed-use Solitaire project in Riyadh will reinvent retail as a vibrant urban district that promotes social interchange and creates a landmark destination in the Kingdom. A unique feature of the development will be its commitment to sustainable cooling via a series of wind towers. Within the towers, mechanical fan systems will help to maintain amenable temperatures throughout the site's internal zones. The job of these fans will be to move rather than chill the air, producing a sustainable alternative to standard, energy intensive air conditioning. The aim is to create a comfortable environment via passive cooling technology. And as visitors move from internal zones to external areas open to the climate, forced air systems will ensure they remain protected from the desert heat.

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RLI MOST ANTICIPATED OPENING 2022



D5M

District 5 is the result of Marakez's firm belief that high quality living is attainable and that you can find the lifestyle you wish to experience in your own homes. At District 5, you'll find everything from offices, sports facilities, shopping, entertainment and more. Marakez have built a suburban residential community with the qualities and convenience of city life. Located right in the centre of New Katameya, housing a mixed-use, multi-purpose complex where people can shop, eat, work, play and create meaningful experiences within the space through a multitude of different entertainment and lifestyle facilities. D5M's supreme location, right by the Cairo-Ain Sokhna Road, makes it an ideal location for a multigenerational population seeking leisure and entertainment, top-notch fashion



destinations, customised work spaces and a variety of dining options. Driven by an innovative vision that puts engaging entertainment and walkability at its forefront, D5M is the first of its kind shopping experience, designed to suit every taste and need. Spread out on an impressive 100 acres, D5M introduces a unique blend of contemporary shopping experiences, spanning numerous fashion brands, a lively kids zone, cinemas and a delicious culinary world reflected on vibrant food court. Envisaged to become the new social nexus, as well as New Cairo's favourite hangout, the new D5M is a delight for friends wishing to connect or families wanting to enjoy impeccable service, quality and an unmatched variety of shopping experiences minutes away from home.



HI PLACE SANYA

Sanya city, located at the south coast of the Hainan Island, is one of the most famous tropical tourist destinations located by the South China Sea. Hainan Island has been designated as a duty-free island by the central government in recent years, and the Sanya City is increasingly becoming a paradise for tourism, vacation and shopping. The highly developed local tourist industry and modernisation of the city provide an impetus to the project, Hi Place Sanya, a modern shopping and leisure destination reflects the city's contemporary lifestyles and ambiance. Located in the urban centre of the famous tourist city of Sanya, the Hi Place Sanya Shopping Mall is targeted at the young families and a



new generation of Sanya citizens, providing not only a convenient and modern shopping centre for daily life, but also as a one-stop destination for fashion, socialising and a relaxing lifestyle. Inspired by the unique leisure ambiance of the city's various marinas, the interior design concept reflects nautical themes, suggestive of "Sailing Dreams" within the public areas adorned with voluminous daylight spaces. Judicious use of materials defines a vibrant and contemporary shopping environment, with a touch of surprise, fun, and interactive public areas. Positioned as the top "light-luxury" shopping mall in Sanya City, the mall facades are designed to depict quality with elegance and timelessness.

RLI BEST PLACEMAKING SCHEME

DISTRITO ARMIDA MONTERREY, MEXICO



Distrito Armida is a new multi-phase mixed-use community in the upscale city of Monterrey, Mexico. It is located inside a district known for modern office offerings, and thus to fit within the district, Distrito Armida offers a full mixed-use project with premier office opportunities. To support these new offices, a full-spectrum community is conceived, one that includes all support programs for a fully serviced lifestyle. Situated in the south-eastern edges of San Pedro Garza Garcia, Distrito Armida is uniquely positioned to create an essential, lively, and unique offering. Views of the iconic mountain skyline of Monterrey, proximity to vibrant communities, a world-class business context, and multitudes of retail and entertainment opportunities will all serve to attract young professionals, families, and business owners with a modern outlook and appreciation for urban living.

THE BOULEVARD AT OUTLET PARK BANBRIDGE, NORTHERN ISLAND



From a desolate outlet on the periphery of a small town to Ireland's most exciting retail destination, Lotus Property (LP) has significantly transformed the retail experience at The Boulevard at Outlet Park. With upwards of 4.5 million in footfall annually and employing more than 500 people, further economic growth for the area was fuelled in 2021 with the investment in the surrounding commercial land, Outlet Park, and the signing of big brand names like The Range and M&S Simply Food as well as the opening of the Park N Ride facility for the world-first Game of Thrones Studio Tour. The Boulevard at Outlet Park is a best-in-class placemaking scheme with a roster of exciting retail brands, growing customer footfall and tonnes of potential to realise its ambitions of meeting international standards for a retail destination.

WEIHAI HUAFA NEWLAND WEIHAI, CHINA



Huafa Newland is strategically located at the Yangjia Bay waterfront of Weihai, China and is a major business and economic centre in the region. The developer, Huafa Properties aims to define a new civic focal point for business, leisure and retail at the South end of the City. With a total site area of approximately 75,000sq m and total GFA of approximately 162,000sq m, the development is positioned as a diverse and premium mixed-use development, providing office, residential apartments, F&B, sport and leisure centre, retail spaces and movie theatres. The project is to be innately linked with the adjacent mixed-use 'Huafa Kowloon Bay Center' development on the Yangjia Bay waterfront. The developments will interact with one another to create a continuous retail environment connecting the new CBD with the water's edge.

WUHAN HUAFA ZHONGCHENG MALL WUHAN, CHINA



Huafa Zhongcheng Mall is located at the eastern gateway of Wangjia Dun CBD of Wuhan, HuBei Province, at the intersection of Hankou QingNian Road and Huaihai Road. The site is surrounded by well-developed transportation, educational, and commercial facilities. Subway Line 2 and 7 are directly adjacent to the site. With a total site area of approximately 45,000sq m and total GFA of approximately 130,000sq m, the development is composed of two high-rise office towers, serviced apartments, five-star hotel, boutique art hotel and retail. The complex features a mixture of unique outdoor retail streetscape intervening with indoor shopping experience. The retail development is split mainly into two parts; shopping mall and F&B streets created by a series of blocks, and the indoor retail mall that sits under the office towers.

RLI INTERNATIONAL SHOPPING CENTRE NEW BUILD



AL PLAZA SHANGHAI, CHINA

With architecture work by Woods Bagot for developer SCP Group, Al Plaza in Shanghai, China is the home of Art + Intelligence, a brand new retail experience that is full of inspiration beyond your wildest dreams. Located far away from the city centre in a newly developed area, Al Plaza is situated in the largest art area in Asia, facing the world-class waterfront public open space and the retail element of the mall is linked to the surrounding nature, art and media zone. Al Plaza is the creation of a new immersive retail experience that has been created by merging art & intelligence to bring to completion a centre of art, leisure and technology in the Shanghai area where visitors are invited to become part of the cultural landscape.



CIFI MALL CHENGDU, CHINA

CIFI Mall, with a total volume of more than 260,000sq m, is located in Xiangcheng centre in the Xindu District of Chengdu. Since its opening, the popularity of the site has continued to rise, cementing its position as a commercial beacon in Xindu and even Chengdu. The vision of the project was not only to provide local residents with a place for rest and entertainment, creating a regional landmark commercial complex building, but also to convey a dynamic and upward sense, as well as a positive attitude towards life and an integrated environmental atmosphere. The core goal of the design was to establish and enhance the brand value for the mall owner. The site comprehensively envelopes an urban landmark commercial complex composed of large commercial shopping centres, fashion blocks and five-star hotels.



MIXC NINGBO NINGBO, CHINA

MixC Ningbo is a 168,000sq m retail development located near the city's Central Business District. The flagship property provides a new urban lifestyle destination with a distinctive public realm and experiential design offer. The dynamic multi-level retail development features a 700m street frontage, 24 hour 'Sky Walk', Ferris Wheel and innovative placemaking strategy to create a compelling and surprising proposition for visitors. The design draws inspiration from Ningbo's heritage, referencing the historic sloping roof house buildings. The brief was to create a destination that prioritises a community-centric approach alongside commerciality, ultimately delivering a sanctuary in the city. MixC Ningbo is located in the Jiangbei District, a core urban area of Ningbo that is located near the Central Business District and is famous for its historical sites, such as the Old Bund.



SHOPPES AT LONDONER MACAO, CHINA

Representing an investment of approximately \$2bn, The Londoner Macao has opened progressively across 2021 and 2022. With two new hotels, guests now have a choice of five leading international brands, eclectic dining options, enhanced retail and MICE space including a 6,000-seat arena, themed entertainment and attractions. The 525,000sq m of premium retail space offers an extraordinary range of brands that cater to a broad spectrum of luxury-minded shoppers. The Best of London begins with notable landmarks and icons with the unmistakable recreations of the House of Parliament and exact replica of Big Ben that welcomes guests to the property. Through the gardens inspired by Kensington Palace, guests will arrive at the magnificent glass Porte Cochere, designed after the famed Victoria Station. Upon entering the front doors, all will be awe-struck by the majestic Crystal Palace lobby.

LWK +PARTNERS



Chengdu CIFI Mall, Chengdu, China

Shortlisted – RLI International Shopping Centre - New Build 2022



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RLI INTERNATIONAL SHOPPING CENTRE RENOVATION



JOY BREEZE BEIJING, CHINA

The renovation of this underutilised retail centre in Beijing was inspired by the ancient Fire God Temple located on the grounds, directly adjacent to the mall entrance. The lantern-like aesthetic of the temple is reflected in the glowing, translucent forms of the new buildings. In Chinese culture the lanterns are a symbolic representation of celebration and prosperity, positioning this project as Beijing's new destination for urban renewal and discovery. The project is a representation of Beijing itself, home to China's second largest urban population - rich in history, while also embracing modern culture, creating a juxtaposition of new and old architecture within a cosmopolitan community. The captivating garden terraces created above the city streets ascend to a unique, top-level entertainment, retail, dining destinations and new experiences at every turn.



LINK CENTRAL WALK SHENZHEN, CHINA

The Link Central Walk was originally built in 2007. This mall was one of the largest shopping malls within the CBD of Futian, Shenzhen and a popular mall for many of the youngsters at the time. With the rapid CBD development in the last 15 years, Central Walk was at the threshold of Futian's urbanisation's new era, with numerous commercial towers rising along the Fuhua Road and nearby shopping malls finishing their renovation. Futian CBD now becomes the busiest and most well-developed commercial district in Shenzhen, which necessitated an upgrade for Central Walk. Link Central Walk is positioned as "Urban Paradise on the Central axis of Futian", with a green design in every nook and cranny and the potential to serve as an urban oasis for the restless city.



NEIGHBOURHOOD CENTRE 'MESTO VSTRECHI SOFIA' MOSCOW, RUSSIA

ADG group's Mesto Vstrechi ("Meeting Place") project is designed to transform the residential suburbs of Moscow and enable citizens to meet, dine, entertain and shop in proximity to their homes in state-of-the-art public spaces by reviving the heritage of old Soviet cinemas. The aim of developer's ADG group is to improve the quality of life of 2.5 million Muscovites living within walking distance from their centres. Sofia, opened in December 2021, has put the community first from day one of its operation: with a rich cultural and educational program, a dedicated space for neighbours to meet, cafes designed that invite people both for work and leisure, a state-of-the-art cinema at affordable prices and dedicated community manager ready to help with event booking or indoor navigation, Sofia has quickly become the place to be for locals.



NEIGHBOURHOOD CENTRE 'MESTO VSTRECHI VYSOTA' MOSCOW, RUSSIA

Vysota, opened in December 2020, features 9,239sq m of gross build area and a total of 5,818sq m of gross leasable area. The centre is situated over four floors, features four cinema halls and has 60,988 people living in a 15-minute walking distance, while 418,097 people live within a 15-minute transport distance. The average income in district is 50,726RUR per month and more than 105,000 people go through the metro station per day. The internal space of the Vysota Meeting place is based on a barrier-free environment principle: a minimum number of partitions inside the building, so shopping and public areas seamlessly blend into one another. All of the shops in the centre are designed according to a single guidebook, giving the environment a special visual and emotional experience to guests.

RLI MOST INNOVATIVE RETAIL & TOURISM DESTINATION



HENGQIN VILLAGE ZHUHAI, CHINA

The Hengqin Village development serves as an attraction for all as well as a solution to the lack of space in Macau. Designed as a gateway attraction between Macau and Mainland China, the project provides a variety of retail, entertainment, wellness, and food & beverage options, while adding connectivity to planned office and hotel/serviced apartment towers, as well as the adjacent immigration facilities building. Located at a prime location with direct access to the port and commercial facilities at the border of Hengqin and Macau, the site enjoys a premium transport network, directly connected to the Hengqin and Macau light rails and the extension of Guangzhou-Zhuhai Intercity-Rail in the future. Benefiting from the strong developmental trends from Macau and Hengqin, the project will enjoy advantages and great potential as a central hub.



SHOPPES AT LONDONER MACAO, CHINA

Sands Cotai Central has been transformed into The Londoner Macao as an iconic flagship destination on the Cotai Strip, adding another themed property to the Sands China Ltd. (SCL) portfolio, further solidifying SCL's position as the market leader in Macao. SCL differentiates its properties from competitors by giving the customer a truly immersive experience. The Londoner Macao will continue to set the industry standard in customer service, MICE, business and leisure travel. The new facilities and unique British-themed ambience will provide even more reasons to visit and re-visit. This enhancement on customer experience will not only promote footfall but also extend lengths of people's visits. The Shoppes at Londoner features over 200 retail shops, more than 20 dining restaurants, a 689-seat food court and 34,300sq m of meeting and event facilities.



STEEN & STRØM OSLO, NORWAY

In 2021 the world's oldest luxury department store Steen & Strøm, commenced on a strategic repositioning project with the goal to re-build the iconic store as a city landmark, and ensure that it will continue to be "The Store of Oslo" for generations to come. Annually Steen & Strøm hosts more than two million visitors. With the latest development the store seeks to maintain the position at the intersection of tradition and forward-looking fashion and lifestyle. Inclusive and aspirational, Steen & Strøm is a destination mixing inspiration with the ease of a one-stop shop offering over 600 brands in a 10,927sq m building. This year Steen & Strøm is celebrating its 225th year anniversary following its founding in 1797 and the site will be visited by 2.2 million people this year.

RLI INNOVATION IN SUSTAINABILITY AWARD RETAILER

ABDULLAH ALOTHAIM MARKETS

Abdullah AlOthaim Markets is an extension of Saleh AlOthaim Trading Establishment, founded in 1956 by the Sheikh Saleh AlOthaim. The establishment opened its first location in the village of Al Gusman at Al Batha and started doing business in food trading. In 1980 Abdullah AlOthaim Markets Trading Company was founded to continue its expansion by opening wholesale and retail stores. The Kingdom of Saudi Arabia has long played a central role in the international energy market. However, Saudi Arabia is ushering in a new era as the kingdom aims to reach net-zero by 2060. This ambitious 2030 vision will help accelerate the energy transition to achieve sustainability goals for the future of the kingdom, the region, and the world. AlOthaim Markets dedication to its people, community, and society is its main priority.

ALSHAYA GROUP

Alshaya Group is changing the way they approach their business to minimise the negative impacts they have on the world. Creating circularity is an important part of how they are looking to move forward. This means finding creative ways to minimise the waste from their products and operations. They also want to help their customers learn to be more sustainable in the process. In 2021 alone they diverted 19 tonnes of expired stock from landfill and over 200 tonnes of CO2e diverted. They now have stock donations four times per year and they have supported nine charities in eight countries including Kuwait Red Crescent, Qatar Charities, UAE Red Crescent and Al WAFA in KSA. In addition, they are partnering with recycling companies in each country to sustainably dispose of old shop-fit materials.

CHALHOUB GROUP

Sustainability has been rooted in the Chalhoub Group since their beginnings nearly 65 years ago. While the word itself was yet far from representing what it does in the business world today, the concept of giving back to society was always entrenched in the hearts of company founders Michel and Widad Chalhoub. Chalhoub Group are seizing all opportunities to help mitigate climate change and pave the way to achieving net-zero emissions across all their operations by 2040. In the past year, they focused on better assessing and reducing their carbon footprint, continued to transform their buildings across the region to become as energy efficient as possible, consuming more responsibly while minimising waste and opened dialogues with their partners to adopt principles of the Circular Economy to maximise the lifecycle of their products.

RITUALS COSMETICS

Everything Rituals Cosmetics does as a brand is with the aim of nurturing sustainable wellbeing for all. On Earth Day 2022, Rituals Cosmetics announced its biggest investment yet to support the wellbeing of the planet by planting, protecting or restoring a tree for every refill sold. In collaboration with its partners, the brand aims to grow five million trees globally by the end of 2022. The initiative is part of Rituals' bigger Clean, Conscious & Caring strategy in which Rituals commits to reduce its environmental footprint. They are working together with local partners from Kenya (ClimatePartner) to India (EARTHDAY.ORG's™ The Canopy Project) to make their ambitious goal possible. This initiative is also stretching into Travel Retail where the number of refills sold in Travel Retail units in 2021 was more than 11,000.

RLI INNOVATION IN SUSTAINABILITY AWARD PROJECT

ABDULLAH ALOTHAIM MARKETS

AlOthaim Markets believe that to achieve sustainable growth across the organisation, the three arms of economic, social, and environment must work together to create a positive impact. Ways it does this is by emphasising plant-based foods and sourcing products locally. Sourcing products locally can bring positive value both directly and indirectly to the AlOthaim and the KSA economy. It brings revenue to the local suppliers and vendors. Therefore, adding more jobs to the sectors concerned. Nevertheless, local sourcing helps AlOthaim Markets to offer competitive prices. Additionally, it will help reduce the negative impact on the environment, as it reduces carbon miles from the transport making it environmental-friendly and cost-efficient. In essence, AlOthaim Markets believes that sustainable practices offer immediate tangible opportunities to drive growth and bring stability to the environment.

CHALHOUB GROUP

What is the Greenhouse? The Greenhouse is Chalhoub Group's space for innovation and entrepreneurship. It is a unique data-driven program leveraging The Greenhouse methodologies of rapid experimentation to discover and support six high potential, Saudi-based, emerging fashion brands. The criteria for these brands were that they were Saudi-focused with passionate founders, had garnered an engaged community, was an emerging brand that was sustainable and innovative. Sustainability was introduced as a category within the judging criteria in selecting the final brand that were chosen for the program and they delivered a sustainability workshop from an in-house expert. The main output of this session was for each brand to discover one or two things they can do now to make their brand more sustainable moving forward.

RITUALS COSMETICS

The brand's 'Clean, Conscious & Caring' initiative has three separate goals. The main goal of 'Clean' is that all personal care products are formulated with more than 90 per cent natural origin by 2023 and the main goal of 'Conscious' is to have zero waste by 2025 by making every product either refillable, recyclable or made from recycled material. Finally, the main goal of 'Caring' is to inspire their customers to help navigate their journey of wellbeing, but also to develop and support wellbeing programmes in society and the youngest generation. The company operate in compliance with a strict blocklist, their products never contain any materials like parabens, phthalates, formaldehyde, formaldehyde re-leasers, cyclic silicones and microplastics and they are committed to making conscious decisions across their entire value chain.



RLI GLOBAL RETAILER OF THE YEAR



ALSHAYA GROUP

The Alshaya Group was founded in 1890 in Kuwait and remains 100 per cent family owned. They have 40 years of retail leadership within the markets in which they operate, are responsible for more than 4,000 stores, cafes, restaurants and leisure destinations, over 100 e-commerce trading sites and apps, have 70 long-standing partnerships with leading brands and their global revenue is more than \$5bn. The company has significant scale and influence in every major market, is a single partner for growth in high-potential markets and it is a 100 per cent in-house owned business in all markets with no local partners. They partner with many of the world's leading brand operators to authentically bring the brand to new customers in new markets and they always put people first.



BATEEL INTERNATIONAL

Bateel offers a journey of transformation and creation, forging an enduring legacy of innovation, delighting discerning connoisseurs of fine food around the world. Bateel has elevated a revered ancient fruit to gourmet delicacies and created a luxury retail experience that launched an entirely new market, a market for gourmet dates and date products. The story began in the iconic Bateel date groves. Located in Al Ghat, a town cited in classical Arabic poetry and famed for its ideal climate, rich soil and sweet water, perfect for growing regal and productive date palms. Bateel date groves have a rich heritage, dating back nearly 100 years when the date palms were first planted in 1932. Welcome to the world of Bateel, where organic farming and luxury retailing embrace in harmony.



GIORDANO

Established in 1981, Giordano is now one of the world's leading international retailers of casual wear and accessories for men, women and children. Our key strength is providing high-quality, easy-to-wear clothing at affordable prices. Giordano has a longstanding, strong base in Asia and the Middle East and with over 40 years of experience, they plan to continue their expansion into new markets around the world. Giordano is a world brand recognised for its good quality and its consistent focus on simplicity, quality and service has helped to create a signature look, featuring relaxed, easy-to-wear fashion pieces that can be readily mixed-and-matched to suit any occasion, mood or place. The essence of Giordano is to develop apparel for everyone regardless of ethnicity, nationality or culture, truly illustrating its brand value of "World Without Strangers".

RLI MIDDLE EAST RETAILER OF THE YEAR



ALSHAYA GROUP

With 944 stores in KSA, 778 throughout the UAE and 615 in Kuwait as just some of their top markets, Alshaya Group is a major player in the Middle East retail market. Their team of 50,000 staff are always focused on the customer and their multi-national team drives their success in the Middle East and abroad. With deep local market and consumer knowledge the company is an expert at business planning and delivery, and is structured to provide data and analytics from a 'single customer view'. Delivering a decade of change in a year, in 2021 they opened nearly 350 new stores and grew their e-commerce portfolio to be the largest in the MENA region with over 100 sites and started a new chapter for Debenhams with boohoo and brought Disney to the Middle East.



BATEEL INTERNATIONAL

Transforming the date fruit and elevating it to a sought after luxury product is what launched the Bateel brand. Dates are the core product within the extensive gourmet range, offering over 20 varieties, including Sokari, Kholas, Segai, Khidri, Ajwa, Madjool and Bateel's exclusive Wanan. State-of-the-art sustainable farming methods, employing proprietary cultivation and processing technology, enable Bateel to produce exceptional quality organic dates. The premium dates produced are the foundation for developing Bateel's world-renowned gourmet range of products, offered in Bateel luxury boutiques and other premium retail channels. Bateel's market leadership position as a purveyor of fine food is anchored on its strategy of developing innovative high-quality products. An ethos supported by research, production assets and collaborations with other fine food innovators. These investments enable Bateel to continuously enhance the existing range and add new products to the portfolio.



CHALHOUB GROUP

A leading luxury partner, curator and creator across the Middle East for over 65 years, Chalhoub Group is a specialist in retail, distribution and marketing services based in Dubai, and the Group has become a major player in the beauty and fashion categories regionally by developing their own brands and partners' brands. Blending its Middle East expertise and intimate knowledge of luxury, the Chalhoub Group is building brands in the region by offering service excellence to all its partners and a unique experience to its customers. The Group is moving fast from a traditional distributor and retailer for luxury in the Middle East to a hybrid retailer bringing luxury experiences to the fingertips of customers everywhere. As they continue to grow, their vision is to become a hybrid retailer, bringing luxury experiences to the fingertips of customers everywhere.



GMG

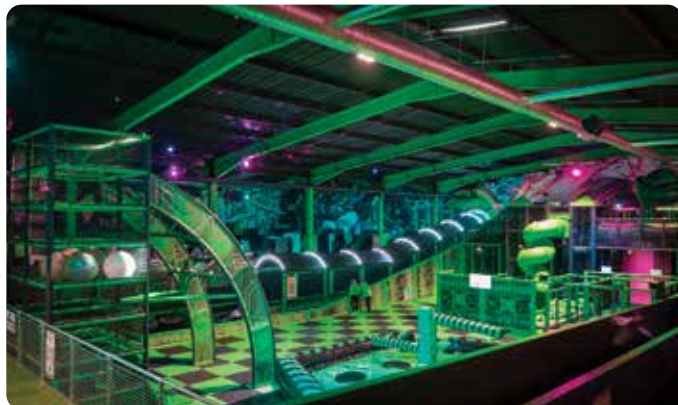
GMG is a UAE-born company which has expanded from its humble beginnings as a single butcher's shop into the diversified, Dubai-headquartered family-owned global well-being company that it is today. Under the ownership and management of the Baker family, GMG is now one of the Middle East's leading family-owned holding companies, proudly flying the flag for Dubai's limitless entrepreneurial ambition. In October last year, the company embarked on a new corporate strategy with a new brand identity and purpose-centric vision to inspire people to win in ways that make the world better. Driven by its five business verticals – GMG Sports, GMG Food, GMG Health, GMG Consumer Goods, and Ventures, GMG is staunchly committed to improving people's lives through active living, nutritious food, and good health. Their expansion is continuing throughout 2022.

RLI ENTERTAINMENT & LEISURE OPERATOR OF THE YEAR



ALSHAYA GROUP

The company's leisure and entertainment division consists of three brands (KidZania, Quest and Tek Zone), four parks in two countries on more than 15,000sq m of space with 350 staff taking care of more than one million visitors. Alshaya Group colleagues are united by a commitment to authentically deliver great customer service and brand experiences. Fresh, modern and relevant, Alshaya's constantly evolving portfolio reflects the choices and lifestyle of its customers. From flagship stores and restaurants in prestige malls, through to local coffee shops, drive-thrus and leisure offerings, Alshaya Group brings customers the brands they love in the places they want to be. Last year was a remarkable one for the group as they didn't let Covid-19 slow them down and they continue to grow across its multitude of arms and divisions.



FLIP OUT

Flip Out is a global family-focused leisure entertainment brand, selling an adventure park experience in 60 sites to over 15 million visitors a year. We operate out of large indoor venues, custom-built to reflect the Flip Out street style with a wide range of family focussed activity equipment, combined with party and diner facilities. We sell time-based experience sessions, children's parties and a food offering within our park and café environment, tabling a wide range of offers, promoted via our consumer website, social media, events and promotions. We are becoming more of an indoor half day family experience, less expensive than some of the larger outdoor operators and more locally based within the community, therefore something that can be enjoyed by our customers on a regular basis.



GRAVITY ACTIVE ENTERTAINMENT

Gravity Active Entertainment launched in 2014 to push the boundaries of excellence in the active entertainment industry. Now the UK's leading active entertainment company, we offer over 30 different activities across 22 sites, welcoming more than 3M visitors around the UK and the world. Last year was a pivotal year in their growth with revenue hitting a record £14.9M, up from £6.8M in financial year 2020 and a 29 per cent increase from 2019's pre-pandemic income. 2021 saw the first Gravity venue open in Europe – in Leipzig, east Germany. The purpose-built space totals 57,000sq ft and includes wall-to-wall inflatables, a ninja obstacle course and next-generation sound and light experience. It also has a state-of-the-art Japanese themed E-Karting experience - the first of its kind to be seen in Europe.

RLI MOST IMMERSIVE ATTRACTION & EXPERIENCE



FLIP OUT

Originating as a trampoline site operator in Australia in 2012, Flip Out was started to create a fun experience for parents to share with their children; an adventure that does not exclude children randomly by age or height... an ideology we still believe in today. We grew nationally and internationally via a franchise format. We now operate globally using the owner operator and franchise models, with the UK team leading the brand and innovation operating with 29 parks. We pride ourselves on being an innovator within the industry, constantly evolving our offer and refining our customer experience. The Flip Out experience can be described as a 'fantasy world with a focus on family fun and safety'. Step inside a Flip Out Adventure Park and be transported to a world filled with adrenaline-fuelled excitement and limitless fun.



GRAVITY ACTIVE ENTERTAINMENT

Technology is at the forefront of how Gravity engages with customers. Each year, their Founder and Co-Owner Michael Harrison travels to the USA and across Europe searching for companies producing the latest in immersive entertainment. Recently, Gravity was the first UK company to launch a 'big box' leisure venue in Wandsworth - featuring eight immersive activities including the UK's only GT e-karting track. They were the first ever company to introduce e-karting to Europe via our first venue in Europe that opened in Leipzig, Germany, 2021. They are also the UK's only company to launch electric go-karting track featuring the highest-powered e-Karts on the market. They always push the immersive experiences boundaries, as highlighted at our flagship venue which opened in August 2021 in the Southside shopping centre in Wandsworth.



YAS MALL EXPERIENCE

A new Digital Art experience is amazing the visitors of Yas Mall Shopping Center which is located in Abu Dhabi, UAE and owned by Aldar Properties. A digital totem of 180sq m, with more than 25 million pixels of image quality, projects incredible images that completely change the experience of visiting the world-class shopping centre that Necsum Trison has digitalised. One of the main attractions of the mall are the WOW 3D contents, which promote Yas Mall across social networks. Impressive digital art contents in the mall highlight the digital architecture and a sophisticated Gold Waterfall shocks those present with its impressive three-dimensional fall. One of the funniest and most creative moments is starred by an amazing Julius Caesar, in which this imposing digital sculpture comes to life to surprise and interact with the visitors of the centre.

RLI HOSPITALITY OPERATOR OF THE YEAR



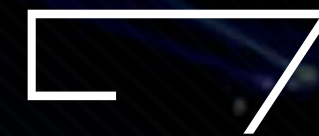
7 MANAGEMENT

Seven Management's regional recognition has long been established for its uniqueness and creativity in connecting with diverse audiences through providing highly memorable dining and entertainment experiences. Led by Rabih Fakhreddine, a group of young, dynamic visionaries came together and set the roots of Seven Management in Beirut, Lebanon. Today, our brands are highly regarded across the Middle East: Seven Sisters, Antika, February 30, The Theater, B018, DXB, Kahwet Beirut, El Kbeer, and Sayf. Situated in the heart of Hamra in 2011, Beirut's forever alive entertainment hub, Faces was the perfect stepping stone for the first pillar, a dual concept allowing for a wider audience reach from daytime café lovers to night pub crawlers. Named after the faces of clients framed across the expansive "memory wall", Faces has established itself as a place where you "leave a little bit of

yourself behind". The Hamra journey continued in 2012 into Big Shot, Beirut's first fully dedicated R&B and Hip Hop bar. In the same year, the legendary February 30 came along, a wacky retro-pub with crazy vibes, the funkiest of cocktails and food, complete with the hippest of music. 2013 brought on Uruguay Street's Check Point Charlie, a Berlin Cold War inspired venue with graffiti littered walls and a dazzling reflective bar, paying ode to the Berlin Wall crosspoint with themed food and drinks. The 1980's made a dazzling return in 2014 with "Walkman" a resto-bar with an 80's vibe crafted into every element, a nostalgic return to that unforgettable colourful spirit. Though 2014 brought back the 80's and the ongoing dazzle of the rest of the brands, it also marked the official birth of 7 Management. This, however, is only the beginning of their story...



"We bring people together and make moments memorable."



M A N A G E M E N T



أنشكا

SEVEN SISTERS
Dubai

THE
THEATER

B018 .DXB

CAFÉ BEIRUT
قهوة بيروت

FEBRUARY
30

Lucia's

SAYF
صيف

baib

CAFÉ BEIRUT
قهوة بيروت
by the sea

Black Flamingo

LIMONATA

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RLI HOSPITALITY OPERATOR OF THE YEAR



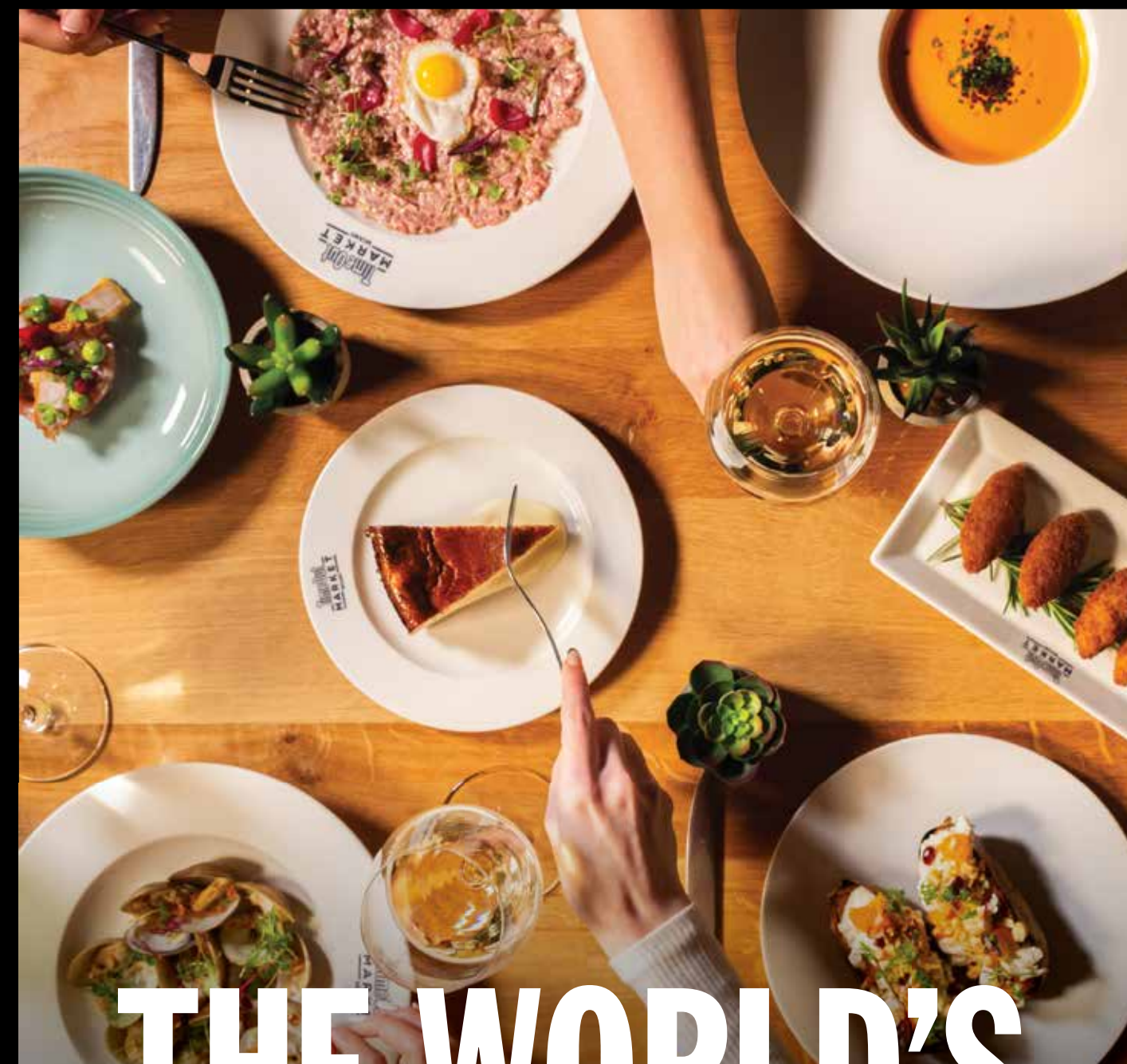
TIME OUT MARKET

Time Out Market is a unique and innovative concept: the world's first food and cultural market based wholly on editorial curation - the best chefs, restaurants, bars and cultural experiences in the city brought together under one roof. Everything that is offered at Time Out Market has been tasted and tested by Time Out's expert editorial team. As the only international media brand with hyper-local expertise, Time Out is able to capture and showcase the diversity that represents each city through curated culinary and cultural experiences. Time Out Market amplifies its trusted content, bringing it to life for consumers to experience the best of the city under one roof. It started in 2014, when Time Out Lisbon editors turned a historic market hall in the city into Time Out Market, thus creating the world's first food and cultural market. A once neglected

building and neighbourhood was turned into a popular destination for both locals and tourists, and hundreds of jobs were created. Since its opening in May 2014, Time Out Market Lisbon has quickly turned into a huge success and is now arguably the most popular attraction in the city with over four million visitors in 2019, which is no small feat in a place with hundreds of years of history. The Time Out Market concept in itself is unique - there is no other hospitality concept that utilises such in-depth expertise to curate its offering. Whether that's the chefs and restaurateurs at the Market, the unique bar offering or the curated cultural experiences and events, Time Out knows the city better than anyone else, making it the perfect operator to provide the best cuisine, beverages, cultural experiences and events.



LISBON | MIAMI | NEW YORK | BOSTON | CHICAGO | MONTRÉAL | DUBAI



THE WORLD'S BEST FOOD HALL

TimeOut MARKET

TIMEOUTMARKET.COM

RLI DEVELOPER OF THE YEAR

DAMAC PROPERTIES



DAMAC Properties has been at the forefront of the Middle East's luxury real estate market since 2002, delivering award-winning residential, commercial and leisure properties across the region, including the UAE, Saudi Arabia, Qatar, Jordan, Lebanon, Canada and Maldives, as well as the United Kingdom. Since then, the Company has delivered close to 39,400 homes, with a development portfolio of more than 28,000 at various stages of planning and progress. Joining forces with some of the world's most eminent fashion and lifestyle brands, DAMAC has brought new and exciting living concepts to the market in collaborations that include a golf course managed by The Trump Organization, and luxury homes in association with de GRISOGONO, Versace, Fendi Casa, Just Cavalli, Paramount Hotels & Resorts, Rotana and Radisson Hotel Group.

FUTUREAL GROUP



Futureal Group is a major player in the Central European property market with a portfolio of more than 220 real estate projects with a total value of EUR6bn over four million square metres. The group is engaged in large-scale mixed-use urban renewal projects, residential, office and retail development, redevelopment projects and commercial property investments, as well as providing structured finance solutions. Last September the group opened Etele Plaza and the new 55,000sq m centre is located next to Budapest's largest multimodal transport hub. Etele Plaza is a next-generation shopping centre with exterior and interior design solutions that no one experienced in Hungary before. The plaza introduced Hungary's largest contiguous glass façade above the main entrance and the retracted metal boxes that jump out from the facades are also a brand new design approach in the Hungarian retail business.

MARAKEZ



Founded in 1989, Fawaz AlHokair Group is a multinational conglomerate that focuses on five main sectors: Fashion Retail, Shopping Centres, F&B, Entertainment and Hotels. Fawaz AlHokair Group manages over 1.5 million square metres of prime retail real estate spread across a network of 21 shopping malls. The group currently operates 80 international fashion brands and more than 2,100 stores across 16 countries. The group's current investments span across the Middle East, North Africa, Europe, the USA and Central Asia making it one of the largest retail and real estate developers in Saudi Arabia and the Middle East. Marakez brings together key strengths from a breadth of experience across Commercial Retail, Real Estate, Food & Entertainment together with a team of young, experienced and innovative Egyptian professionals.

ZHUHAI HUAFU PROPERTIES



Zhuhai Huafa Properties Co., Ltd. (abbreviated name as Huafa Properties) was established in 1992 and its predecessor was founded in 1980. It is a platform company that undertakes the real estate and retail development sector of Huafa Group. Huafa Properties obtained national first-class real estate development qualification and became a listed real estate company on the Shanghai Stock Exchange in 2004. In 1994, it obtained the national first-class real estate development qualification. Over the 40 years, Huafa Properties has maintained a leading position in the industry of Zhuhai, which has made various important contributions including the improvement of the city's liveable environment, the optimization of urban functions and the enhancement of brand image. It has explored a way for the enterprises to grow together with Zhuhai city.

RLI DESIGNER OF THE YEAR

AEDAS



Aedas has specialist team of retail experts delivering a unique, tailored service to retail and leisure destination projects. We create world-class spaces that are tailored to the changing needs of communities, offer diverse and memorable experiences, and deliver commercial success for our clients. In a new, dynamic digital world of changing consumer values, retail and leisure destination are evolving to be a new experience, driven by a new younger consumer group globally. The new consumer values, social media and the advent of big digital retail infrastructure platforms has led to consumer-centric, experience-driven retail solutions defined by ethics, sustainability, personalisation, convenience, and healthy lifestyle. While retail malls will always be tailored to the markets and communities they serve, the design of retail malls will be growingly aligned with the new consumer and these values.

BENOY



The story of Benoy is a remarkable one. Benoy began in 1947 as a three-man architect firm designing cowsheds in rural Nottinghamshire. Over the last 75 years, it has grown rapidly but has always remained true to its business roots and family mindset. With expertise in Architecture and Buildings, Urban Design, Masterplanning and Interior Design, Benoy designs spaces and places that enrich human interaction. Across Consumer, Workplace, Education and Movement, the team help clients to create clear and cohesive urban visions for the future. Unconstrained by sectors or building formats, Benoy's people focus on agile, flexible and experiential design to solve problems and unlock potential. Benoy views the world and the build environment from multiple perspectives and delivers an integrated offer of commercial advice and creative design services, unmatched in the industry.

DESIGN INTERNATIONAL



Design International is an international architectural firm founded in Toronto in 1965. The firm was one of the first architecture companies that truly worked on a global scale. Driven by its strength in teaming passionate architects who create stories of breathing spaces that bring and bond people, they also invest a strong belief in working towards a circular economy where sustainability is embraced – each of their chosen projects reflects this too. With over 10 million square metres of built architecture, Design International is constantly evolving to the demands of time, countries and communities. The practise works across the whole spectrum of architecture with a particular focus on retail, mixed-use and hospitality developments. Its integrated and multi-disciplinary skills allow for a holistic approach to architecture that results in developments where the artistic, commercial and social aspects are in complete harmony.

QUADRANT DESIGN



The company designs beautiful experiences & spaces, understanding the unique requirements for each and every client. We listen well, we apply commercial realism, we design intelligently and we understand your audience. We build strong, lasting relationships with our clients. We are so proud that very few of our clients within our 21 years can be described in the past tense. We have worked with GAP for 18 years and we are in double figures with H&M and New Look. We have growing relationships with Adidas, Wagamama, and Honest Burgers to name but a few. Quadrant Design are specialists in designing environments and have over 24 years' experience in the industry. From workplace all the way through to restaurants and hotels, we design spaces which not only look good, but put simply, that work seamlessly.

RLI CONTRACTOR OF THE YEAR



HAVELOCK ONE

Since 1998, Havelock One Interiors has established itself as a leading turnkey fit-out service provider in the Middle East and beyond. We specialise in interior contracting as well as the manufacturing of customer-made joinery, decorative metal works and refined shopfitting. Driven by the aspiration to 'Deliver exceptional quality through the power of thoughtful precision', Havelock One guide and support our sophisticated clients with dedication and care. We provide high-end services and products for F&B, retail, hospitality, commercial, social infrastructure, entertainment and selected residential projects. Their skilled teams offer experienced resources across the project life cycle leading to finishes of superior quality and excellent results. Combining craftsmanship and state-of-the-art manufacturing techniques, they produce specialist joinery, decorative metal works and they excel in all aspects of retail environments from small boutiques to large department stores.



HMY GROUP

HMY is a world leader in global services with 360° vision and innovation for the retail industry. 12 global factories, 90 offices and 60 years of industry relevant experience has established HMY as the supply partner of choice, having successfully delivered more than 38,000 projects for a highly credible portfolio of international retailers and brands. The trusted partner for brands & retailers service offer includes consulting & design. Engineering, manufacturing, project management, technology, lighting, visual communication, supported by global account management combined with local implementation. HMY's philosophy is defined by their agility which is key to the success of their sustainable and valued partnerships. HMY has built a solid structure as the bases for its global growth. Their strength resides in placing our experience at the service of their customers.

UMDASCH THE STORE MAKERS

For more than 150 years, we have been driven by the innovative power of tradition created by people who belong among the best in their field. Our three divisions, Doka, UmdaschGroup Ventures and Store Makers, with their 8,250 employees make up a strong, globally active company with a good economic background. UmdaschGroup with its more than 170 branches on all continents is a family business exclusively owned by siblings Hilde and Alfred Umdasch. At the beginning, there is a concept. In the end, a stunning store. We support our clients in detailed planning processes and in implementing their tailor made retail experience. The Store Makers translate the creative concepts of leading architects and designers into production-ready approval drawings. The company is dedicated and committed and sets standards for the sustainable success of its customers.



RLI INTERIOR EXCELLENCE



AL MUSBAH - KING ABDULAZIZ AIRPORT INTL, DEPARTURES, JEDDAH, SAUDI ARABIA BY HMY GROUP

Jeddah is one of the most visited destinations in Saudi Arabia, and its impressive new airport terminal represents the most innovative and modern development. The new King Abdulaziz International Airport three-stage development is designed to increase the airport's yearly capacity from 13 million to 80 million passengers and with an impressive floor area of 810,000sq m, the new terminal is considered one of the largest airport terminal buildings of its kind in the world. The airport shops are the last souvenir that the visitor takes from a country. HMY was entrusted with the mission of designing and executing the exciting new Shopping Boulevard in the International Terminal. The already developed phase of the Boulevard has 7 spaces dedicated to different categories: Confectionery, Sports, Toys, Beauty, Gold, Exclusive Gifts and the most original Souvenirs Shop in the country.



BRÜNDL KAPRUN, KAPRUN, AUSTRIA BY UMDASCH THE STORE MAKERS

The flagship store of Bründl Sports in Kaprun is an ultra-modern architectural jewel against the backdrop of the Salzburg mountains. Everything is in harmony with nature, and sustainability is at the very heart of the lifestyle store. The shopfitting for the store as well as digital solutions were implemented by umdasch The Store Makers. The store was renovated and extended – with the sales area doubled to 2,500sq m. It offers the sports-loving clientele a world of products and services which scores with its high quality advice and encounter qualities. From the glassed-in ski service workshop and the ski boot fitting lab in the basement, pop-up areas with changing top brands and exciting innovations in the shoe, men's and women's departments to the boulder wall and giant slide for children, each of the six levels awaits with outstanding highlights.



IMAR - HAMAD INTL AIRPORT DOHA, QATAR BY HMY GROUP

Doha Airport offers endless shopping, dining, and relaxation to passengers, whether they are transferring, arriving, or departing; and Qatar Duty-Free is recognised as a world-class shopping experience. HMY were commissioned to implement the first of the three phases of the expansion of the Doha Duty-Free, in a year in which Qatar is going to become one of the most visited destinations for hosting the FIFA World Cup 2022. The project includes the complete remodelling of the Perfume and Cosmetics Duty-Free area and supplying and installing all the fixtures and joinery. The Doha Airport-approved design required a premium finish for every element. Due to the complexity of the design, HMY has expanded its scope by proposing a wide range of materials and solutions thanks to its experience in the field of retail and shopfitting.



LUSTRO KINGDOME CENTRE, RIYADH, SAUDI ARABIA BY UMDASCH THE STORE MAKERS

Lustro is a Saudi brand founded in 2008. They offer beautiful and high-quality handcrafted gold and diamond jewellery, straying from traditional high-end jewellery design for the customer looking to set trends. The umdasch Store Makers were asked to execute an expansion plan for the brand, starting with the Kingdome centre in the heart of Riyadh. The Store Makers built the boutique fully as a turn-key solution, creating the design, through to the execution of the store. The design is modern without forgetting the traditional touches rooted in Saudi Arabia. The aim was to build an interior that creates a luxe and exclusive shopping experience. The jewellery is displayed in big glass showcases under specifically designed for diamond lighting to put the focus onto the high-end jewellery.

RLI INNOVATION IN TECHNOLOGY AWARD



Etele Plaza

In addition to the hundreds of network devices connected by nearly 1,200km of cable, dozens of digital displays and more than 230sq m of LED screens, the coordinated operation of an information desk, an automatic parking system and a robust IT infrastructure ensure an unprecedented digital experience in Hungary's first smart plaza. LED screens are all around the building starting from the three biggest common areas. Etele Plaza provides an exclusive digital experience for the customer with the latest innovative and high-tech visuals. With its 230sq m size it's one of the most unique screens in Europe that is perfect for digital advertisements or decoration purposes, or for community building. Pepper, the world's first social humanoid robot welcomes visitors and the Hungarian-speaking 120-centimetre-tall humanoid customer service robot is able to recognise faces and



basic human emotions and it was optimised for human interaction and is able to engage with people through conversation and his touch screen. The humanoid robot can make personalised recommendations and help people find exactly what they're looking for. Pepper puts Etele Plaza to another level by attracting new customers, sparking real curiosity – and leaving a lasting impression. Etele Plaza has been awarded with the Gold Access4you Design & Building, which means the whole building provides an accessible environment for people with special needs, including people with disabilities. The designers also installed the Ariadne electronic guide system developed at Óbuda University and made it available to visually impaired and blind people with white sticks in almost the entire area of Etele Plaza.



Yas Mall Experience

Necsum Trison has digitised and introduced a wave of technology throughout Yas Mall in Abu Dhabi. New and special digital art content is highlighted in the mall that refers to the desert and oriental culture. Meanwhile fantastic landscapes with local landmarks create unique compositions that remind visitors all the icons of the city and the province. In addition, the big screen offers exclusive shows where King Kong, dancers and artists, among others, will make the main plaza a place to experience unique shows at each visit. The audiovisual installation on site is completed with interactive games for all ages where visitors are the main protagonists of this colossal screen. The Central Plaza, full of sensors, allows visitors,

old and young, to play and have fun interactively. The most modern technology works its magic to allow us to post photos and share them on the social media with friends, among other interactivities like Digital Bowling. Guests can immerse themselves in fantastic worlds with augmented reality where animals and 3D elements will invade space to make you feel immersed in a new world. This great digital piece that the company Necsum Trison has executed for Yas Mall Shopping Center, joins a wide portfolio of spectacular projects that designs with digital art and technology on five continents. The level of augmented reality in the mall has created a digital playground for all ages.



Gold Partner:



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MANAGING DIRECTOR
HARRODS



Marcella Wartenbergh
CEO
AWWG

Celebrating the Industry

The European leisure industry's flagship Expo and networking event is this year returning to the UK for the first time since 2011 and is being held at ExCeL London across the 12 – 15 September. Ahead of the IAAPA Expo Europe, RLI spends the next few pages taking a closer look at some of the highlights of the event, some of the companies exhibiting and what attendees can look forward to on site.

IAAPA is a diverse and dynamic community of global attractions professionals. As the largest international trade association for permanently located attractions, IAAPA unifies the attractions community, connects people to learn and grow together, and strives to promote the highest professional standards for excellence and safety around the world.

Founded in 1918, IAAPA represents leading industry attractions and supplier companies, consultants, and individual members from more than 100 countries. Members include professionals from amusement parks, theme parks, attractions, water parks, resorts, family entertainment centres, zoos, aquariums, science centres, museums, cruise lines, manufacturers, and suppliers.

The association's global headquarters and North America office are in Orlando, Florida, US. IAAPA also maintains offices in Brussels, Belgium; Hong Kong, China; Shanghai, China; and, Mexico City, Mexico.

On the road to recovery

The standout event in the IAAPA calendar, the IAAPA Expo Europe event for 2022 is almost upon us and this month thousands of UK and international leisure industry professionals are set to gather in London, as the spotlight is shone firmly on the recovering tourism industry.

Putting London at the heart of Europe's leisure industry this year, the prestigious event will showcase the latest trends and innovations that are shaping the fast-moving attractions industry as new technologies drive ever more immersive and memorable experiences. This one-of-a-kind event will play host to a multitude of industry experts from a wide range of sectors such as amusement and theme parks, zoos and aquariums, family entertainment centres, historic and cultural tourist attractions, museums and science centres to shopping malls, hotels, and retailers.



Icon, Blackpool Pleasure Beach
Blackpool, UK

With the conference lasting from 12 – 15 September and the trade show taking place from the 13 – 15, IAAPA Expo Europe is happening at London's ExCeL, a state-of-the-art venue and will be taking 16,000sq m of the show floor space. The venue also boasts a 100-acre waterfront campus along with seven on-site hotels and more than 40 cafes, bars and restaurants.

More than 500 exhibitors are registered to participate at ExCeL London to showcase their latest products and services, including state-of-the-art rides, virtual reality, motion simulators, design and theming, food and beverage, health and safety, point of sale, playground equipment, arcades and coin machines, and pools and water equipment.

"We knew choosing London as the host city for this year's IAAPA Expo Europe was an excellent choice for many reasons," said Peter van der Schans, Executive Director and Vice President of IAAPA EMEA. "London's a wonderful global attraction known for its history, beautiful cityscapes and buzzing with energy for the Queen's Platinum Jubilee Celebrations. We're thrilled to be part of an exciting 2022 for a beloved industry destination."

Returning to London for the first time since 2011, and with a jam-packed programme full of the latest technology from across the globe, IAAPA is set to deliver one of the best Expos yet, with guests able to network with colleagues, explore the latest developments in the industry, discover new products and services, and expand their knowledge with the help and support of industry experts. It also includes a four-day education conference with leading industry professionals giving unique insights on sustainability, guest experience, technology, and safety.

Van der Schans said: "With just days before we open the doors of the London ExCeL for IAAPA Expo Europe, the IAAPA team finalises plans for incredible learning opportunities, networking moments, and more that can only be found at the leisure industry's premier annual event."

A world-class conference programme

With a multitude of activities taking place throughout the four days, below is just a small selection of the highlights the conference will include:

Monday 12 September

Sustainability Day at Chessington World of Adventures Resort

A full-day programme dedicated to the important issues and topics facing the global attractions industry regarding environmental, social, and economic sustainable operations.

Water Park Day

Water park owners, operators, designers, and manufacturers come together to share best practices and learn about current trends in the water park industry including the psychology of play, water park health and safety issues, revenue operations, and design principles.

Tuesday 13th September

Foodalicious: New Trends and Ideas to Innovate Your Food and Beverage Experience

This session is a chance to learn from industry leaders who have been innovating food and beverage operations from pricing to promotion.

Metaverse 101

Learn more about the Metaverse - augmented reality (AR), virtual

reality (VR), NFTs, and Web3 and how it could impact the attractions industry. Find out how it can and will shape the future of the (virtual) world and beyond.

Wednesday 14th September

TEA Presents: The Things We Miss When Creating Attractions

The Themed Entertainment Association (TEA) takes a look at different areas of the attraction creation process. Speakers will highlight the importance of sensory elements, communication and accessibility in storytelling, designing with future operations in mind, and designing sustainably.

Young Professional Forum and Reception

IAAPA Foundation invites young professionals to network and learn from global attractions industry leaders and veterans. Attendees can ask their most pressing career-related questions and pick the minds and experience of successful attractions professionals. The forum is followed by a reception for young professionals for continued networking, discussion, and professional development.



Thursday 15th September

Planet Attractions Presents: How to Make Friends and Influence People - Working with Influencers

In a world where online opinion can make or break a business, it's crucial for those in the consumer-facing attractions industry to understand how to work with their fanbase in a constructive way, helping them to create content and experiences which will ultimately benefit everyone involved.

Brave Investments

The IAAPA Europe Economic Impact Study provides the direct, indirect, and induced economic impacts generated by the attractions industry at the regional and country level. IAAPA will share preliminary results from the latest report, followed by a discussion with leaders on things they wish they knew before making a capital investment.

Attractions that take your breath away

With more than 30 sessions scheduled to take place over four action-packed days, attendees will never be short for something to do or something new to learn.

Away from the conference programme, the event features exhibitors that include the likes of BoldMove, who will be demonstrating new configurations and theming for Smash & Reload dark ride and Dino AR Portal at Booth 238.

Smash & Reload is BoldMove's family of compact and media-based interactive dark rides, combining a fun and immersive gameplay with smart ride system. This 'midway' attraction now combines several modules in a very creative manner, thus smashing the 800 people per hour bar. Thanks to the creative expertise of the BoldMove team and partners, the Smash & Reload concept possesses almost unlimited possibilities that can be put to use in a wide variety of media content. In addition to the proprietary "Too Mush" IP, which challenges players to protect our city from lots of now evil (but still very funny) mushrooms, two very well-known and endearing IPs from Mediatoon Licensing are added to the catalogue: Marsupilami and the Daltons. In the Daltons' Big Escape players have to catch the escaped brothers across the town and prairie, smashing pies, cacti and gold bars in a crazy, hilarious chase.

Next to its experience design & production services for customised dark rides, BoldMove will showcase its recently introduced WaterSlider VR. Guests can enjoy a fun and funky VR Deep Sea Party from a media & motion-based liferaft, housed in a transportable sea container. AR Hybrid Quest is the first phygital AR adventure trail for theme parks, played on smartphones in a physical environment and adding an exciting digital gaming dimension with virtual portals. On the BoldMove booth, visitors can enter a 360° dinosaur world via such a virtual AR portal. AR Hybrid Quest is also offered with other themes and can be fully customised to the venue, including educational and promotional features.

Over on Booth 1127 meanwhile is KCC Entertainment Design, who has established themselves as one of the world's leading design companies for themed entertainment projects. They have been designing entertainment projects since 2000 and have an international track record with over 200 projects in over 35 countries. Their custom design projects range from FEC's till Theme parks, Snow Parks and Water Parks to themed retail and edutainment and more. They are currently designing (& realising) social entertainment destinations in North Africa, Middle East and Europe. Meanwhile they are also using their expertise in over 15 Family Entertainment Centers in Europe and the Middle East.

At Booth 1949, Frontgrid will be showcasing their Paradrop VR experience, which is an award-winning experience that is now in 11 countries worldwide and counting. With multiplayer availability that is supported by a global, online league, it is perfect for e-sports and other event opportunities. With no need for an operator, a proven business model and with a competitive ROI, Paradrop VR is leading the way in terms of competitive socialising that is perfect for FECs, retail, brand experiences & tourism destinations.

Booth 3005 is home to Valo Motion, who turn sports activities into the most fun and immersive digital experiences imaginable through their 700 installations in trampoline parks and FEC's in over 65 countries. Their mixed reality attractions ValoClimb and ValoJump are fully automated digital attractions that increase customer pool and loyalty, increase the frequency of visits, the volume of groups and dwell time, whilst all their Valo Motion attractions are unattended, wearable-free and designed to have significant play value. The company has also announced that its new immersive mixed-reality indoor-arena, ValoArena, will have its official live launch at the IAAPA Expo trade show and it will be the first time that industry players and media will have the opportunity to try ValoArena out for themselves.

Meanwhile, the Experience UK Pavilion will also be themed with iconic London centrepieces, including a red double decker bus, sponsored by Simworx, which will be brought to life with a projection mapped experience from LCI Productions. This will be sat amongst Victorian street light luminaires, bunting, picket fencing, topiary hedges and London transport signage, designed and delivered by Katapult.

The Experience UK Pavilion will showcase a variety of UK-based businesses who supply innovative products and services to visitor destinations worldwide, including Aardman Animations, Christie, Conductr, Dapper Labs (Teq4), Engineered Arts, Environmental Street Furniture, Feel Good Films, Frontgrid, Katapult, Sarner International, Taylor Made Designs, U Cargo and 7th Sense.

Finally, theme park giant Blackpool Pleasure Beach is set to be recognised by IAAPA as part of the Expo, as the global organisation recognises its near century-old relationship. Blackpool Pleasure Beach joined the association in 1923 when Founder William G. Bean attended an annual meeting and became the first member from outside North America. At this year's IAAPA Expo Europe, Blackpool Pleasure Beach's CEO Amanda Thompson OBE will be awarded with a 75+ Year Member Ribbon that will only be worn by Blackpool Pleasure Beach staff during the event. This honour acknowledges the relationship between the two organisations as the show marks its return to London.





Going Beyond Retail

After 2020 and 2021 were years that nobody in the industry could have predicted, many viewed 2022 as the perfect chance for a reset. However, not only has Covid-19 remained an important factor in the world of retail and leisure, new challenges have also appeared to make this another challenging year. Despite this, the market has remained resilient in the face of these obstacles and over the following pages RLI will highlight how recently opened schemes and those in the pipeline continue to give cause for optimism.

Battersea Power Station has recently announced a further wave of retail and leisure brands opening in the iconic Grade II* listed building and on Electric Boulevard, central London's newest pedestrianised high street, from autumn 2022. Amongst the line-up of new brands announced today is Battersea Bookshop, a new standalone neighbourhood bookshop from specialist bookseller Stanfords. The unique concept will have a curated collection of art, architecture and design books, in a modern, minimalist-designed store to honour the history and architecture of its home within the Power Station. Following these latest signings, 85 per cent of the retail and leisure space inside Battersea Power Station is now exchanged or under offer, with the first stores set to start trading as the Power Station opens its doors to

the public for the first time this autumn. Circus West Village, the first chapter in the regeneration of Battersea Power Station, is already home to over 1,800 residents and more than 20 bars, restaurants, cafés, fitness and leisure offerings while practical completion on the site as a whole was also reached recently.

Developer Argent Related has announced the sales launch of the first, highly anticipated homes at Brent Cross Town, London's 180-acre, £7bn new park town. Overlooking five acres of open green space, The Ashbee and The Delamarre will together offer 277 new homes featuring timeless design and superior quality. The first phase of the development will include Claremont Park and a new parade of local shops, both set to open in spring 2022. Construction is also underway on the new Brent



Cross West station, with construction set to be completed by December 2022. The first phases will also include around 1,000 new homes for sale and rent, as well as affordable homes, up to one million square feet of offices, new sport and play facilities, shops and restaurants and a new primary school.

The £135M first phase of Copr Bay launched earlier this year and the £1bn regeneration of Swansea city centre is being developed by Swansea Council and supported by development managers RivingtonHark. The project is a mixed-use scheme that is a case study for how city centres can cater to the changing needs of people who live, work and visit them. It is anchored around a 3,500-capacity live performance venue that launched in March and features a landscaped coastal park with a 1,500sq ft café and pizzeria, run by Swansea-based, family-run The Secret Hospitality Group. Copr Bay phase one also includes 8,000sq ft of other F&B space encompassing a range of independent cafés, restaurants and shops, as well as new affordable housing. Copr Bay phase two and further regeneration projects including office, retail and leisure provisions are ongoing.

Borough Yards is a new dining, shopping and cultural destination in the heart of medieval London. Situated in the London Borough of Southwark, next to the vibrant Borough Market, Borough Yards is bringing new life to an area rich with history. Continuing to open in phases throughout 2022, the project features five mixed-use buildings including Grade-A workspace, retail, gallery, restaurants, cinema and creative spaces. The high-quality public realm scheme will restore and reinvent the lost

medieval street pattern of the area adjacent to the world-famous food destination Borough Market. Restoring and rejuvenating an important part of south London's Victorian railway heritage, the landmark scheme will also re-purpose 8,500sq m of existing railway arches, creating 50 units for retail, food & drink and leisure brands to use as their canvas to create and innovate. The architectural design weaves together historic fabric with contemporary architecture and new public spaces, opening the site to its Bankside context and bringing new pedestrian routes and amenities to the area.

Paddington Square is the centrepiece of Paddington's regeneration, a new working, shopping, dining, and cultural quarter created by 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 will serve the area's 55,000 worker population, a projected 113.5 million commuters and an untapped affluent residential catchment. Seamlessly integrated with London's Paddington Station, a landscaped public piazza with specially commissioned artworks 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 will complete in early autumn, with the 40 retail and dining spaces, public piazza and new Bakerloo Line ticket hall opening in early 2023.





Under development by Canary Wharf Group, Wood Wharf is the latest chapter in the transformation of the historic West India Docks. Once part of the world's busiest port during the 1800s, it now welcomes 120,000 office workers every day. The docks closed in 1980, and over the past 40 years, the district has become one of Europe's largest centres for finance, business and tech, with more than 16 million square feet of office space. Expected to be completed by 2023, the scheme is to be a new London neighbourhood that is being created for the curious, the imaginative, and the challengers of convention. It will be a place to inspire creativity and collaboration, designed for people shaping the future of one of the world's most exciting cities. The upcoming development will include two million square feet of work space that is being designed by some of the world's leading architects, five million square feet of office, residential, retail and educational uses and up to 4,000 new homes including up to 25 per cent affordable housing, 350m of waterfront walks and 350,000sq ft of hand-picked retailers and leisure space.

Scotch Corner Designer Village is set to be the leading outlet and leisure destination in the north of England and it will serve an affluent shopper profile with a high volume of residents and tourists in a very accessible location in the UK's number one tourist region outside London. Being developed by Scotch Corner Richmond LLP and set to open in autumn 2023, the scheme comprises 150,000sq ft of retail space and will feature 80 boutiques, restaurants and cafes in phase one. In addition, the site will be home to the UK's largest Blue Diamond lifestyle, home and garden, which is already fully let and will encompass 160,000sq ft. The scheme is

also a leisure destination with extensive landscaping, unique food offering, children's and adult activities, restaurants and interactive experiences, dog walking and bike riding routes. The investment in Scotch Corner Designer Village is £100M for the first phase and will feature premium brands and restaurants including adidas, Hugo Boss, Skechers, Tommy Hilfiger, Calvin Klein, Joules, Dune London, Five Guys and wagamama.

When completed in 2023, Grantham Designer Outlet Village will be a state-of-the-art retail destination that will transform visitors' shopping and leisure experience. It will be the UK's only premium outlet with a visible frontage and direct access from the UK's 3rd busiest highway (A1). Inspired by the surrounding countryside, its buildings are conceived as traditional forms with contemporary finishes and high-quality shop fronts. Under development by Rioja Estates, the Grantham Designer Outlet Village will offer a uniquely stylish retail and leisure experience for shoppers and tourists alike. Phase one will consist of 89 units with an area of 193,680sq ft; phase two will add a further 94,809sq ft and 48 units. A choice of dine-in or grab and go eateries, combined with an array of premium fashion and lifestyle brands along with landscaped areas for relaxation and children's play, make Grantham Designer Outlet Village the ideal day out destination. Easily accessible by car and public transport, the scheme will also boast a VIP shopping lounge and relaxation areas to offer a premium shopping experience to guests who are members of its loyalty scheme.

A £2.5bn regeneration project on London's South Bank, Bankside Yards is the first major mixed-use estate in the UK to be fossil-fuel-free. With



sustainability and wellness at its core, the project brings residential, offices, retail, leisure, a hotel and cultural space to a strategic brownfield site, alongside several acres of new public spaces which support biodiversity. Stunningly designed new buildings nestle with historic railway arches, which will be restored and fully accessible. This will mean that for the first time in 150 years, London's South Bank and Bankside will be connected, creating a continuous cultural strip along the Thames. Currently set to complete in 2024, the project is being developed by Native Land and it is set to become London's definitive cultural neighbourhood.

From a desolate outlet on the periphery of a small town to Ireland's most exciting retail destination, Lotus Property (LP) has significantly transformed the retail experience at The Boulevard at Outlet Park. Once cited by visitors as "the coldest place on earth" a bold vision to become the most exciting retail destination in Ireland was executed by reshaping the mall, improving landscaping, securing an exciting portfolio of retail, F&B and leisure names and investment in strong onsite experience. Bolder still, was the 2021 development of the 251,600sq ft of commercial land The Boulevard is situated in, Outlet Park, broadening the scope of The Boulevard's shopping precinct and capitalising on the potential to draw even more visitor numbers on site through the jewel in its crown – the Game of Thrones Park n Ride facility, opened in February 2022. As international travel picks up this year and into next, The Boulevard is well positioned to become a world-leading retail and leisure destination.

Developer Europa Capital and its local partners, Core Capital and Oakmount, announced earlier this year two of the most important retail

deals in the market in recent years. FLANNELS and H&M have committed to opening their Irish flagship stores at Clerys Quarter, billed as one of Dublin's most iconic and exciting new mixed-use developments in the heart of the city. Due to open in Q4 2022, the development will reignite the vibrancy of Dublin's landmark street, with an extensive food and beverage offering, to complement retail units and Grade A offices. Key to the redevelopment is the building's historic features, including the colonnaded façade, internal staircases, columns and ceilings and the famous refurbished Clerys clock. Clerys Quarter is targeting LEED Gold and WiredScore Platinum certification and, once complete is expected to create around 400 new jobs in addition to the 750 construction jobs it is supporting during the works.

The Crossings 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.



Gentle Monster
Seoul, South Korea

Retail for the Next Generation

What could the store of the future look like? This is not a new question but the answer is something that seems to be under constant review and in regular need of updating. Over the next four pages we will take a closer look at what this phrase means, how it is affecting or accelerating certain elements of physical retail and highlight some examples of stores that are putting these changes into action.

Philip Plein
London, UK

The retail store was already in the midst of a makeover before the world changed over two years ago. Because of the monumental effects that Covid-19, and the ongoing changes it has created in the industry, retail stores the world over have undergone a program of evaluation and acceleration.

Retail is under pressure. External factors such as increasing competition, technology advancements, and pandemic restrictions are driving change online and offline. Consumer preferences are also changing quickly. These are the opinions of Mathew Sweezey, the Director of Market Strategy for Salesforce, and Partner in the Salesforce Futures LAB in his article '3 Trends That Will Shape Retail Stores of the Future'.

That doesn't mean it's time to abandon the physical retail store. According to the Fourth Edition of the Connected Shoppers Report, 82 per cent of the \$23tn worth of sales occurred in physical locations in 2020. Retail stores in the future are likely to remain significant moments in the customer journey. They will aim to support customers' needs for entertainment, product engagement, fulfilment, service, and support. However, we may see those needs fulfilled in new ways, Mathew continues.

The three trends that Mathew points out are the following:

Nike House of Innovation
Paris, France

AR/VR can help customers make better decisions

AR and VR can be used as tools to compress the customer journey into a series of concurrent experiences that occur in a single moment. This provides a new way for customers to ask questions and obtain more information than was previously possible. Risk is removed from the purchase, and the customer can make better decisions. For example, a brand may deploy an advertisement via social channels that connects the consumer to an AR/VR-based product demonstration. Next, the consumer may choose to engage with a bot to ask questions. This completes the consideration phase of the buyer's journey and leads to purchasing.

Retail stores may become influencer studios

Shopping will likely continue to be a form of entertainment for consumers. Retailers may consider merging online and offline selling by turning their stores into influencer studios. Retail staff can become influencers who sell products on the 'Edge'. The 'Edge' refers to non-traditional brand or retail spaces, such as social media channels. We're already seeing retail sales staff at high-end brands like Tiffany's sell to their own social media followings through their personal social media accounts. We may even see the rise of powerful influencers who lead tours to different stores, and book retail studios like music venues.

Retailers may open hyper-focused stores and DTC pop-ups

Brands may take personalisation to the next level with new hyper-focused retail stores. These can carry a single product line to create super-niche experiences. Adidas, for example, recently opened a Terrex flagship store in Shanghai that only stocks the brand's Terrex product line. Smaller DTC brands may partner with larger traditional retailers to scale beyond online sales. These partnerships can also benefit traditional retailers. For example, they can consider embracing DTC pop-ups to refresh their offerings each time the customer visits the store.

Examples of Stores of the Future

Imagine a store where shoppers can see and summon all their sizing, style, and colour options in stock without ever leaving a fitting room. And where managers know what's selling and what's on the shelves right now, while associates learn while working on their own. This store isn't in some fantasy world. It's in Beverly Hills, California, where retail tech at the COS (Collection of Style) smart store is already elevating the customer experience, optimising omni-channel opportunities, enabling operational efficiencies, empowering staff, and evolving retailing whether in-store, online, or hybrids of both. The brand is leveraging gStore, a mobile-first Software-as-a-Service application by GreyOrange. The app helps its staff combine the ideal aspects of e-commerce and in-store shopping and provide unique and personalised experiences that customers want but can only get in person. COS are looking to create enhanced & frictionless in-store customer experiences. Touch-screen smart mirrors in fitting rooms use radio frequency identification (RFID) tags to automatically recognize the products and sizes customers have already picked out. The mirrors can also offer in-stock options for colours, sizes, styles, and complementary accessories that shoppers can summon associates to bring to them.

COS, Beverly Hills
California, USTHAT Concept Store, Mall of the Emirates
Dubai, UAE



Amazon Style
Los Angeles, California, US

Amazon opened its first physical clothing store back in May in Glendale, California. Called Amazon Style, its customers can shop for both men's and women's apparel, shoes and accessories. The store, first announced by Amazon in January, uses some new technologies not found among traditional clothing retailers. Marking the e-commerce giant's first foray into brick-and-mortar apparel retail, the store opened at The Americana at Brand. Amazon Style is just the front—the homepage, if you will—behind which a large warehouse facility keeps a gigantic surplus of inventory. A floor-to-ceiling glass window on the main floor gives shoppers just a peek behind the scenes, as employees help load industrial-sized elevators with racks of goods to send upstairs to the dressing rooms. One doesn't just pick an item off the rack and take it with them while they shop at this store. Instead, each rack has a barcode that you can scan via the Amazon Shopping app, which has your sizes pre-loaded from previous purchases. That cues an AI-enabled algorithm to start searching through the store's warehoused catalogue and zip the desired item over to the second floor, where the dressing room provides its own glimpse into the future of shopping. The store also boasts a version of The Drop, a Style staple that allows online customers to shop an entire influencer-curated collection for a 30-hour flash window.

Siam Discovery, a shopping mall in Bangkok, Thailand, merges the physical and digital worlds together with a new phygital retail activation. Fight for the Future, the name of the third volume of the shopping centre's Future Lab, is its first online-to-offline (O2O) venture. Each iteration is aimed at activating a unique shopping experience with a different theme. The present installation is based on the central theme of boxing, with training bags and boxing-ring flooring dressing the space. Merchandise from mixed martial arts gear from Thai boxing equipment brand Fairtex lines its walls. A QR code is placed in the centre of the space, granting visitors access to the OneSiam App, where they can access the Sandbox metaverse. Besides discount codes and special offers in the app, customers

can create an avatar and engage in augmented reality experiences as well as personalize boxing gear, which they can also do in the physical space.

Online hypermarket Ochama (owned by Chinese internet giant JD.com) opened two new stores in Rotterdam back in January. The physical shop can be found at Big Shops at the Vierhavenstraat. Tricia McKinnon, CEO and Founder of Indigo9 Digital says in her article '6 Examples of the Store of the Future' that the two stores named Ochama which are located in the Netherlands are automated stores manned by robots. They sell a range of goods from food to beauty to home furnishings. After placing an order on the store's app your order is picked and packed by robots. Once you arrive at the store to pick up your order all you have to do is scan a barcode to receive it from a conveyor belt. Customers can also have their goods delivered to their home. The name Ochama is a combination of the words "omni-channel" and "amazing." "With rich experience in retail and cutting-edge logistics technologies that the company has accumulated over the years, we aspire to create an unprecedented shopping format for customers in Europe with better price and service," said Pass Lei, General Manager of Ochama, JD Worldwide.

As mentioned earlier, hyper-focused stores and DTC pop-ups may well be the way forward, and this certainly seems to be the case in Asia this year, as hyperphysical stores seem to be undergoing a renaissance.

In May, Moncler Genius and Gentle Monster launched a pop-up space within Gentle Monster's Seoul House concept store. The store brought to life the launch of 'Swipe', the new collaboration between the brands where four pairs of the Korean brand's eyewear pieces were reimagined. The hyperphysical retail pop-up blurred the lines between reality and the digital world. Inside, items were displayed in extraordinary installations that had a physical and digital presence, and a conceptual presentation of the Moncler Genius X Gentle Monster collection, which also included clothing and accessories. The all-black and concrete pop-up reimagined a minimalist and modern world for visitors to step into.

Bringing a slice of the Big Apple to Singapore, New York luxury brand Coach opened its food-inspired hyperphysical store in partnership with



Fight for the Future
Future Lab, Bangkok, Thailand

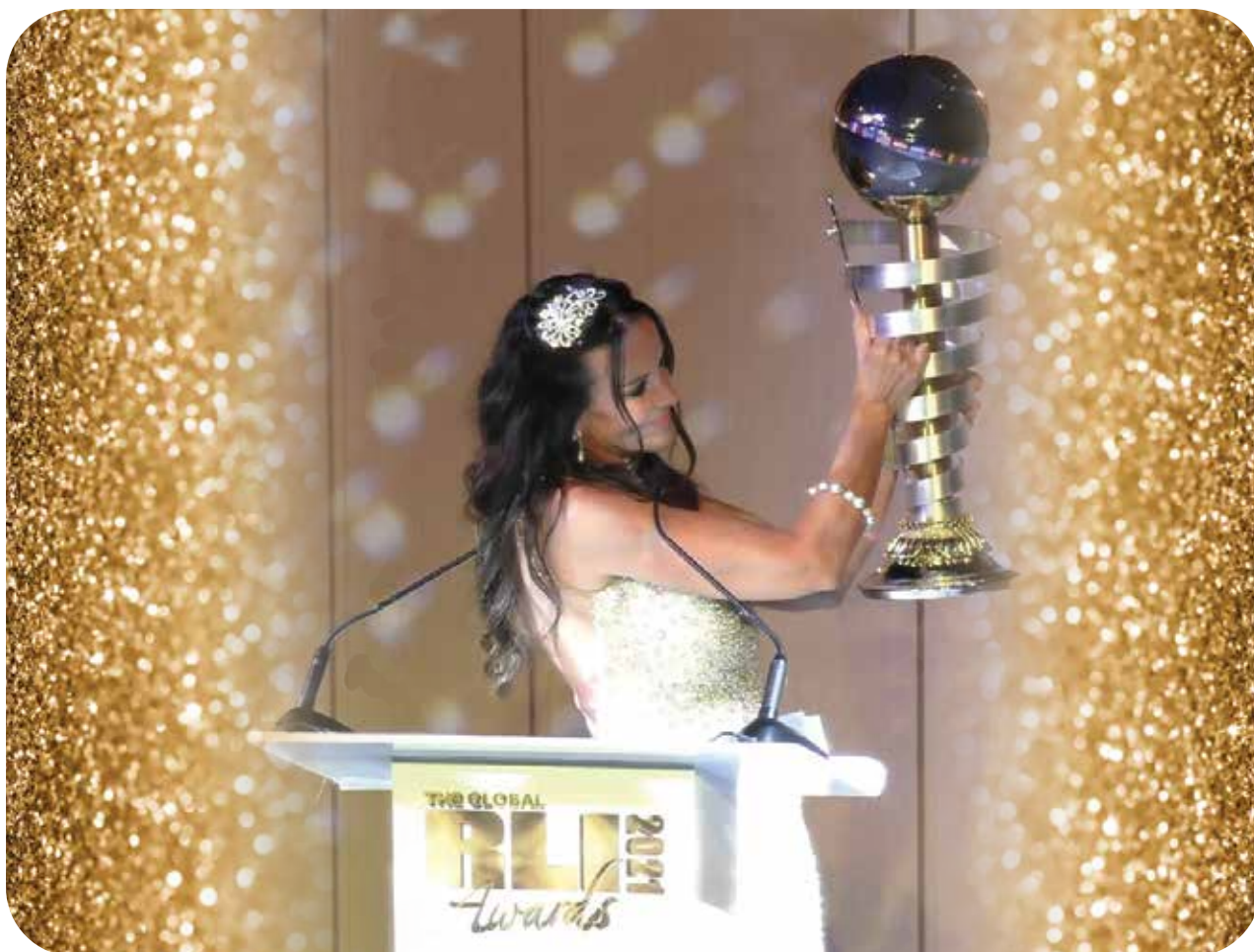
Two Men Bagel House in early April. Located in Duxton Hill, the pop-up features decor inspired by a traditional bagel shop, showcasing the quintessential flavours of New York City. Shoppers could browse the latest Coach ready-to-wear collection by Creative Director Stuart Vevers, as well as its best-selling handbags, including the Cashin Carry Tote and the Soft Tabby. After shopping, customers could have their bags customised for free with bespoke Coach graffiti motifs by local artist Tiffany Lovage, offering customised spray painting. The Two Men Bagel House team also designed five bespoke personas dressed in Coach's key pieces from the spring 2022 collection. The "bagelsonas" were featured in co-branded merchandise such as water tumblers, enamel pins and stickers and will be available as gift options with in-store purchases.

Nike has updated its Nike House of Innovation site by opening a cutting-edge, multi-sensory weather simulator in its Paris flagship store that transports customers to different climatic environments for product testing. Giving customers access to extreme climates in the heart of Paris, the installation spotlights the 'unique protective capabilities' of the latest Nike FIT ADV product line. Real-time 3D-creation tool Unreal Engine powers the display of three landscapes on a seven-m-wide, high-resolution LED screen. Standing in front of this screen, clients – outfitted phygitaly with the FIT ADV garments – are captured by a cutting-edge robotic film camera that tracks their movements. Even if customers don't leave the House of Innovation with new equipment, they take something home with them: scanning a QR code, one can obtain a custom video edit of their try-on experience, a souvenir of their 3D teleportation shareable on social media networks. While the store launched a few years back, this new installation highlights how it continues to evolve and remain current to customers in a changing world.

Back in May, Philipp Plein opened its doors to a first-of-its-kind 'Crypto Concept Store' in London, perhaps marking the beginning of a new era for luxury retail. One of fashion's biggest advocates for the metaverse, the German designer said shoppers at the Mayfair boutique can expect to be overwhelmed by the flagship's "retail experience 4.0", which would be

rolled out to his 100 other outlets around the world, if successful. Aiming to merge physical and digital shopping, real world money and cryptocurrency all within one unique space, Plein's futuristic flagship store has been paired with a free and independent NFT trading platform online in a bid to make cryptocurrency and NFTs – or non-fungible tokens – more accessible to 'normal people'. Over three floors, the store hosts a show-stopping Philipp Plein collection that mixes fashion with cryptocurrency and NFT digital art – with the Museum of the NFT Arts taking up an entire storey and having already launched in the metaverse Decentraland at Plein Plaza as the first physical NFTs art gallery in the world. Highlights include the chance to peruse the Philipp Plein 'Lil' Mon\$ters' NFTs collection, with all pieces available to buy to customers with crypto to burn.

Earlier this year, Mall of the Emirates, owned and operated by Majid Al Futtaim collaborated with Cisco, a worldwide leader in IT and digital transformation, to launch the Store of the Future. The first retailer to take over the cutting-edge space is THAT Concept Store, Majid Al Futtaim's home-grown luxury brand. According to Majid Al Futtaim, the store will elevate the traditional shopping experience by incorporating digital retail to introduce customers to a futuristic shopping journey. This will be created through five of Cisco's core technology features – Digital Display Canvas, Lift & Learn, Magic Mirror, Beauty Mirror and Store Analytics. Personalisation is enhanced through the Lift & Learn feature, which customises recommendations and displays a product's information on screen once it is picked up by a customer from the shelf. Adding to the product discovery journey, the Magic Mirror helps customers browse a variety of products, which are available on online stores, through an embedded digital and interactive touch display. Additionally, the Beauty Mirror limits the physical contact aspect of discovering beauty products and makeup by helping customers try them through augmented reality and interactive touch. The store's advanced technology also leverages wireless infrastructure location service analytics and intelligent cloud-based ceiling cameras to provide consumer behaviour insights and analytics.



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