

THE WORLD'S ONLY GLOBAL RETAIL AND LEISURE MAGAZINE

RLI



RETAIL & LEISURE INTERNATIONAL

www.rli.uk.com

MARCH 2022 ISSUE 170

GLOBAL FOCUS

DIRIYAH CELEBRATING STATE-OF-THE-ART RETAIL



IMAX
Next-Level
Entertainment

PANDORA
People, Passion
& Places

FALKENSTEINER HOTELS & RESORTS
Building Hotels, Creating
Homes

CUBITTS | GCC & GIGA PROJECTS | GLOBAL ARCHITECTURE & MASTERPLANNING | MIPIM INSIGHT | PERRY ELLIS



DIRIYAH - A VIBRANT ECONOMIC DESTINATION



31 OCT - 2 NOV 2022 | RIYADH, SAUDI ARABIA

A New Chapter in Retail & Leisure Dealmaking

Celebrating Retail Excellence

AWARDS NOMINATION DEADLINE 31 MARCH

Connect | Explore | Develop

Celebrate | Entertain | Unite

WWW.RLICONNECT.COM

WWW.RLI.UK.COM/AWARDS



22

Cover Story

Launched at MAPIC 2021, Diriyah Square is the commercial heart of the Diriyah giga-project on the edge of Riyadh, Saudi Arabia. Turn to page 22 to learn more about this incredible scheme.



Editor's Foreword

Welcome to the March issue of RLI which is our special MIPIIM edition that is packed full of news, views and interviews from the world of retail and leisure. Included within this issue is our annual MIPIIM Insight, along with a comprehensive overview of the GCC region and the giga-projects that are appearing all over Saudi Arabia. Add this to our focus on Global Architecture and Masterplanning and you've got a bumper issue on your hands.

Till next time...

James Quinn, Editor



Publisher's Comment

Finally Spring is in the air, and our March is here... and that means one of our most sought after issues is out, just in time for a busy event schedule, and before I take to the skies for some long-awaited travel to Dubai for The Retail Summit, Cannes for this year's much anticipated MIPIIM and Riyadh for The Retail Leaders Circle.

In this month's Cover Story, we take a trip to Diriyah, Birthplace of the First Saudi State, to see the Future through Saudi Arabia's past. Established in July 2017 Diriyah Gate Development Authority (DGDA) was created to preserve Diriyah's history, celebrate its community and create a hub for Saudi Arabian culture and heritage. We explore how this game-changing project will become the Kingdom's historic and cultural heart and a new global landmark.

Also this month, we take a look at a smart sustainable city being undertaken by pioneering real estate specialists GV Investments; Tarboul Industrial City, Egypt, whose concept revolves around providing luxurious residential compounds, relaxation and satisfaction as well as smart systems and utilities. Read all about it together with other innovative projects in their portfolio.

We also feature Interior Designers and Architects, Shed who focus on originality and innovation in everything they do, designing, developing and managing highly successful projects in over thirty countries, for some of the world's leading companies.

I hope you enjoy this month's issue and don't forget to make sure you send your nominations in for this year's prestigious Global RLI Awards by 31 March.

See you on my travels!

Jayne Rafter, Publisher

contents

MARCH 2022

Special Features



16

16 PEOPLE, PASSION & PLACES

The world's largest jewellery brand, Pandora, designs, manufactures and markets hand-finished jewellery that is created from high-quality, sustainable materials.



18

18 EMBRACING THE ENTREPRENEURIAL SPIRIT

Perry Ellis International is a global fashion house that represents an impressive and diverse portfolio of lifestyle, heritage and licensed brands.

20 BUILDING HOTELS, CREATING HOMES

Falkensteiner Hotels & Residences began as a small, seven-room guesthouse in the Pustertal and today is an international hotel group and tourism company.

26 NEXT-LEVEL ENTERTAINMENT

IMAX Corporation is an innovator in entertainment technology, combining proprietary software, architecture and equipment to create experiences on a new level.



20

28 A SIGHT TO BEHOLD

Cubitts is a brand on a mission to revive a three-century old industry that they feel is not fit for purpose in a modern world where screens are abundant.

40 MIPIIM INSIGHT

Driving Urban Change

MIPIIM is a four-day real estate event that will bring together the most influential players from all sectors of the international real estate industry. Here, RLI takes a look at a selection of globally renowned projects that best highlight the changes in the industry.



26

54 VOYAGER - GCC & GIGA-PROJECTS

Signs of Resilient Recovery

The retail real estate industry in the Gulf Cooperation Council is showing signs of returning to normality and RLI hones in on the projects driving the region forward.

62 SPECIAL FEATURE - GLOBAL ARCHITECTURE & MASTERPLANNING

Building A New World

As the globe begins to adjust to a pandemic that appears to be easing, architects and masterplanners around the world are evolving their work to adjust to new needs.

Regulars

04 RLI MEETS - CHUAN CHEN

06 UK NEWS

08 INTERNATIONAL NEWS

10 AMERICAS NEWS

12 MIDDLE EAST NEWS

14 ASIA NEWS

30 DEVELOPER REVIEW - GV GROUP

32 PROFILE - DESIGN - SHED

34 MARK FAITHFULL - FOLLOWING THE MONEY

36 RETAIL INSIGHT - ADAM KAAT

37 DESIGN WEB GALLERY

38 LEISURE INSIGHT - ED PLUMB

39 FIT-OUT WEB GALLERY

66 EVENTS PAGE



who's who in retail

RLI MEETS

Chuan Chen

CEO OF LILY

Q. Given the changing market conditions throughout the Covid-19 pandemic, have you had to alter or re-evaluate your key objectives moving forward?

Setting reasonable goals based on the actual needs and changes of the market is the most basic skill and responsibility as a CEO. The continuous changes around the Covid-19 pandemic remind us that we need more patience and also need to think about flexibility when setting goals. In terms of performance target data alone, we did make some adjustments. However, our core goal is not simply the achievement of performance data, but the optimisation and improvement of various factors such as channel strategy, product strategy, business philosophy, benefit distribution mechanism and management method in the long-term development of our brand. Covid-19 pandemic is a minor episode, which improves our ability to deal with emergencies.

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?

In the early stage of the outbreak of Covid-19 pandemic, especially from the end of 2019 to the first and second quarters of 2020, to be honest, it had a great impact on our business, especially our offline business. Because the Covid-19 pandemic is recurring in some areas, many stores cannot operate normally for a long period of time. However, due to our core business layout in mainland China, coupled with the previous multi-channel layout and the active development of our online business, these bad effects have gradually disappeared as control of the epidemic has improved.

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

I think the voice of a brand in the market is like the performance of an orchestra, and my job is to help all the musicians work together to play harmoniously and beautifully for the audience. I have always emphasised to my staff that my work does not require individual heroism, and the results of the team are the most important. Therefore, reasonable authorisation has always been my insistence. This is the recognition based on the full understanding and trust of the team members, and it is also the basis that can be quickly reached in business decision-making.

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?

Based on data goals, individual development of team members and other aspects of decision-making, I will pay more attention to the basis of facts. Regarding the direction of enterprise development and organisational capacity building, I prefer instinct.

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 feel the CEO of a company is like the captain of a ship. In addition to experience and wisdom, it is necessary to demonstrate responsibility and courage at critical moments, especially in the process of change.

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

The apparel retail industry is an industry that constantly accepts new cultures, new things, and new challenges. We always maintain a positive attitude, seeking innovation and change. Therefore, we are always willing to integrate into new social media such as Facebook and TikTok, and use these new social media to display brand characteristics and enhance the emotional connection with target consumers. Our core consumers are intellectual urban women aged 25 to 35 who have deep insight and are a driving force for the emergence and development of new things. Therefore, we believe that new social media is of great significance to our development. The ultimate goal of the social media era is to realise the seamless connection between online and offline all-round social retail. The core logic of the retail industry has virtually changed, and the key to success in the future lies in the mining of user value.

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

As one of the founders of the LILY brand, I work with the team to maintain the vitality of the LILY brand in an environment of fierce apparel brand competition, and make it loved and recognised by more domestic and international consumers.

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

To believe that the best always comes tomorrow. In addition to continuing to explore new opportunities in the Chinese mainland market, I hope that the business scale of the LILY brand in overseas markets can be further expanded. At present, I mainly hope to focus on the Asian market that already has a business foundation because we are more familiar with these markets and it is easier to meet partners' needs in terms of resources. Of course, for European, American and other markets, we also welcome more partners to join us and discuss development plans together.

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

While meeting new challenges with a positive and optimistic spirit, we also need to always maintain a rational and rigorous attitude, which will enable us to go further. Just as the tide always has its core area, the core is the driving force to drive the peripheral movement to a larger area.

Q. Any final thoughts or anything else you would like to add?

The LILY brand has been witnessed by the Chinese mainland market for nearly 20 years, and has been in operation by overseas franchisees for more than 10 years, building emotional connections with international consumers. We have made preparations for further development in the international market, where we will carefully build the brand and produce products with the spirit of craftsmanship. We firmly believe that lasting brand power output and deep level content co-creation are the keys to impress consumers, and let more partners and customers know they can choose and benefit from LILY. I also hope that more professional partners can join the cause of our brand development.

Partner with one of the world's leading Apparel Brands.



GIORDANO

world without strangers

Giordano is one of the world's leading international retailer of apparel and accessories for men, women and children.

Present in 30 countries across Greater China, South Korea, Southeast Asia, Central Asia, Australia, India, Africa and the Gulf Cooperation Council (GCC).

(+9714) 4097025 www.giordano-me.com franchisebusiness@giordano.com

THE O2 HAS REOPENED ITS DOORS AND LONG-TERM WORKS TO REPAIR THE ROOF ARE UNDERWAY

After rigorous safety checks that have deemed the venue safe, secure and structurally sound, the O2 reopened its doors a week to the day since Storm Eunice damaged the iconic roof of the world's most popular music, leisure and entertainment venue.

The heart of the venue, The O2 arena, also reopened, as UB40 featuring Ali Campbell took to the stage, and all future scheduled events will go ahead as planned. Furthermore, Indigo at The O2 reopened for live events from Saturday 26 February.

The Entertainment District, which is home to some of the very best dining and entertainment – from interactive experiences at TOCA Social, to immersive dining with Mamma Mia! The Party along with Cineworld, London's largest cinema and over 30 bars and restaurants with a wide variety of cuisines reopened on the same day.

The venue also confirmed that the award winning visitor attraction, Up at The O2, has reopened to the general public.



THE NEWCASTLE CITY CENTRE SHOPPING DESTINATION, ELDON SQUARE, HAS FURTHER STRENGTHENED ITS RETAIL OFFERING BY ANNOUNCING FOUR NEW TENANTS TO OPEN IN THE FIRST QUARTER OF 2022. FOLLOWING ON FROM A SUCCESSFUL END TO 2021, WITH THE OPENING OF EIGHT NEW STORES INCLUDING H&M, ELDON SQUARE HAS FURTHER ENHANCED THE SHOPPING EXPERIENCE FOR ITS VISITORS WITH THE INTRODUCTION OF A NEW COLLECTABLES RETAILER, BE MORE GEEK, GLOBAL WATCH BRAND SWATCH, TECHNOLOGY RETAILER, ISMASH AND RESTAURANT BRAND, THE REAL GREEK.

FIRST NEW LOOK OUTLET OPENS ITS DOORS

Global fashion retailer New Look has announced it is opening its first-ever UK clearance store at Northern Ireland's premier outlet, The Boulevard. The 2,406sq ft store opened its doors at the Lotus Property-owned scheme at the end of last month and offers women's clothing, footwear and accessories. Lotus Property was advised by KLM Real Estate and Johnstone Property Consultants Ltd.

Following in the footsteps of Molton Brown, Joules and Asics, New Look is the latest retailer to set its sights on Northern Ireland as a prime retail location and is among a number of brands that have opened 'firsts' at the scheme including Crew Clothing and Luke1977. This will be the retailer's first venture into outlet retail.

"New Look is a fantastic addition to The Boulevard's retail portfolio and slots in seamlessly with our other fashion brands such as Kurt Geiger, Guess, and Levi's, says Chris Nelmes, Retail Director at The Boulevard. We, alongside our customers, are very much looking forward to welcoming the well-known retailer onsite."

BREWDOG TO OPEN AT FESTIVAL PLACE

Brewdog is the latest operator to sign up for new space at Basingstoke's Festival Place. The Scottish brewery and pub operator has signed a 15-year lease on 4,883sq ft and is targeting an opening date towards the end of March.

This follows the recent arrival of Five Guys and is indicative of Festival Place's strategic leasing policy, with a renewed emphasis on the food and beverage (F&B) provision to complement the traditional retail offer.

Russell Jewell, Head of Private Equity Funds at AEW, said: "The arrival of a flagship brand like Brewdog is a strong endorsement of Festival Place's evolving F&B offer and will be a welcome addition to our varied roster of operators in that category."

Festival Place (Basingstoke) reported positive trading performances for 2021, with more than 20 new leases/lease renewals agreed, reflecting its continued resilience and relevance as a key retail and leisure destination.

THACKERAY GROUP SIGNS UP SOCIAL DARTS VENUE FLIGHT CLUB

Thackeray Group, the real estate investment, development and asset management company owned by Antony Alberti and Brett Palos, has signed a new lease with Flight Club to open a Social Darts venue in Cardiff.

Flight Club has signed a 25-year lease for 16,327sq ft of space, including a 4,000sq ft panoramic roof terrace, at 3-4 St Mary Street. Flight Club Cardiff will be the company's 10th venue in the UK and its largest outside London.

Flight Club's supercharged version of the traditional game involves a series of multiplayer games using unique patented dart tracking technology designed by Flight Club's very own astrophysicist with up to 12 people playing at once.



HEART OF LONDON BUSINESS ALLIANCE REVEALS WEST END VISION

Heart of London Business Alliance (HOLBA), the Business Improvement District (BID) that represents one of the most culturally rich areas in the world, has unveiled its manifesto for the next five years, with a programme of activity to help the West End recover and thrive from the pandemic as a global cultural and commercial powerhouse.

The centrepiece of the BID's business plan – West End 2027 – is its placemaking strategy, which includes over 40 potential projects, with five immediate priority projects, all designed to preserve and enhance the unique character of the central London area.

The public realm schemes will include the creation of a new Arts Quarter in the network of small streets behind the National Gallery, Leicester Square, and Piccadilly

Circus. The Arts Quarter is anticipated to bring forward around £1bn of investment as development opportunities come forward.

HOLBA also proposes the transformation of Green Park to create a world-class welcome for visitors as they arrive on Piccadilly, and to turn Charing Cross Road into a tree-lined boulevard to accommodate the estimated 80 per cent increase in people arriving to the area via the Elizabeth Line. St Martin's Lane and Sackville Street will also be transformed to reflect the quality of businesses in the area.

Ros Morgan, Chief Executive, Heart of London Business Alliance, said: "Central London is renowned for being the commercial and cultural heartland of the UK and our purpose is to protect and promote it on behalf of our members."

RESTAURANT 1890 LAUNCHES

The restaurant has opened at The Savoy, London, and offers an intimate and elevated experience, serving only 26 guests at any one time. Gordon Ramsay says that the luxurious menu is his homage to the culinary titan Georges Auguste Escoffier who joined The Savoy in 1890.

TOYS'R'US MAKES ITS RETURN

The much-loved and iconic toy brand is set to return to the British high street within months following a deal signed with bosses to bring the brand back to UK. The move comes as the firm has signed a new 'long-term' licensing agreement which allows it to offer its goods to UK-based customers.

JOLLIBEE OPENS IN SCOTLAND

A long line of excited people formed on Princes Street, despite the snow, waiting for the international Filipino restaurant chain, Jollibee, to open its doors in Edinburgh. This opening marks the first Jollibee to open in Scotland, following a large-scale European expansion plan.

ROTI KING TO ADD NEW UNIT

The company has announced it is set to open its second restaurant in Circus West Village, the first chapter in the regeneration of Battersea Power Station. The Malaysian restaurant has operated from its original Euston site for the last eight years serving authentic roti canai.

EVANS OPENS UP NEW SHOP

Evans Cycles, the UK's leading specialist bike shop, has announced that it will open a brand new store in Cheetham Hill, Manchester. Covering 17,554sq ft, the UK's biggest bike shop will stock over 400 bikes covering road, MTB hybrid, electric and kids bikes. Clothing and accessories are also available at the store.



Celebrating Retail Excellence...

THE GLOBAL RLI Awards 2022

2 NOVEMBER 2022
Riyadh
Saudi Arabia
rli.uk.com/awards

Celebrate | Entertain | Unite

AUSTRALIA'S LARGEST LEGO STORE WILL OPEN IN MELBOURNE CENTRAL IN APRIL 2022

There is fantastic news for LEGO fans in Melbourne - Alquemie and LEGO have announced that the largest LEGO Certified Store in the Southern Hemisphere will open at Melbourne Central next month.

The 559sq m custom-made store will showcase an immersive new retail concept featuring hybrid digital and physical experiences designed to inspire creativity and encourage play.

It also looks like Melbourne will be the first LEGO Certified Store in Australia to get the LEGO Mosaic Maker, which allows visitors to create personalised LEGO mosaics of themselves.

Richard Facioni, Executive Chairman, Alquemie Group commented: "Consumers are seeking interactive, personalised retail experiences and we look forward to leading that change with the launch of our large-scale omni-channel store at Melbourne Central."



AFTER MORE THAN 30 YEARS, THE ARMANI GROUP HAS CHOSEN TO BRING ITS LARGEST AND MOST REPRESENTATIVE STORE OF THE BRAND TO MILAN. DESIGNED BY GIORGIO ARMANI AND HIS TEAM OF ARCHITECTS, THE STORE IS LOCATED IN A BUILDING DESIGNED BY GIO PONTI IN CORSO VITTORIO EMANUELE II, JUST A FEW STEPS FROM PIAZZA SAN BABILA. THE STORE OFFERS A STRONG VISUAL IMPACT WITH THE LUMINOUS BRAND INITIALS OF A AND X STANDING OUT ON THE FACADE WITH AN ANGLED MOVEMENT. THE STORE BRINGS TOGETHER CLOTHING AND ACCESSORIES FOR BOTH MEN AND WOMEN.

NEINVER SALES REACH PRE-COVID LEVELS

NEINVER, the leading outlet operator in Spain and Poland and the second-largest operator in Europe, has announced a steady recovery at its outlet business in 2021, particularly during the second half of the year as restrictions began to ease. The company recorded over €909M in brand sales across its 17-centre outlet portfolio, a 24 per cent like-for-like increase on 2020 and welcomed more than 35 million visitors over the course of the year; a 16 per cent like-for-like increase.

In H2 2021, footfall stood at just 88 per cent of the equivalent pre-pandemic period in 2019, whereas brand sales across the outlet portfolio slightly outperformed 2019 levels thanks to a strong recovery of sales in Q3 (+ three per cent on Q3 2019), confirming the improved momentum. The fact that retail turnover has produced like-for-like growth during this period, despite lower footfall, further demonstrates the high sales conversion rates and increase in basket size.

ENNISMORE TO EXPAND ITALY FOOTPRINT

Ennismore has announced that it has entered exclusive negotiations with KNSA Hospitality and P.V.V. Investments to open a 25hours Hotel in the culturally rich harbour city of Trieste, influenced by south and central Europe and the east.

The partnership, which has strong support from the Trieste authorities, will come as the city's first lifestyle hotel, offering a unique and authentic destination for locals as well as international visitors.

Owned by P.V.V. Investments S.R.L. - an affiliate of JP Immobilien - the newest home for 25hours will be the beautiful Palazzo Compartimentale, located in Piazza Vittorio Veneto.

Ennismore is planning a wide variety of gastronomic offerings for the 160-room property, such as a restaurant opening onto the piazza, a bar and café, a wellness area on the roof terrace, a unique cinema as well as meeting and event rooms. In addition - a first for the brand - there will be a 25hours Beachclub at the harbour.

HUBLOT LAUNCHES A NEW BOUTIQUE IN MILAN

Hublot has opened its fourth Italian boutique in Milan, in the heart of its famous Fashion District. The opening was celebrated with an unforgettable evening held during Milan Fashion Week.

The Italian capital of fashion, design and sophistication, has now added another key venue to the map: the new Hublot boutique. Perfectly situated at Via Verri 7, in the heart of the Fashion District, this new showcase for the Swiss brand is managed by trans-Alpine specialists Pisa Orologeria. Set over two floors, the boutique has a surface area of 60.7sq m. The ground floor is reserved for sales, while the first floor, accessed by a lift, is set up as a lounge with a bar area serving drinks and canapés.



HINES SIGNS €50M GREEN LOAN FOR PRECIADOS 13 PROJECT

Hines, the global real estate firm, on behalf of Bayerische Versorgungskammer (BVK), Germany's largest pension group under public law, has signed a €50M green loan with CaixaBank, Spain's leading financial group, as part of a new financing package for its flagship Preciados 13 project in Madrid.

In 2017, the mixed-use building was acquired by Hines on behalf of BVK Highstreet Retail Preciados S.L.U. The recently renovated complex is located at calle Preciados 13, Madrid's main pedestrian street, recognised as one of the main shopping destinations in Europe, and lies on the corner of calle Maestro de Victoria. €12M has been invested in refurbishing the building, which boasts retail space spanning 2,700sq m, leased to the international fashion brand Bershka, part of the Inditex

Group and one of the largest fashion retailers in the world, and 2,000sq m for a boutique Chic & Basic hotel which opened in the autumn of 2021, comprising 51 rooms and an adjoining gastronomic offer on the first floor by the Naked & Sated health food restaurant.

Vanessa Gelado, Senior Managing Director and Country Head of Hines in Spain, said: "We're very pleased with the refinancing of this historic property in Madrid, in which we have invested all our efforts to create a unique space that will enable us to have a benchmark asset in one of the capital's prime areas, which has undergone a very significant transformation in recent years. Thanks to the quality of the refurbishment we've managed to agree a green deal with CaixaBank in line with our ongoing ESG strategy."

OUTLET CENTRE TO EXPAND

Fashion House Outlet Centre Pallady will undergo an expansion of 5,674sq m roughly one year after the delivery of the first phase of the project located on the eastern outskirts of Bucharest. The new phase will be completed in Q2 2023 and the total investment in the project stands at €45M.

VIDA GLOW OPENS A POP-UP

Australian beauty brand Vida Glow will allow departing travellers to stock up, replenish and discover the brand at an interactive hydration station at Sydney Airport. "We're so excited to officially enter into travel retail with a global power player like Heinemann," said Vida Glow Founder Anna Lahey.

MELBOURNE CBD ADDS UNITS

The site is launching 20 new stores in order to revive its retail wing. The news comes after last year's expansion which added 20 new stores to the precinct. Melbourne Central is currently home to 12 internationally renowned flagships, with Lego set to add to this soon (see page 8).

NEW NOBU SITE TO LAUNCH

MonteRock International in collaboration with Epoque Collection proudly presents Nobu Hotel and Restaurant Santorini, which will open its doors in Spring 2022. The upcoming boutique hotel promises to seduce all five senses, with the restaurant set-to-house a second-to-none gastronomic experience.

MALLERY LANDS IN BELGIUM

MGallery Hotel Collection has officially opened its first property in Belgium, Le Louise Hotel Brussels. The former Sofitel is located on the Avenue de la Toison d'Or, between the historic centre and the European quarters and it has been completely transformed into a tribute to the city of Brussels.



TRAVEL RETAILER WHSMITH MAKES US STORE DEBUT AND UTILISES AMAZON TECH

The British-based global travel retailer WHSmith is letting people pay without having to stand in line at its first North American store.

WHSmith, located in the new Terminal B at LaGuardia Airport in New York, offers Amazon's Just Walk Out technology to provide a checkout-free shopping experience. With a dip or a tap of a credit card, customers can enter the store, pick up their desired items, and leave without waiting in line. The product assortment includes on-the-go snacks, beverages and everyday travel essentials.

As customers shop, Just Walk Out technology determines what they take from or return to the shelves, and the credit card they used will be charged for the items they took after they leave the store. The platform, currently in use at Amazon Go convenience and grocery stores, combines computer vision, sensor fusion, and machine-learning algorithms.

WHSmith is a global retailer of travel essentials in over 30 countries across the globe, primarily in airports, with more than 1,700 stores.



TOCA FOOTBALL, THE WORLD'S LEADING TECHNOLOGY-ENABLED SOCCER EXPERIENCE COMPANY, IS SET TO TAKE ITS TOCASOCIAL ENTERTAINMENT VENUES TO THE US, STARTING IN EARLY 2023. THE EXPANSION FOLLOWS THE SUCCESSFUL LAUNCH OF TOCA SOCIAL AT THE O2 IN LONDON. TOCA SOCIAL IS OPENING IN DALLAS IN EARLY 2023. THE NEW ATTRACTION WILL BOAST SOCCER-THEMED ENTERTAINMENT AND IMMERSIVE GAMES POWERED BY TOCA'S INNOVATIVE TECHNOLOGY, AS WELL AS F&B. "WE ARE THRILLED TO BE BRINGING TOCA SOCIAL TO THE US AND PROVIDING SOCCER FANS WITH A TRULY UNIQUE AND ENTERTAINING OFFERING," SAID YOSHI MARIYAMA, TOCA'S CEO.

TARGET ENHANCES CURBSIDE SERVICE

Guests will be able to add a Starbucks order and make a return within Target's fast, convenient and easy-to-use curbside service in select markets in 2022.

The Target Corporation has unveiled plans to continue enhancing its fast-growing, same-day pickup services in fall 2022. As part of Target's strategy to build on its easy, differentiated shopping experience, the company will begin testing the option for guests in select markets to add a Starbucks order or make a return within Target's free, contactless curbside service through the Target app. Target will also expand its "backup item" functionality in even more categories to allow guests to pick up everything on their lists.

These latest enhancements will build on Target's strategy of using the company's nearly 2,000 stores as fulfillment hubs, powering its suite of contactless same-day services. As the company's digital business has more than doubled during the last two years, Order Pickup, Drive Up and Same-Day Delivery with Shipt have accounted for more than half of those sales.

PGA TOUR SUPERSTORE SWINGS FOR EXPANSION

PGA Tour Superstore is growing its store footprint on the heels of strong sales growth in 2021 and growing momentum in golf across a diverse range of consumers.

The specialty retailer for golf and tennis plans to open at least eight new stores in 2022, with the first opening on 5 February in Tampa, Florida. The company's expansion will bring it into several new markets, including Charlotte, North Carolina, Philadelphia, and Rockville, Maryland. PGA Tour Superstore said its growth outpaced broader golf retail industry growth in 2021. Golf Datatech, a market research consultancy, reported seven per cent year-over-year golf retail industry growth in October and four per cent in November. PGA Tour Superstore reported 21 per cent and 19 per cent sales increases in those same months, respectively.

PGA Tour Superstore is operated by Golf & Tennis Pro Shop, a subsidiary of AMB Sports and Entertainment and is headquartered in metro-Atlanta.

WELLNESS COMPANY THERABODY EXPANDING PHYSICAL FOOTPRINT

A high-tech wellness product and services company plans to expand in brick-and-mortar with two formats.

Therabody announced the upcoming openings of five whole-body wellness centres under the Reset banner. The company, best known for its percussive massage therapy devices, also plans to open six standalone retail stores. Therabody expects to have 22 physical locations opened by July 2022. It has several additional Reset and retail locations currently in the planning stages, aiming to open later this year.

Reset is designed to deliver a spectrum of mind-body health and wellness services, providing clients access to premium technologies and trained experts.



WALMART TARGETS NEW PARENTS WITH OMNI-CHANNEL DEAL

Walmart is providing a range of new services to support parents of infants and toddlers, both online and in-store.

The discount titan is partnering with parenting technology platform Tot Squad to support parents of babies and young children with offerings ranging from sleep consulting to feeding support and car seat installation. Tot Squad services can be added to baby registries, purchased independently, or added on to a product purchase.

To utilise Walmart x Tot Squad services, first customers locate the product they would like on its page on Walmart.com, they then select the option under "Get Expert Help" before adding the item and service to their cart or registry, and a consultation with one of Tot Squad's experts will be included in their purchase. In the store, tags with QR codes will be

located throughout the baby department in select locations that can be scanned to buy support from Tot Squad.

Tot Squad has experts available for a variety of parenting needs, including sleep consultants, breastfeeding coaches and lactation support, diet and nutrition specialists, and car seat technicians.

"Walmart is committed to supporting parents from the exhausting and exciting early days with a newborn through the toddler years, and is excited to offer customers another resource to help make everything in between a little easier with Tot Squad," said Lauren Uppington, VP, Omni-Merchandising Baby Hardlines, Walmart. "From car seat set up to breastfeeding coaches, Tot Squad can help the millions of parents who shop with us each week for their baby needs."

CHIPOTLE HITS A MILESTONE

Chipotle Mexican Grill continues to expand its footprint as it increasingly focuses on digital orders and drive-thru. The quick-service chain has recently opened its 3,000th restaurant in Phoenix and the location includes the brand's digital order, drive-thru pick-up lane, which is called Chipotle Lane.

NEW SITE FOR JIMMY JOHN'S

Not your typical site, customers are not able to dine in at Jimmy John's new restaurant concept. The sandwich chain, which has more than 2,600 locations across 43 states, has launched its first-ever drive-thru and pick-up only site, which is situated in Bartow, Florida.

TOM THUMB SET TO REBRAND

EG Group is changing the banner and more on one of its divisions. The global convenience retailer is investing \$50M to rebrand Tom Thumb stores to the Cumberland Farms brand, which it acquired in 2019. The project includes 113 Tom Thumb locations and new sites across Florida and Alabama.

AMAZON ADDS A NEW STORE

California has got its eleventh Amazon brick-and-mortar grocery store and its third featuring a fully autonomous checkout. At 35,000sq ft, the new Amazon Fresh store in Moorpark, California, is the first Amazon Fresh store in Ventura County.

BRANDSMART TO BE BOUGHT

BrandsMart customers will soon have a new option for purchasing their appliances and computers. Lease-to-own retailer Aaron's has entered into an agreement to acquire BrandsMart U.S.A. for approximately \$230M in cash. The BrandsMart business will then report to Aaron's President, Steve Olsen.



GIORDANO OPENS NEW FLAGSHIP STORE IN DUBAI HILLS AS GLOBAL EXPANSION CONTINUES

Giordano, the global apparel brand known for its everyday wardrobe essentials, opened its latest flagship store at Dubai Hills Mall. The shop is centrally located on the ground floor in front of the Hypermarket.

Dubai Hills Mall is a retail, leisure, and entertainment complex located within the Dubai Hills Estate and constitutes as one of the first stages in the development of the Mohammed Bin Rashid City mega project. It will be the primary mall in the area.

In a move to reinvent itself and adapt to current trends, Giordano is showcasing its cutting-edge store design across the region. With a fresh look, the new store aims to redefine simplicity while embracing a more classic concept. Space is maximised for customer interaction and items are displayed in ways to facilitate customers' easy visualisation.



THE HIGHLY-ANTICIPATED SHOPPING OFFERING FROM EMAAR, DUBAI HILLS MALL, HAS OPENED ITS DOORS AND IS ONE OF THE BIGGEST MALLS IN THE UAE. THE MALL IS SITUATED IN DUBAI HILLS ESTATE, A 1,093HA DEVELOPMENT FROM EMAAR THAT FORMS PART OF MOHAMMED BIN RASHID CITY. THE MALL OFFERING BOASTS AN IMPRESSIVE NUMBER OF INTERNATIONAL AND LOCAL RETAIL STORES AND RESTAURANTS, INCLUDING THE LIKES OF POTTERY BARN, WEST ELM AND GÉANT HYPERMARKET AS WELL AS H&M, LEVI'S AND SUPERDRY. THERE ARE SHOPS STILL TO OPEN WITH BRANDED HOARDINGS UP INCLUDING LAKELAND, ACE HARDWARE, HOME CENTRE, VIRGIN MEGASTORE AND CONVERSE AMONG OTHERS.

FRONTGRID UNVEILS PARADROPVR EXPERIENCE

Frontgrid, an expert in adventure leisure and virtual reality attractions, has announced the installation of ParadropVR, the company's virtual reality flying experience, at Quest in Qatar.

The one-of-a-kind indoor destination is a 27,500sq m experiential theme park, acting as an anchor attraction within the wider Doha Oasis development. The Doha Oasis has been conceived as a high-end mixed-use development in the centre of Musheireb, in the State of Qatar.

The nine-floor project features 245 luxury residences; a three-storey retail and dining centre named the Doha Oasis Boutique, state-of-the-art VIP cinemas and there is also a huge 29-floor tower that houses a prestigious seven-star hotel.

The Quest venue itself features a total of 21 attractions in addition to the popular ParadropVR experience, broken down into a combination of seven thrill ventures, eight family experiences, and seven children's attractions.

SOLITAIRE IS RIYADH'S LATEST DESTINATION

In Saudi Arabia, Al-Marqab Investment Company is working hard to deliver the Solitaire Riyadh, a 65,000sq m GLA mixed use/retail project.

A multi-use lifestyle destination consists of three levels that are above ground of retail, food and beverage, entertainment, wellness and sport offerings, and three levels of basement parking. Majestic wind towers mark the northern and southern points of the asset, serving as iconic landmarks you will see long before arriving at the destination.

Intrinsically designed around the concept of the geode, the angular stone exterior evolves and softens as you move inward through contrasting layers towards its centre, that aims to reinvent retail as a vibrant urban district promoting social interaction.

The scheme is set to become an iconic retail destination for the Saudi capital.

THE MUSEUM OF THE FUTURE OPENS ITS DOORS IN DUBAI

Situated in the Financial District of Dubai, the Museum of the Future has finally opened its doors following a two month delay. The museum's management team had expected to open the institution – that is devoted to futuristic technology and sustainable manufacturing solutions – to the public in December 2021.

However, some last-minute delays meant that the decision was taken to hold back on the official launch. This came on 22 February, a date chosen because of its near-palindromic nature.

Put together by the Dubai Future Foundation, the museum wants to provide a platform so that people from around the world are better equipped to find solutions to the many challenges humans face today.



APPLE LAUNCHES STORE AT AL MARYAH ISLAND IN ABU DHABI

Apple's new store is a retail destination that is elevated above steps of cascading water. The new store creates a direct connection from The Galleria Al Maryah Island to the water's edge, delivering the best of Apple with shoreline views amid Abu Dhabi's prestigious financial district.

"We couldn't be more thrilled to open the stunning Apple Al Maryah Island," said Deirdre O'Brien, Apple's Senior Vice President of Retail + People. "Our talented team is ready to welcome and delight customers from this vibrant community to our newest location in the Emirates."

The new store's multicultural team of more than 80 members represent 28 nationalities and collectively speak over 30 languages, including Arabic, French, Hindi, Tagalog, and more. Throughout the expansive space, customers can get shopping assistance from

highly knowledgeable specialists as they explore the latest products, learn more about Apple services such as the Trade In program, or receive expert advice and support at the Genius Grove.

Apple Al Maryah Island introduces several new design elements reflective of its surroundings. From the promenade, two ramps paved with Absolute Black granite stone, the first use of this material at any Apple Store, cut through water and continue seamlessly inside the store, blurring the barrier between inside and out.

The store also features a golden carbon fiber roof locally sourced in the UAE. Visitors entering from The Galleria Al Maryah Island will walk through a mirrored stainless steel portal, enveloped by the sights and sounds of water jets cascading over exterior glass walls.

NEW STORE LANDS IN RIYADH

Flying Tiger Copenhagen has launched its first store in Riyadh and it has been opened by Fawaz Alhokair, the leading franchise retailer in Saudi Arabia. The opening is a key milestone in Alhokair's strategy to enhance customer experience by introducing unique concepts to the ever-growing Saudi market.

CARREFOUR SET TO EXPAND

The brand, owned and operated by Majid Al Futtaim in Kuwait, has officially launched a new supermarket in the Khairan area. This opening sees Carrefour introduce its ninth store in the country, reaffirming the brand's ongoing expansion strategy.

CITRON OPENS A NEW STORE

The home-grown children's mealtime retailer has opened its Dubai flagship at Times Square Center, offering customers a unique experience with a focus on innovative and experiential retail design. The new space is inspired by children's playgrounds and the calm colours of nature.

KEMPINSKI READY TO GROW

The upcoming luxury five-star Kempinski Hotel & Resort Yanbu, opening later this year, will offer direct access to the Red Sea waterfront on the secluded offshore of Al Mahar Island. The building plan includes a 23 spacious additional suites and 48 designer apartments.

PRINTEMPS TO LAUNCH STORE

The French luxury department store has said that it plans to open its first major shop abroad in Doha this September, ahead of the capital hosting the World Cup. The store will be located in the new upscale Doha Oasis complex, which includes a five-star hotel, attraction park, restaurants and luxury apartments. The upcoming store will become the second largest in their portfolio.



GREEN ROOM LAUNCHES NEW GLOBAL STORE CONCEPT FOR HOKA ACROSS ASIA

Experiential design agency Green Room has partnered with performance footwear and apparel brand HOKA on a new global store concept which has launched in China and South East Asia. Working closely together, the partnership has crafted an iconic, inspiring, community-fuelled retail concept - a true celebration of the HOKA brand - due to be rolled out to multiple locations and formats across the globe, from flagships, to concept stores, shop-in-shops, pop-ups, and outlets.

HOKA, part of California-based Deckers Brands, was founded in the French Alps when pioneering trail runners wanted to design a shoe that made downhill running easier. Known for delivering an unprecedented combination of enhanced cushioning and support for a uniquely smooth ride, HOKA footwear is now currently sold in 60 countries across the world, helping to empower access to running, walking, fitness and the great outdoors for as many people as possible.



SHED HAS COMPLETED THE MULTI-DIMENSIONAL, STORY-TELLING DESIGN FOR SOUTH KOREA'S LARGEST, LUXURY DEPARTMENT STORE LOTTE IN DONGTAN. LOTTE ENLISTED THE LONDON LUXURY RETAIL DESIGNERS SHED, KNOWN FOR A DISTINCTLY CONTEMPORARY AND PROGRESSIVE INTERNATIONAL DESIGN STYLE, TO REIMAGINE A 'DIFFERENT KIND' OF DEPARTMENT STORE, LOTTE'S FIRST MAJOR PROJECT IN SEVEN YEARS. SHED CONCEIVED THE UNIQUE RETAIL DESIGN FOR THREE OF THE MAIN FLOORS, EACH DISTINCTLY RICH IN CHARACTER AND DEPTH OF EXPERIENCE, YET ALL UNITED IN THEIR AIM TO OFFER A CUSTOMER-FIRST EXPERIENCE.

BREITLING GROWS ITS SEOUL PRESENCE

Set in the fashionable Hannam district of Seoul, South Korea, Breitling's newest flagship features a street-level Breitling Café and its first-ever restaurant, Breitling Kitchen.

The company has officially opened its newest and largest flagship, the 750sq m Breitling Townhouse Hannam. Two floors combine retail with a Breitling Café, terrace, and the first-ever restaurant, Breitling Kitchen. This opening sets the tone for Breitling's move into new offerings that go beyond its core watchmaking business.

"It's the complete Breitling experience under one roof," says Breitling CEO Georges Kern. "This new flagship is unlike anything you've ever seen in watch retail. From the moment you step in, you'll recognise the relaxed, industrial-loft-inspired atmosphere that says everything about our casual, inclusive, and sustainable approach to luxury."

In the bigger picture, this opening offers a hint at what to expect from Breitling as a leader in the neo-luxury space.

DYSON OPENS FIRST OWNER CENTRE IN HK

Reinforcing its commitment to Hong Kong, Dyson announced the opening of its first owner centre in Hong Kong on 21 February.

Located in Mongkok, Hong Kong, the 4,500sq ft centre provides convenient product servicing, technical support, expert advice, and exclusive trade-in offers and personalisation services.

It also features a walk-in bar and a repair facility where Dyson engineers and spare parts are on site to speed up repairs and avoid shipping machines elsewhere for servicing. Also, the Centre will be staffed by a team of product experts and service engineers to provide technical advice, and onsite repair services.

To celebrate the opening of the Dyson Owner Centre from March, Dyson also kicks off the Dyson Owners Month with exclusive owner benefits to upgrade their current machines for Dyson's latest technologies.

The British-based company was established by James Dyson in 1991 and today has headquarters in both the US and the UK.

DREAM HOTEL GROUP REOPENS ICONIC DREAM BANGKOK HOTEL

Celebrated hotel brand and management company Dream Hotel Group, home to its Dream Hotels, The Chatwal, Unscripted Hotels and new By Dream Hotel Group brands, has reopened its Dream Bangkok hotel, once again serving travellers who crave the exotic allure, rich culture and haute cuisine of one of the world's most magnificent cities.

"As the international travel landscape strengthens, Thailand will be among those countries inspiring travellers to explore distinctive locales and all they have to offer," said Dream Hotel Group CEO Jay Stein. "We are delighted to re-open one of our most iconic global properties in the center of buzzing, bustling and brilliantly colourful Bangkok," he continued.



\$4.5BN EXPANSION OF RESORTS WORLD SENTOSA TO START IN Q2

Genting Singapore's \$4.5bn expansion of Resorts World Sentosa (RWS) will begin in the second quarter of this year with an initial investment of S\$400M (\$300M). The first phase includes expanding Universal Studios Singapore.

"With our upcoming RWS 2.0 developments, we are confident that RWS will be well-positioned to lead the recovery of Singapore's tourism as borders gradually reopen," said RWS CEO Tan Hee Teck. "We are excited to welcome the return of more international travellers with an even more vibrant RWS in the near future."

Universal Studios Singapore will feature the new Minion Land, home to multiple rides including Despicable Me Minion Mayhem, an immersive motion-simulator 3D ride featuring a realistic projection system.

The Singapore Oceanarium will be three times the size of the current S.E.A. Aquarium, with state-of-the-art technology, immersive exhibits and multi-sensory zones. It will also feature a research and learning centre with learning labs, workspaces, seminar rooms and a rooftop event space. In addition, RWS is renovating three of its hotels - the Hard Rock Hotel Singapore, Hotel Michael and Festive Hotel. The refurbishment works will be carried out in phases from the second quarter of this year through 2023.

"RWS's vision for the next decade is to become a sustainable and innovative top tourism destination in line with the Singapore Green Plan," the CEO added. "As we begin construction works on our expansion, we continue to pursue a holistic approach to destination building."

H&M TO OPEN A NEW STORE

The Swedish company is gearing up to open its first store at AEON Mall 1 in Phnom Penh City, Cambodia on 18 March. The store is spread across 1,798sq m, will span two floors and be home to extensive collections for men, women, teenagers and children. The first 250 customers will receive cash vouchers upon entry.

BATMAN POP-UP LAUNCHES

WarnerMedia has opened a Batman pop-up store on Singapore's Orchard Road shopping strip. The Batman 'Unmask The Truth' store will trade daily until 13 March, entertaining fans with interactive events and every night a 'Bat-Signal' will be illuminated between 7 and 10.

FILIPINO RETAILER TO EXPAND

Balai Ni Fruits, which operates a chain of bakeries and juice shops, is planning an initial public offering this month to fund its expansion plans and for potential acquisitions. The company owns bakery chain Balai Pandesal, Buko ni Fruits and Fruits House of Desserts.

MERLIN CONTINUES TO GROW

Merlin Entertainments is continuing its expansion across China with plans for a new Legoland resort in the Fangshan district of Beijing. While it has not been officially announced yet, reports suggest the new resort will cover an area of 304,000sq m and will play host to a theme park and hotel.

LANVIN LAUNCHES A POP-UP

The French luxury house Lanvin has opened a pop-up cafe in The Atlantis resort, Sanya. At the new Pop-up LANVIN Cafe, guests can enjoy the exquisite LANVIN Babar Afternoon Tea Set for two or eight custom desserts while taking in the views of The Ambassador Lagoon. Guests are invited to take a photo with baby elephant Babar in the sparkling 'undersea' installation.

... A World of Opportunities

RLI CONNECT GLOBAL

31 OCT - 1 NOV 2022
Riyadh
Saudi Arabia

rliconnect.com

THE GLOBAL RLI Awards 2022

2 NOV 2022
Riyadh
Saudi Arabia

rli.uk.com/awards



Yu Garden, Shanghai, China

People, Passion & Places



The world's largest jewellery brand, Pandora, designs, manufactures and markets hand-finished jewellery that is created from high-quality, sustainable materials at affordable prices. In this interview, RLI sits down with the company CEO Alexander Lacik to discuss how the company continues to evolve its offering and grow its retail footprint.

Founded 40 years ago by Per and Winnie Enevoldsen, Pandora began life as a family-run jewellery shop in downtown Copenhagen. However it wasn't until around the turn of the century and the birth of the Pandora Moments concept that the brand really took off and began growing into the global phenomenon that we know today.

The Pandora Moments concept centres around customers being able to build their own bracelets through a series of charms, meaning every guest can build a product that is unique to them and only them, offering a layer of personalisation that has led to worldwide success for the brand.

Today the business has 6,773 points of sale, with 2,619 of these being Pandora concept stores with the company owning 1,423 stores and the rest being mainly operated through franchise agreements or through distributor set-ups.

A global brand that operates in over 100 countries across six continents, its top seven markets are the US, where it has 348 sites, China and the UK both have over 200 stores and Italy, Germany, Australia and France are all home to over 100 stores. Aside from these

main markets they also have a presence in such countries as Greece, Hong Kong, Japan, Macau, Netherlands, New Zealand, Norway, Singapore, South Korea, Spain, Sweden and Taiwan.

"Looking forward, we feel there is plenty of space for us to grow in Latin America, along with the US where store density is still quite low," says Alexander Lacik, CEO of Pandora. "Then in Asia, there are tremendous growth opportunities in China across not only tier-one cities, but tier-two and tier-three as well. Japan and India are also locations where we have a presence, but a presence we believe we can grow substantially in."

The current CEO took the reins in 2019 and was tasked with building the brand and focusing on the brand experience. "In the seven to eight months I was in place before the pandemic hit, we undertook a program that comprised of four parts. The first was brand relevance and making Pandora relevant for customers again. Second was all about brand access and distribution. Next we concentrated on a cost reset to help fund points one and two and finally we conducted a commercial reset which was designed as a one-year program to streamline the business," Lacik explains.

These programs had been building fresh traction for the brand and they had committed multiple investments in Q4 of 2019, but then came the beginnings of the noise from Wuhan about the virus. Faced with a choice, Lacik proceeded to move forward with these plans rather than shut up shop and wait it out, a decision which has been vindicated in the time since as the brand continues to grow and evolve with the times.

Per square metre of store space, Pandora is one of, if not the most profitable retailers in the world and their store portfolio has traditionally consisted of small, box-shaped shops of around 60sq m that are accentuated with glass and chrome.

Recently they have introduced a new store concept called Evoke, which is in its testing phase, and has been created to make shopping more intuitive for customers and improve the speed of service, allowing customers to seamlessly explore, find and try on products. To date, three of these new stores have opened, one in London, UK, one in Milan, Italy and the final one in Guangzhou, China.

"The idea behind these new stores is that they retain the high productivity of the previous stores whilst highlighting some aspects of omni-channel retailing and connecting the digital and the physical as well as expand the way we merchandise and highlight the rest of our offer as much as the Pandora Moments collection," says Lacik.

Two new concepts that add to the offer outside of the Moments selection are the Pandora ME collection, which is targeted more towards Gen Z's in its design, and the Brilliance collection of lab-

created diamond jewellery which has recently launched in the UK aiming to make diamond jewellery affordable for a broader clientele.

In recent years the company has refocused its efforts across its social media platforms and e-commerce offer. Even with its incredible store portfolio, e-commerce is still the largest outlet in terms of traffic in any given country, so the brand has invested in promoting and highlighting this area of the business.

When it comes to the growing area in retail of sustainability, Pandora was actually ahead of the curve in this respect according to Lacik. "The founder of the business was already thinking about the sustainability before it became such a prominent factor. If you take a look at our manufacturing site in Thailand, it is the only LEED-certified plant in Asia where 100 per cent of their waste is reused, recycled or sold onto people who can use it."

The retailer stands out from the crowd because of its singular brand proposition and because of its nature of co-creation. Jewellery from Pandora offers people the opportunity to design and create a bracelet, working together with in-store staff, which is unique, personalised and meaningful to them through their selection of over 1,000 different charms.

"It is a product that people cannot put a price on because it reflects the individual and is important to them. We feel this is the purpose of our company, to give a voice to people's loves and offer them a chance to represent this on their wrists," Lacik concludes.



Westfield Mall of the Netherlands
Leidschendam, Netherlands



Bullring, Birmingham, UK



Champs Elysées, Paris, France



Embracing the Entrepreneurial Spirit

Perry Ellis International is a global fashion house that represents an impressive and diverse portfolio of lifestyle, heritage and licensed brands. For this article, RLI sat down with Oscar Feldenkreis, CEO & President of the company to discuss the evolution of the organisation and its continuing growth across multiple markets.



The key objective for Perry Ellis International (PEI) is to build brand value through innovation in product design and new business development, and licensing is one of the most powerful components of their corporate strategy. Licensing allows the company to expand the overall brand lifestyle, as they seek new partnerships that offer natural brand product extensions resulting in growth opportunities that reach new audiences and increase brand awareness.

"Headquartered in the US, our brands are distributed globally and available in every market within Europe which accounts to 43 countries," says Oscar Feldenkreis, CEO & President of Perry Ellis International. "We are present within every market in the Middle East, as well as South Africa and India. There are also new opportunities throughout the rest of Africa, where we are entering with Nike Swim. From a licensing standpoint, we currently have 145 active licensees in approximately 70 territories around the world."

In the coming months, focus will be put on expansion in Greater China, South Korea, India, Japan, Mexico, Canada, Latin and South America and all territories throughout EMEA.

New Gotcha stores will be launching across EMEA this year, with two in Dubai, UAE and one in Bordeaux, France and these will be launched by existing licence partner Kennek FZE. Additional expansion will see the brand land in locations such as Bahrain and Qatar.

"We will also be looking to expand brands such as Perry Ellis in Middle Eastern territories and we are adding Perry Ellis standalone

stores in India later this year through a new license partnership with shop-in-shops across wholesale channels following shortly afterwards," explains Feldenkreis.

When discussing standout brands, Oscar explains that Perry Ellis America is enjoying a recent resurgence following its relaunch during New York Men's Fashion Week in the US. He goes on to say that this reboot of a true American sportswear brand with an urban twist appeals to a new younger generation of athleisure logo loving customers which will resonate globally.

As a global organisation, PEI has the ability to look at different markets and is able to be nimble and agile, shifting and changing where and when it is required. The diversification of their customer base across every channel of retail distribution from luxury to mass enables them to sell across the gamut.

Because of Covid-19 the company has seen a large change in the channel mix. Brick and mortar remains the largest part of the business, but the growth in online shopping was remarkable whilst Covid-restrictions were in place and the propensity to shop online accelerated.

"For us this was good news as it opened up weighted distribution in a market, we are not limited by non-elastic shelves and can better tell our brand stories in front of shoppers. It has also meant that we look to curate our collection more often as opposed to dropping it all at once," Feldenkreis comments.

Adopting a strategic and holistic approach to the marketing strategy of



brands and predicated on the brand DNA and customer, PEI develops an annual digital marketing strategy, including social media, amplification and video content.

They have a digital innovation team and are always exploring new marketing avenues. They recently created an Original Penguin NFT. It featured six different iterations of the penguin and it garnered over one million impressions in just two weeks and over two hundred and forty million press placements. Oscar explains that this was a really effective PR campaign and a step into the fashion world's emerging technology delivering a relevant brand experience to Generation Z.

"We are currently developing a task force that is focused on future technologies and the Metaverse. We are creating strategic partnerships with various American universities that specialise in digital innovation to allow for PEI to be leaders."

Each of their brands has a different target audience and they tailor the product design and attributes. Product will always reign supreme, and the business prides themselves in offering trend-right fashion and value. The product is available to customers through wholesale

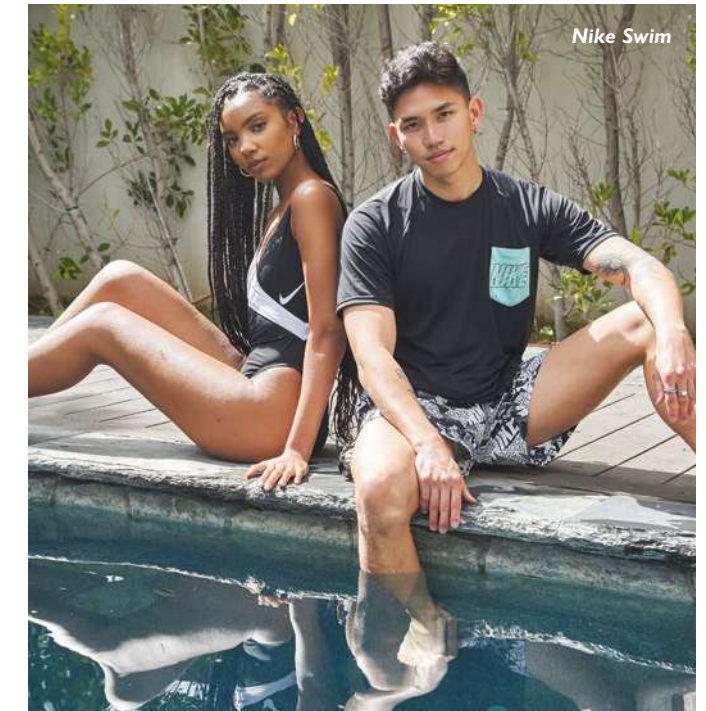
accounts but they are then also able to tell their own brand story via e-commerce, brick-and-mortar stores and social media, which maintains customer loyalty.

When discussing the key drivers behind the success the company has enjoyed, Oscar says that he and his father have provided great visionary leadership coupled with an entrepreneurial spirit. As a private company, they have a distinct company culture that implores family values.

"Being immersed in all aspects of the organisation and always seeking new niche business opportunities have enabled the company to flourish. Our determination and perseverance have been key to the company's success," comments Feldenkreis.

One of the effects of the pandemic is that it has altered people's mind-set and their perception of their working lifestyle, and the company believes it is critical to hire the right associates that will lead them to future growth and prosperity.

"We will measure our success moving forward by the positive impact we have on our associates' lives, our environment, and the communities in which we work and live," concludes Feldenkreis.



Building Hotels, Creating Homes

Visual of the new Falkensteiner Hotel Montafon
Architects: Snohetta
Snohetta, Norway



Founded in South Tyrol in 1957, Falkensteiner Hotels & Residences began as a small, seven-room guesthouse in the Pustertal and today is an international hotel group and 360-degree tourism company. Here, RLI speaks with Erich Falkensteiner, Chairman of the Supervisory Board of Falkensteiner Michaeler Tourism Group about the evolution of the company and its plans moving forward.

Falkensteiner Hotels & Resorts has in almost 65 years grown from a single site to become one of the most successful family-run holiday hotel groups in Central Europe. Launched by Maria and Josef Falkensteiner, their two children Erich and Andreas Falkensteiner took over the reins in 1978, and they were joined by Otmar Michaeler in 1995 and together they founded the Falkensteiner Michaeler Tourism Group (FMTG).

The company is currently active in seven European countries. The FMTG includes Falkensteiner Hotels & Residences, which comprises of 27 four- and five-star hotels, three apartment complexes and a premium campsite, FMTG Development and the tourism consultant Michaeler & Partner. The hotels are situated across Austria, Croatia, Czech Republic, Italy, Montenegro, Serbia and Slovakia.

Their position in the premium leisure sector was defined long before the Covid-19 pandemic, but the outbreak offered them the opportunity to position the brand more clearly and to develop new projects.

"In 65 years of Falkensteiner, we have already experienced a few crises. Maybe that's why we approach such situations a little differently," says Erich Falkensteiner, Chairman of the Supervisory Board of Falkensteiner Michaeler Tourism Group. "We recognised from the very beginning of the pandemic that people and the product were the top priority. Our employees are always the most important element and it was essential for us to communicate openly with them and to secure their jobs, and this is exactly what we have achieved."

Discussing the FMTG portfolio, the Chairman explains that they are currently building the first five-star family hotel in Montafon together with Vorarlberger Illwerke which will be dedicated to the important topic of sustainability and renewable energies. This upcoming hotel in Austria is set to be the lighthouse project for the FMTG group. This site will also offer younger guests special edutainment, as they learn how electricity is generated from water, go on excursions through the power plant and the reservoirs and learn about the forest, species protection and regional food.

Recently completed schemes include the reopening of the four-star superior Falkensteiner Family Resort Lido in South Tyrol at the end of November last year. This small hotel, where the history of Falkensteiner began, is now one of the most avant-garde projects in Europe and welcomes guests as a premium family-only experience hotel. "The highlight of the hotel is the roof, where both adults and children will be greeted by a unique Sky Adventure Park – year-round ski slope, Valo Jump area and much more," explains Erich.

A project separate from the family hotels that opened last year is the five-star adults only Falkensteiner Hotel Kronplatz, which is designed for the active guest with its position directly at the base of the Kronplatz – the most famous mountain of the Pustertal.

To assist with its expansion pipeline, FMTG has been successfully using crowd investing as a financing strategy in recent years. In its seven campaigns to date, they have raised over 26 million euros in capital. This year they want to implement innovative projects with the power of the crowd and there will be a lot of activity in the Premium Living sector. Together with their investors, they are planning some very interesting developments.

"In 2022, we want to dive even deeper into the topic of camping/glamping. Due to the coronavirus, many people want to get closer to nature again. We have recognised that a new market is emerging here on a qualitatively high level. With our Premium Camping concept, we have developed our own forward-looking vision of camping holidays. We already run a successful premium campsite in Croatia and will further expand this concept in 2022," Erich comments.

An integral part of their corporate strategy is social media. This avenue of communication with customers, almost in real time, allows the group to build a bond with guests that could not be achieved through traditional marketing. They are constantly educating themselves and adapting their content to the current media platforms in order to guarantee their users the best journey.

The topic of sustainability is one that has been ongoing at FMTG



Zadar, Croatia



Bruneck, Italy



Zadar, Croatia



Casteldarne, Italy



Casteldarne, Italy

for a long time, and has already been implemented into its individual hotels and residences. For their prestigious project, the Falkensteiner Hotel Montafon, they have a best-practice example of sustainability. Here, everything will revolve around eco, from regional products to a diverse range of vegan dishes. The company is also working on a sound sustainability concept for the entire FMTG portfolio, which will be implemented throughout the year.

The philosophy behind Falkensteiner is 'Welcome Home!' Much more than a slogan, it is an ethos that runs through the entire organisation that means guests will experience hospitality, warmth and the full commitment of the on-site team.

"At the same time, we feel that guests' holidays should be accompanied

by innovative hotel concepts and modern architecture. This combination of original values and modernity makes our group something special," Erich says.

The business has always been courageous, recognised trends early on and never feared taking new paths. "Despite this, we have always remained down-to-Earth and never lost sight of our roots. We have a long history and therefore a wealth of experience from which we can benefit. It is always important to us to test existing structures for effectiveness, and to develop new concepts for our corporate culture," explains Falkensteiner.

"Our strength lies above all with our team, which always sticks together, and of course also with our partners with whom we co-operate."



Celebrating State-of-the-Art Retail



Launched at MAPIC 2021, Diriyah Square is the commercial heart of the Diriyah giga-project on the edge of Riyadh, Saudi Arabia. Here, RLI speaks with Mohamed Saad, Chief Development Officer, DGDA about this game-changing project that will become the Kingdom's historic and cultural heart and a new global landmark.

The upcoming scheme is designed to showcase to the world over 300 years of Saudi Arabian history through an engaging and inspiring collection of retail, educational, cultural, hospitality and dining led experiences for residents, tourists and visitors.

The mandate of DGDA is four-fold, first and foremost it is to preserve the At-Turaif UNESCO World Heritage Site and neighbouring Wadi Hanifah. Secondly, to transform Diriyah into a vibrant cultural and lifestyle destination. Thirdly, to celebrate Diriyah's culture, preserve its identity and transform residents' lives for generations to come and finally to oversee a 190sq km supervisory area that implements world-class standards in urban and municipal affairs.

Divided into four masterplans, DGDA will be overseeing the construction of Diriyah Gate I and II, Wadi Hanifah and Wadi Safar. Diriyah Gate I will become a mixed-use traditional urban community that is to be created in an authentic Najdi architectural style, typical of Saudi villages, using the same mud bricks and plaster used centuries ago while providing modern amenities. Meanwhile Diriyah Gate II is envisioned to be a Parisian scale, pedestrian focused mixed-use development in close proximity to the historic Diriyah Gate development. Blending the old and the new, the development aims to be recognised for its unique vision and positioned as an authentic destination in Saudi Arabia.

An additional aspect of the Diriyah Gate development masterplan is Wadi Hanifah, which is the first stage of the renewal and restoration of more than 2sq km of the historic site. The enhancements include the restoration of the historic palm groves and farms and, upon completion, will be one of the Kingdom's largest historic national parks where culture and history meet to provide recreation and preservation. The final masterplan is for Wadi Safar, which will become 60sq km of pure

magnificence, tranquillity and is being built upon the legacy of the past with a bold vision shaping its future.

"What's unique about Diriyah is that it has been around for centuries and is the birthplace of the Kingdom, while Wadi Safar is a globally peerless, one-of-a-kind, ultra-luxurious destination - the future residence of Saudi Arabia's most discerning and playground for the global elite. Its land, which will be priced amongst the most premium in the world, will house the estates of Saudi Arabia's most influential. The world-class hospitality and lifestyle assets which include a Greg Norman Golf Course, the Royal Diriyah Polo & Equestrian Club, 3 Retail Hubs and a Friday mosque will be complemented by 37 parks, open spaces, and 42km of trails, which will help attract luxury leisure travellers from around the world. It is recognised as a symbolic centre of inspiration for the generations of leaders that have led the Kingdom since the foundation of the first Saudi state in 1727," explains Mohamed Saad, Chief Development Officer, Diriyah Gate Development Authority.

"Since 2017, the Diriyah masterplan has grown from 7sq km to over 11sq km and this is a testament to the amazingly talented team at DGDA that has enabled His Royal Highness to entrust us with more work and realise his vision for the project on a much grander scale. Upon completion in the coming years, the destination will offer a diverse collection of museums and cultural attractions, an ultra-luxury retail offering, and a line-up of revered international and local dining brands within the recently revealed Bujairi Terrace."

With a scheme of this magnitude, staying on track and on budget is of paramount importance, and the team at DGDA continue to do just that. This is a great achievement considering the amount of works happening around the site today.

Saad explains that some of the recent key milestones include the diversion of the Western Ring Road, completed in just 63 days, seeing the relocation of three kilometres of the eight-lane highway without any closures or disruptions. DGDA have also awarded their largest ever contract of nearly SAR 4 billion to Salini for the Diriyah Square super car park, which will eventually be home to 10,500 spaces underground. In addition, the bulk excavation required for the construction of Diriyah Square saw the removal of eight million cubic metres of rock to reach a level of 40m, all done under the best practice sustainability measures and creating the largest hole ever dug in Riyadh!

"From an asset point-of-view, we are very excited to open Bujairi Terrace which will be Riyadh's premier dining destination when it opens shortly. This will not only be the first in Diriyah but also the first of any giga-project in the Kingdom, a very proud moment for all of us at DGDA," says Saad.

The upcoming scheme is set to revive and promote the significance of Diriyah's role as the cultural centre of the Arab world and, when finished, will become the largest cultural and heritage city on Earth. Diriyah has also been selected by The Arab League's Educational, Cultural and Scientific Organisation (ALESCO) to become the capital of Arab culture for the year 2030.

DGDA's vision is to create a world-class destination for visitors and locals alike within the Kingdom of Saudi Arabia (KSA) that will become renowned for being resilient to climate change, promote cultural heritage, ensure thriving, vibrant and healthy communities and provide a high quality of life whilst promoting equality.

Across the world, sustainability is a major factor and something that must be taken into account when developing new projects. With this

in mind, DGDA has ensured that its core vision of sustainability has been devised to support and guide the inclusion and implementation of sustainability practices and tactics throughout the design, construction and operational phases of the development of the scheme. In addition, a range of sustainability and resiliency initiatives have been proposed to restore and even positively enhance the natural environment.

"The project aims to be among the first in KSA to achieve certification under the USGBC's scheme LEED Cities & Communities at Gold level. LEED is a well-established and prestigious sustainability certification, with international visibility," Saad explains. "The Diriyah Development also aims to be among the first projects to achieve Mostadam for Communities certification for multiple districts, at a gold level."

A scheme that is comprised of many different facets, the role of retail remains one of the core pillars in the make-up of Diriyah. The commercial heart of the masterplan will be Diriyah Square, a luxury retail district unmatched in size and offering. Set to cover an area of 180,000sq m, Diriyah Square will be a completely new lifestyle experience for Saudi Arabia with the retail offering combining iconic global brands with traditional artisan shops and souks, set within an authentic Najdi village atmosphere. Alongside retail, this element will also feature world-class hospitality, branded residential and workplaces. With Quality of Life as one of its main experience pillars, Diriyah Square will be focused on wellness with its plethora of offerings in health, self-care, fitness and wellbeing.

"Diriyah Square will be home to over 400 of the world's finest brands; complemented by an additional 100 authentic local Saudi artisan souks. The destination is more of a premium luxury offering with brands that attract the discerning shopper and is divided into the main



Diriyah Square Hotel



21st Century
Workplaces



Diriyah Square



Resort overlooking Wadi Hanifah



Wadi Hanifah Park

neighbourhoods of luxury, fashion, urban, F&B and leisure and culture," comments Saad.

The overall retail offering is complemented by five Grade-A premium office buildings, five upper-luxury hotels, three branded residences, 25 open-air event spaces and a completely car-free, walkable district.

Diriyah Square is directly connected to the escarpment walk of Wadi Hanifah, offers direct access to Heroes Park and it is anchored by King Salman Grand Mosque which has a capacity of 14,000 people.

The site provides retailers with a unique opportunity to showcase their brand and their brand experience in its truest representation for the first time in the Kingdom. The cultural significance of Diriyah Square along with the unique location provides a compelling backdrop and will allow brands to express themselves as part of an authentic and relevant lifestyle destination.

Alongside the retail element, the F&B offering at the soon to be opened Bujairi Terrace has been meticulously curated to cater for both local and international markets. The asset will feature more than 20 food and beverage brands, four of which are Michelin starred restaurants - Bruno, Tatel, Hakkasan and Long Chim. Meanwhile Mastro's, Bruno and Café de L'Esplanade are all brand new names to the wider Middle East region. "It's the first time Mastro's has opened a restaurant outside the US, and the first time that Bruno and Café de L'Esplanade have restaurants outside of France. COVA, a historic Pasticceria dating back to 1817 also makes its first appearance in the KSA. We are also immensely proud of our very own home-grown local champions opening up outlets too, including GRIND, Somewhere and Sum + Things."

As part of the transformation of the area, DGDA are also planning 20 luxury hotels and Saad explains that layers of considerations go into selecting the right hospitality partners for the destination. Firstly, an

overriding key factor is their mandate which is to preserve At-Turaif, the 'Jewel of the Kingdom', and therefore the brands must showcase a fitting tribute to the Kingdom's glorious heritage. Secondly, a hotel partner is chosen carefully in order to be included in the curated portfolio of brands with guests' experience in mind as DGDA wants to ensure that the highest standard of hospitality will always be synonymous with visiting Diriyah.

"For example, the uniquely located Capella hotel in the heart of the upcoming King Salman Square will embody excellence and combine tradition, discovery and individuality. The Ritz Carlton will feature a distinctive offering with a more boutique, intimate and ultra-luxury escape coupled with an exclusive and limited selection of its branded residences, Orient Express, on the other hand, will debut its first hotel in the Middle East with its forthcoming property which will showcase numerous opportunities to link the nomadic design, unexpected encounters and the spirit of the Orient Express brand, with ultra-high end luxury retail and the story of Diriyah to create a regional flagship for the brand," explains Saad.

As the project continues to move forward the key priorities include the launch of Bujairi Terrace, the commencement of construction on a range of hotels, museums and residential communities, the launch of sales of the first residential community and the completion of the first phase of the Wadi Hanifah restoration plan.

"When completed, Diriyah is destined to become a world-class lifestyle destination with Saudi's greatest collection of luxury retail, museums and cultural attractions, luxury international hotels and resorts, leisure and dining experiences, making it the world's largest cultural and lifestyle mud city," concludes Saad.

Next-Level Entertainment



IMAX Corporation is an innovator in entertainment technology, combining proprietary software, architecture and equipment to create experiences that take you beyond the edge of your seat to a whole new world. Here, RLI sits down with Giovanni Dolci, Global Chief Sales Officer of IMAX Corporation and Member of the Board at IMAX Theatres to discuss the global growth of the company.

Specialising in motion-picture technologies and large-format presentations, IMAX Corporation has been leading the way in immersive theatre experiences for over fifty years. Headquartered in New York, Los Angeles and Toronto with additional offices in London, Moscow, Tokyo and Shanghai, the company has continued, even in the midst of adversity to create unforgettable movie-going experiences.

Today the business has almost 1,700 theatres operating in 87 markets around the world. Within the portfolio, around 1,600 are commercial IMAX theatres positioned within multiplexes and these focus on feature films. The remainder of the portfolio are destination and institutional theatres, typically located in museums and science centres, representing a part of the heritage of IMAX who originally operated in these spaces before branching out.

Operating in so many markets meant that even at the height of the coronavirus outbreak there were only a handful of days where every

location was closed. However, the onset of the pandemic did mean they had to reinvent themselves in unusual times.

"Of course there were periods when no films were being released globally, so we decided to pivot and focus more on local content," explains Giovanni Dolci, Global Chief Sales Officer of IMAX Corporation and Member of the Board at IMAX Theatres. "This truly made a difference in difficult times, and allowed us to continue filling our schedule and offering content to audiences in those markets where cinemas were open, and where it was safe to go to theatres."

Despite the difficulties in the film industry across the world, IMAX continued forward with expansion in 2021 and opened some truly unique and world-class locations. On 30 September, the largest IMAX in the world opened at the Traumpalast Multiplex in Leonberg, Germany. The screen, which measures 21.03 metres high by 38.16 metres wide, is incredibly wider than a standard Boeing 737 and really highlights the power of IMAX and the power of cinema in a way guests will not have

witnessed before.

The launch of the largest cinema theatre in Serbia at the Cineplexx Galerija Belgrade took place in 2020 and last year saw the unveiling of the first-ever IMAX theatre in Cannes at the recently opened Cineum Cannes. The site in Cannes is of particular importance to Giovanni and the company, as for decades Cannes has been a fulcrum of the film industry. "Being able to offer the IMAX experience here is very important and we are going to be leveraging this site in collaboration with our partners for events, activations and to show people that cinema is alive like never before," explains Dolci.

His role at IMAX Corporation is to continue the growth of the company and to ensure that IMAX becomes more and more the place to be for unique fan experiences and the screens to see new content across the globe. Dolci feels there is scope for more growth in Japan, which has become one of their key markets after the launch of their new flagship location, Grand Cinema Sunshine in downtown metropolitan Tokyo. He goes on to say that China carries on delivering extraordinary results and offers incredible growth opportunities, whilst in countries such as Saudi Arabia opportunities are appearing that had not previously been available.

"When I look at the cinema industry for the coming year, I am extremely excited for the future as we are coming off the back of an incredible few months of performance. For example, Spider-Man: No Way Home crossed the \$100M threshold in IMAX box office takings,

which is only the 11th title in our history to do so. Now with the incredible slate of films coming up in 2022, we have much to be excited about," Dolci explains.

This evidence suggests that cinema is still an experience many people will leave their homes for, and IMAX will strive to offer guests something extraordinary and carry on raising the bar for theatre lovers.

"At IMAX, we have been exploring new and unique content experiences for audiences, such as a partnership with Apple around the tragedy of Macbeth, we had a partnership with Amazon to screen Kanye West and Drake's concert, and we are currently working on an exciting event which aims at showing the Beatles' famous rooftop concert. We are doing a lot of work on content to make sure we stay as relevant as possible and as exciting as we can for our audiences," says Dolci.

As our time with Giovanni nears its end, he concludes the interview by talking about the upcoming release schedule, and how titles like Top Gun: Maverick and Avatar 2 will be key releases for IMAX, and that this year there are an unprecedented number of titles that have been shot with IMAX cameras which is an exciting facet for the company as it allows them to heighten the differentiation of their theatres for fans.

"I am looking towards a bright future and feel that we all need to be resilient moving forward no matter what the future holds. We are seeing businesses bounce back and people getting on with their lives and to what they love doing and I think we need to capitalise on this and use it as a base for a thriving tomorrow."

Cannes, France

Traumpalast Leonberg
Germany

Cineplexx Belgrade
Serbia

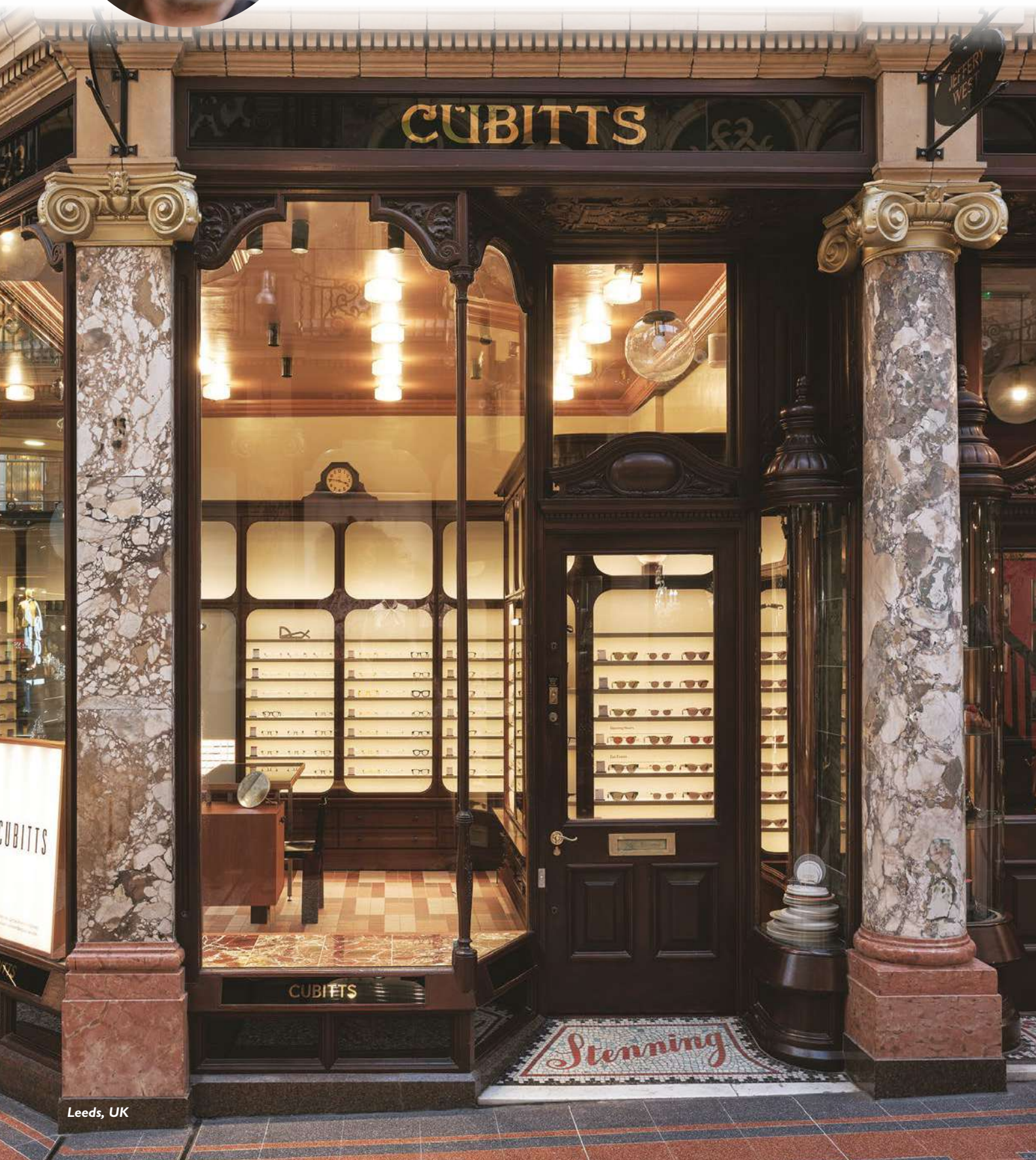
Finnkino Helsinki
Finland

Pathe Spreitenbach
Switzerland

A Sight to Behold



Cubitts is a brand on a mission to revive a three-century old industry that they feel is not fit for purpose in a modern world where screens are more abundant than ever. Here, RLI sits down with Tom Broughton, Founder of Cubitts to discuss how the company is going about fixing an industry they feel is broken and how the brand continues to grow in the midst of this.



In an industry that has become staid and uninspiring, characterised by badly constructed and fitted frames, confusing and overly complicated processes and clinical and unfriendly environments, Cubitts feel it does not need to be this way.

They believe in the importance of spectacles and that they should be treated as such. They believe that they do not just offer the wonders of improved vision, but that they can become an extension of you. They believe that a perfectly fitting, well-made and well-chosen pair of spectacles should be a right, not a privilege.

"Spectacles have always fascinated me. They are one of the most personal choices you can make – they sit in the middle of your face and define how you see and how you are seen," says Tom Broughton, Founder of Cubitts. "Unfortunately, it felt as though that as an industry it had become quite bland. Cubitts was born at my kitchen table in Kings Cross as a way to challenge that and create something new in the industry."

The company has come a long way since that kitchen table and now operates a dozen stores in London, Brighton, Cambridge and Leeds. Each site in the portfolio is unique and designed to celebrate its environment and the incredible people who inhabit it. Their stores are much more than physical boxes where they sell their product; they are part of the community in which they inhabit.

The effects of Covid-19 forced the company's hand in the way they did things. Ultimately, the brand needed to be able to service their customers and provide perfect-fitting frames at the same time as maintaining their standards. To do this, they introduced remote fitting, a process that involved taking facial measurements when sending frames to customers. They also shifted their focus to the things they could control – in particular e-commerce, but also the development of new products, investing in their technology and preparing for life after a pandemic. Meanwhile their longer term goals remain the same; they need to be flexible and nimble in achieving them.

When speaking about the store portfolio, Broughton explains that they most recently opened a store in Belgravia, which is nestled right in the heart of London. The interior design of this store is a celebration of the legacy of master builder Thomas Cubitt – not only the pioneer of Elizabeth Street, but the inspiration behind the company name.

"Just a couple of months prior to this, we launched a store in Victoria Arcade, Leeds. In addition to creating a micro-collection of three frames inspired by the city, we partnered with independent Leeds brewer Northern Monk to create a one-of-a-kind Cubitts beer. Leftover grain that would have otherwise gone to waste was used to create a bespoke pair of spectacles that were displayed in store. This was a key milestone for us as we had been searching for our perfect site in the city since 2016, so it was an honour to be opening our doors within the beautiful faience tiled clad County Arcade," explains Broughton.

For many, choosing, owning, wearing and caring for a pair of spectacles is an incredibly considered choice, and the experience associated with that an incredibly important one. The idea behind the business is that its stores and website are designed to make that process as seamless and

enjoyable as possible, becoming a true homage to the humble spectacle. "All of our stores are unique, designed with the unique customer and environments in mind. All offer a range of services you cannot yet get online – from comprehensive eye exams, to on-site repairs and adjustments. We do not upsell and we refuse to compromise on quality," Broughton says.

In addition, the brand provides a bespoke service for those wanting to create their own individual frames. It offers customers an opportunity to design an original frame from scratch, precise to their exact measurements, with over 300 colours to choose from. They make frames not merely for aesthetic or fit, but for vocation. In the past they have created frames for airline pilots (with slender temples to fit under an earpiece), DJs (with light sensitive lenses) and surgeons (with tight macro lenses).

"Our ethos is that we have a passionate desire to revive a broadly forgotten and unloved industry. We are all getting older and we are staring at screens for longer, and our eyesight is getting worse because of it. So the transformative role of a well-fitting pair of spectacles has never been greater – and we want to help with that," concludes Broughton.



Building Today Shaping Tomorrow



Tarboul Industrial City, Egypt

GV Group began operations in 1994 and today continues to push the boundaries with a vision of development and innovation across 13 subsidiaries that cover a variety of sectors such as investment, industrial and real estate development. Here, RLI sits down with Sherif Hamouda, Chairman of GV Group and Dr Mahmoud el Garf, Project Senior Advisor for the Tarboul Industrial City project to discuss the evolution of the business and some of their ongoing developments.

GV Developments was established in 2019 as a founding subsidiary of GV Investment Group and it is committed to establishing strong, stable and successful communities with life-lasting bonds. The company is dedicated to providing the highest quality and latest technologies within their developments all over Egypt.

"Our vision is to bring alive our client's aspirations of ultimate living with high-quality residential, leisure and commercial developments," explains Sherif Hamouda, Chairman of GV Group. "As a group we focus on social, economic, and environmental welfare to provide an unmatched real estate experience. Our core focus is to enrich people's lives and aspirations, in order to contribute to a better tomorrow."

With a visionary approach of 'unearthing Egypt's hidden treasures', and a diversified land bank that covers a plethora of locations across Egypt, the projects of GV Developments cater to a wide-scale customer base throughout various divisions such as residential, commercial, touristic and industrial and they are aimed at positively reflecting the identity of the communities it develops to constructively impact the environment and the country at large.

A multitude of wide-ranging schemes are currently under construction

by GV Developments, including working on the development plan of one of, if not the biggest industrial zones in Egypt, Tarboul Industrial City. "This will be the first green industrial city in Egypt and will be positioned over a space of 109 million square meters where every inch is designed to cater for its purpose as a 'multi-core' city," says Dr Mahmoud el Garf, Project Senior Advisor for the Tarboul Industrial City project.

Offering a harmonised platform for sustainable production, smart logistics, modern business centres, interconnected commercial outlets, integrated accommodation facilities and inclusive social services, Tarboul Industrial City will be the 'pivot' that connects Upper Egypt and the Golden Triangle project to the main economic centres of Cairo.

The masterplan of this mega national project consists of industrial zones, logistics and dry port, office buildings, retail outlets and residential services, hospitals and education all combined with modern infrastructure facilities including conventional and renewable energy, industrial water & waste recycling, drinking water and sewage, gas supply and ICT networks and services.

"Tarboul Industrial City focuses on improving the quality of life and living standards of the Egyptian citizen and offers businessmen

and entrepreneurs the opportunity to live amongst a business-driven community where ideas, visions and aspirations are continuously shared and developed," explains el Garf.

Commenting on this ground-breaking scheme, Hamouda says: "The city is a space where individuals are able to live, learn and work simultaneously with no limits; and most importantly it is a space to accommodate over 600,000 workers and job opportunities."

The size of the scheme means that there are three levels of investment models. On the top tier there is infrastructure development, and GV Group is in the process of signing an MOU with a consortium to deliver this. The second level is the industrial development and real estate development tier that will deliver the various plots and thirdly there is the factory owner tier where factories can set up their headquarters.

Another major scheme by the company is the revolutionary Times Square project which is situated at the heart of Port Said, one of the most important cities and ports in the world and at 31,500 square meters, the scheme is being designed to become the city's new central hub.

The development will feature multiple experiences in one place including Times Residence which is where the smart homes of Times Square will be delivered and fully finished with central AC and a rich diversity of areas catered to customer's needs. In addition there will be Times Premiere, which will be fully furnished hotel apartment units, Times Towers which is the business hub that will be fully equipped to meet business needs with the latest technology, facilities and services and Times Hotel, a cozy business-orientated hotel that will be situated on the main street. Finally, the Times Mall will be a design masterpiece that houses a variety of retail shops, cinemas, entertainment and exquisite F&B experiences, all created with care for individuals' and families' enjoyment.



Times Square, Egypt



White Sand Resort, Egypt



Kattameya Golf Hotel & Residence

"With its premium location and close proximity to the airport and the train station, this mixed-use project will be both a landmark and a point of attraction for both locals and visitors, creating a unique destination that will feature luxurious residences, commercial office spaces, hospitality and entertainment," comments el Garf.

Additional schemes include the White Sand development, which stretches across 750m of private pristine beach along the stunning coastline of the heart of the North Coast of Egypt and features a wealth of upscale facilities and benefits for the modern Egyptian family. Included within this is a magnificent beachfront that features seaside pools and active sporting areas; more than 20 pools and brilliant water features throughout; a five-star luxury hotel; the largest commercial mall in all of the North Coast; a diverse and fully integrated wellness resort and a healthy product mix featuring a range of townhouses, twin houses, penthouses and apartments.

The company is also working on the Kattameya Golf Hotel & Residence project that will feature daring designs, over-the-top surroundings and state-of-the-art homes and Krair City, which is being designed as a focal point merging between modern homeowners and a beachfront that offers the chance to wind down after a long day.

"We are dedicated to setting the foundations for our new vision that aligns with the government's strategy to boost real estate in wider geographic regions and we are leading the way by providing genuine value and creative and integrated real estate solutions. Our projects are imaginative, unique and innovative and we pride ourselves on crafting iconic communities for the world of tomorrow," concludes Hamouda.



DESIGN PROFILE | SHED

Passion for the Process



Interior designers and architects who have been delivering environments for some of the world's leading companies since 2000, Shed work across the retail, leisure, workplace and exhibition markets and specialise in branded interior design. Here, RLI speaks with Nick Stringer, Co-Founder & Partner at Shed about some of the company's recent projects and how their portfolio has developed over the years.

Shed's vision is to create unique and branded interior design that is an extension of the company they are designing for. This is done by taking into account the unique space and environment they are working in, and turning it into something that stands out from the crowd.

The environment could be as exotic as a clifftop in Bali, or as unusual as a railway arch in East London. None of their solutions are off the shelf and as a result, the team is skilled at adapting to a range of creative briefs within the retail, leisure and hospitality industries.

"We have a proven design process that forms our thinking and involves our expert team of skilled architects, graphic designers, 3D modellers, artists and manufacturers to ensure we deliver exactly to a brief and create a memorable space that expertly serves its purpose," says Nick Stringer, Co-Founder & Partner at Shed. "This approach has earned us multiple awards since we started and given us international recognition. Today we are sought-after to design, develop and manage projects by major brands such as Harrods, Lotte, Shinsegae, Beymen and Chalhoub and we work in over 30 countries."

Whilst their expertise is firmly in the retail, leisure and hospitality sectors in which they began operations, over the years they have expanded to design in additional sectors where they have felt their design process crosses over intuitively. Designing creative workspaces is an example of this, where they have drawn on their hospitality and leisure experiences to make spaces that promote a healthy balance between work and play.

Stringer explains that last year the design world came back to life and consumers craved experiences and to rebuild connections with brands they knew and loved. Over the year the company designed and managed ten retail openings ranging from 2,000sq m to 30,000sq m in five countries.

A standout project was the 246,000sq m luxury department store Lotte in Dongtan. Launched last September, Shed conceived the unique retail design for three of the main floors and on each one created a memorable and distinct shopping experience that was deliberately tailored for an individual customer. The third floor of the store was dedicated to women's contemporary fashion and here, while Lotte designed the outdoor space, Shed brought the outside world in by connecting retail and terrace landscapes through the use of natural materials and forms, all imagined through a luxury lens. The fourth floor featured both menswear and a children's department, and Shed celebrated this divide by creating two distinctly different worlds connected by a liminal transition space called the 'Gateway'. Finally on floor five which is anchored in the historic origins of sport, the narrative of the design was derived from the amphitheatres of the ancient Olympics.

Aside from their work in the retail sector, Shed also delivered the design of the Ulu Cliffhouse boutique hotel in Bali, with their brief to re-imagine a new generation of one-off destination venues that dance to the beat of their own drum, whilst highlighting the breath-taking clifftop setting 30m above Uluwatu Beach. As lead designer, Shed created a recipe of part beach, part natural and part jet set to deliver a hotel that rises above the

rest in the Balinese resort scene.

They also put the crazy back into crazy golf at the Birdies Battersea site, tearing up the crazy golf rulebook and designing a course and environment that features oversized graphics, hot pink neon and a kaleidoscope graphic landscape next to the gigantic Battersea Power station redevelopment. The result is an immersive and energetic experience that is unique in its undulating landscape of fun chaos and immersive experiences.

Over the years, more of their work has been in Asia and the Middle East, and an example of this is the recent opening of a new standard of smart gym called B_FIT in Jeddah, Saudi Arabia. Shed conceived the offer, brand and interior design for the site, delivering a turnkey solution that captures the spirit of movement with a design inspired by utilitarian spaces.

Working on projects across the globe, Stringer explains that in order to do this, communication and respect are vital ingredients. "Communication allows us to understand and constantly deepen our knowledge, and respect for clients and our team is important because every opinion matters and the design process is a collaborative one, and one to be enjoyed."

Shed's leadership team of four directors have not only built up a successful blend of project direction and innovation for the here and now, but they maintain their position in the market by always looking to develop next generation of designers with the Shed Academy.

"By providing mentoring and a professional development programme for sixth formers and graduates, we bring new thinking into our work whilst delivering crucial experience and career guidance for those that need it. We will be partnering with universities in the future, building on existing lecturing and school programmes we engage with. We believe it's important we take care of the future as well as the present," explains Stringer.

Their passion for the creative process and the understanding they have for their clients and a brief are major strengths for the company. It is an in-depth process which involves research into consumer behaviour as well as country-specific lifestyle factors which all play a crucial part in their final design.

"The strong, trusted relationships we build with clients is another key driver to our success. Clients trust us with their brand which they have spent years developing, our interior architecture work is an extension of their brand and only by knowing our clients do we fully understand their brand what their vision is for a project and we look forward to our projects and collaborations moving forward," concludes Stringer.

www.shed-design.com



B_FIT
Jeddah, Saudi Arabia



B_FIT
Jeddah, Saudi Arabia



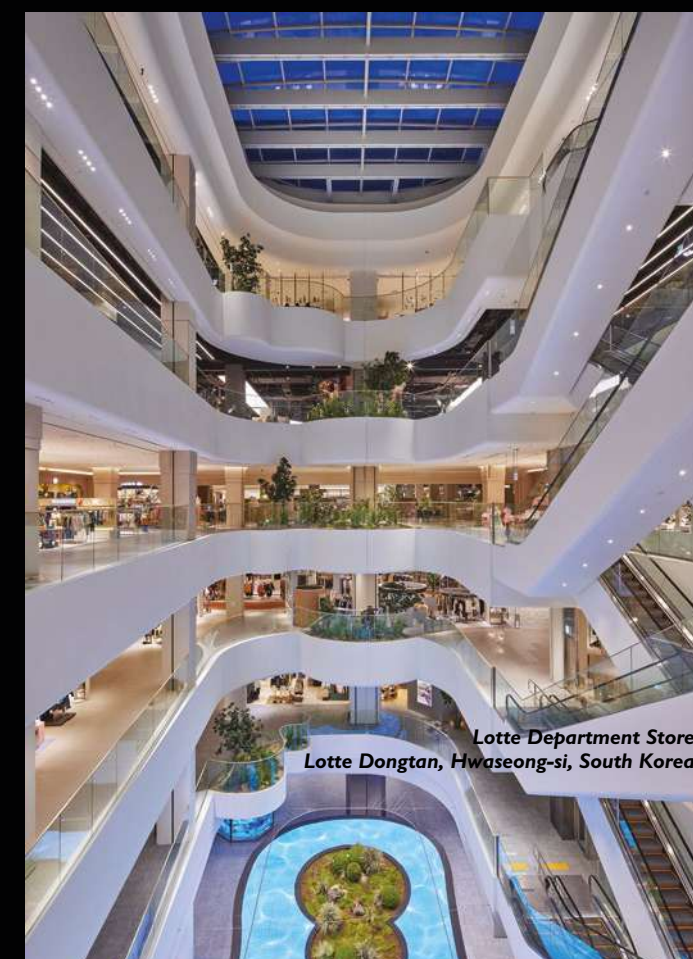
Lotte Department Store
Lotte Dongtan, Hwaseong-si, South Korea



Lotte Department Store
Lotte Dongtan, Hwaseong-si, South Korea



Ulu Cliffhouse
Bali, Indonesia



Lotte Department Store
Lotte Dongtan, Hwaseong-si, South Korea



Following the Money

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



IKEA opens first European urban format in London

Swedish furniture and homewares retail giant IKEA has opened its vision of urban retailing after the Livat concept – meaning a ‘lively gathering’ in Swedish – made its European debut in Hammersmith and is soon to be followed by downtown outlets in San Francisco, US and Toronto, Canada.

In unveiling its new concept, IKEA has revealed its view of the future of not just stores but also of malls. And that, it seems, is full of community, meeting spaces, products for rent, pop-ups, food, recycling and an auto-free environment.

Hammersmith is the first European location to carry the Livat brand and has been developed by Ingka Centres, the real estate arm of Ingka Group (which includes IKEA Retail and Ingka Investments).

Its launch comes two years after Ingka Centres confirmed a £170M investment to acquire and redevelop the existing Kings Mall, which had a quarter of its space vacant, and it has brought it up to date with a contemporary, Scandinavian-inspired design and an atrium that provides a space for visitors to hang out.

The mall is anchored by a new IKEA store, joined by some traditional tenants including Lidl, Sainsbury’s, H&M and Primark. But there are lots of new things too, including pop-up platform Sook – which has two, soon to be three, locations in the West End - food outlets (including a yet-to-be revealed new food concept) and an interactive ‘Library of Things’ opening later in April. This community-powered enterprise will let visitors rent useful household items.

Ingka Centres’ Managing Director, Cindy Andersen, was in London for the launch en route to San Francisco to check on her next project, and she told me: “Our urban meeting places have been designed to reflect modern inner-city lifestyles, with more regular visits and fewer journeys by car.”

She said that Ingka Centres will be seeking out further sites across major cities in Europe and North America.



PrettyLittleThing to launch second-hand site

Fast-fashion retailer PrettyLittleThing is to launch a Depop-type marketplace later this year for consumers to resell their pre-worn clothing in an attempt to shed its reputation for disposable fashion.

The company, which has faced fierce criticism in the past for its part in encouraging a throwaway fashion culture, will allow customers to sell products from PLT and any other brand according to PrettyLittleThing UK and European Creative Director Molly-Mae Hague.

Hague, a former ITV Love Island contestant, joined the retailer in a year-long partnership, working alongside the in-house creative and brand teams.

Hague said that she hopes the move into resale will help drive sustainability up the agenda with its Gen Z shoppers: “It’s not going to be just PLT pieces – you can sell pretty much anything on there, which is obviously encouraging sustainability hugely. It’s encouraging girls to think ‘this is actually in really great condition I don’t need to chuck it away why not encourage someone else to buy it,’” she said.

Shein to use Singapore for New York listing?

Chinese fast-fashion giant Shein is expanding its Singapore office after making a Singapore firm its de facto holding company, according to Reuters. Citing “people with knowledge of the matter” and a Reuters analysis of filings by the online fast-fashion retailer, the agency’s report said that Shein’s Founder and CEO, Chris Xu, has also become a permanent resident of the city-state.

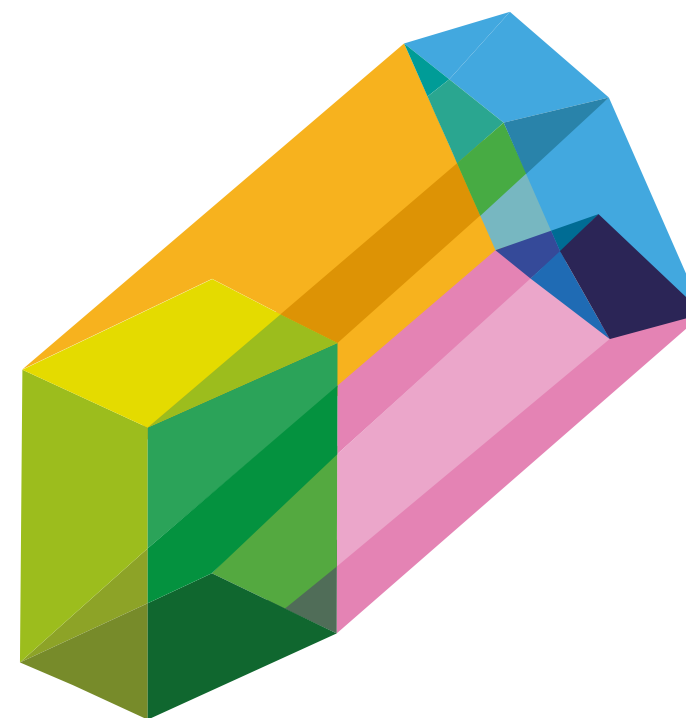
Shein last year de-registered its main business, Nanjing Top Plus Information Technology Co Ltd, according to Chinese corporate filings.

The developments bolster previous rumours suggesting that Shein is busying itself reviving plans to list in New York this year, with Xu considering a change in citizenship in order to bypass tough new Chinese rules for offshore IPOs.

Singapore-registered Roadget Business Pte, which lists Xu and three others as its representatives, was established in 2019 and since late 2021 has been the legal entity operating Shein’s global website, Singapore filings show.



RETAILING FROM THE OUTSIDE-IN



Retailing, like other industries, is undergoing important transformations characterised by changing customer patterns, a push for omnichannel trading, digitalisation at all levels, new technologies and leadership challenges.

GDSS 2022, titled ‘**Retailing from the Outside-In**’, will introduce new ideas and share experiences from leading companies in retail and other industries as well as different business models. It will inspire and stretch participants’ minds about what the next ‘normal’ might look like.

GDSS is the **world’s leading discussion platform** for department store CEOs, Senior Executives and business partners to network, explore and exchange ideas.

Simultaneous translation into Chinese, Korean and Japanese will be provided during all sessions.



GDSS is organised by Nordstrom and Intercontinental Group of Department Stores

NORDSTROM

**9-10 June 2022
Seattle**

Register Now
www.gdss2022.org

The Community Store

In this month's Retail Insight, Adam Kaat, author of 'Life on the Grocery Line: A Frontline Experience in a Global Pandemic' gives us a first-hand account of what life was really like on the front lines of retail during Covid-19, highlighting how the humble retail space became much more than that and became the centre of communities.



As we move out of the pandemic and on to whatever is next for retail I think it's valuable to look back on what we saw and experienced. Below is an account from the very beginning of the pandemic when the first waves of lockdown were upon us.

We are about a month in from when they announced the first lockdown. There is a line around the building filled with people bundled up against a cool spring day, rubbing their arms to keep warm while they wait to buy groceries. I am in charge of counting the number of people allowed in the store. Everyone I speak to only needs a few small items but will probably decide they should stock up because there is talk of lockdowns being extended a month. I feel exhausted just looking at all these folks just waiting to get inside.

At the front of the line a man begins talking at me instead of to me. His voice begins to rise as his arms start to gesture and flail. He doesn't know why we can't just let everyone in. The man's tone is accusatory. He is blaming me for the inconvenience and for his suffering. I listen to him for maybe five minutes straight but I don't have anything to say to him. There is nothing I can do to comfort his weary soul. So, we just have to sit here, until finally, another customer leaves and the angry man can go inside.

During the first few months of the pandemic you could watch a scene unfold like this every day, over and over again. It went on for so long in Denver, Colorado it was hard to tell when it might end. You might remember those early months when new rules came out all the time, like we would have to wipe down the register, conveyor belt and credit card machine after every customer, and we were an extremely busy store. All of the normal duties of being a cashier slowed down to a grinding halt. Customers felt it too because they wanted to get out of the

store. We were trapped in each other's presence for far longer than necessary. We made the best of it and tried to joke about the circumstance but that only goes so far.

I started to notice that the grocery store was a centre of community more than I had ever imagined. It was the only thing open. People would go to the store just to get out of the house. I would see folks three or four times a day. They'd rather wait in line out in the cold multiple times a day instead of being cooped up at home. I even recognised my job as some relief from being isolated. Restaurants and bars weren't open and bigger social events were gone. All I had was work, co-workers and the customers who went through my line.

One night, I met a couple that clearly had been fighting in the car and maybe while shopping. They looked miserable and worn thin. I tried to make light of the interaction and asked them how their night was going. Without emotion in her face the woman replied, 'I guess this is date night.' Stunned, I took a pause for a moment and laughed. Her comment managed to make us all chuckle for a few seconds. But the reality was that this little interaction was all we had for face-to-face contact. It's most likely the only relief they had from whatever troubles they were going through.

The pandemic has taught me that we really need each other - even strangers - more than we think. For me personally, I felt like I went from a cashier to a therapist overnight. People were spilling their hearts out to me in these difficult times.

We all have areas we can improve upon in our own lives and in the way we treat others. There are lessons to learn about in business and human nature. I truly believe the best is yet to come for all of us.



DESIGN WEB GALLERY

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

3MIX



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

www.3mix.com

**YOUR PROJECT
COULD BE
FEATURED HERE**

AVAILABLE FROM
MARCH 2022
FROM £125 A MONTH*

BDP



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

www.bdp.com

BREWER SMITH BREWER GROUP



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

www.bsbgroup.com

BROADWAY MALYAN



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

www.broadwaymalyan.com

CONCEPT I



Concept i is an award winning interior design and architecture studio globally engaged in retail, commercial, and entertainment projects. With offices in Bangkok and Shanghai, we have completed over 150 projects in 16 countries. Our studios are diverse and multi-disciplinary including architects, interior designers, theme designers, lighting, graphics and branding designers. Concept i thrive on "innovating" for contemporary lifestyles and enjoyment, injecting the newest global design trends into our work.

www.concept-i-design.com

**YOUR PROJECT
COULD BE
FEATURED HERE**

AVAILABLE FROM
MARCH 2022
FROM £125 A MONTH*

ONE WORKS



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

www.one-works.com

TCONCEPT



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

www.tconcept.nl



The Art of Creating an Experience



In this month's Leisure Insight, Ed Plumb, Founder of Studio Found takes some time out to discuss with RLI how design collaboration helps to deliver an exceptional customer experience.

Over the last few months, people have been flocking back to bars and restaurants to experience the joy of reconnecting with friends and family and catching up on missed celebrations. For hospitality owners, this has presented a much-needed opportunity to rebuild business after all the pandemic restrictions over the last two years. It also creates a challenge, as a very competitive market means that the stakes are even higher to attract and retain customers. It is more important than ever that venues deliver exceptional customer experiences, not only to make the most of the surge in demand, but also to encourage repeat and new customers. It's all about creating exciting and desirable customer experiences. Here we share our collective thoughts on how design is one of the foundation blocks on which a great customer experience can be built and grown.

How design can shape experience

Creating a sought-after experience is about delivering moments of surprise and the unexpected; the small details you discover; surprising colours, materials and patterns that heighten the senses and create a certain feeling or ambiance within the space. The art of the reveal and instilling memories are also key to this. Today, people are more design conscious than ever, so bringing intrigue and delight is ever more challenging for both designers and hospitality owners. However, designing a venue is not just about generating an initial 'wow' factor, which on its own can be superficial and quickly tires.

What is a complete experience?

A positive customer experience is about the complete customer journey and all the elements within that. From checking out the venue online, the booking experience, the meet and greet on arrival, the friendliness of the staff, the ambiance, music, food, and drink as well as the special touches that give the place its own personality. Considered design can be the glue that brings all these ingredients together. While having a concept is crucial for giving the venue its unique identity, the design must serve a bigger purpose and have a reason to be there. That's why we believe that to deliver exceptional experience, the design process between the designer and the client must be truly collaborative and holistic from the outset.

Working holistically and collaboratively

Being able to match and exceed expectations stems from having a clear vision about the type of venue and experience you want to create, for



example, is it going to be food-led, a day-time or night-time venue or both, have a distinct theme, or provide a backdrop for customers to create their own experiences? All need to be answered before this vision can be translated into something tangible and practical. It's also important to think about how the venue will operate optimally throughout the day (and night) and how to create a good flow, as well as moments of theatre or thrill. An excellent example of this is from our collaboration with innovative hospitality group Incipio Group, which includes the recently opened Percy's in Kensington where design considerations had to be made for multiple stakeholders. With its location on Kensington High Street, Percy's caters to a premium audience, and so it had to look and feel appropriate for them. At the same time, the atmosphere that Incipio wanted to create was welcoming and unpretentious, so comfort was given a higher design priority than 'opulence' or 'luxury'. There were also considerations around the transition of the venue's function throughout the day and into the night. The venue has two distinct trading day parts; early evening drinks and dinner and late-night revelry. As such, the venue had to feel bright and open enough to be appealing at 4pm but equally capable of becoming dim and moody for parties that go through midnight and beyond. This was solved by keeping a divider in the venue at the point where the lounge area turns into a club. This way, the divider acted as a simple visual cue for guests and team alike as to what is happening there; if you can see the dancefloor, it may well be time for a dance!

Choosing moments and materials

Design can also look at different moments of the experience - from the initial wow of the entrance to the 'view' from different parts of the venue - be it a dining table, a drinking booth or a bar stool. Some concepts require quiet calm spaces for contemplation and focus, while in others the theatre of the cooking, cocktail making, or live entertainment gives the venue its heart and soul. Surprises can come in all shapes and sizes; a carefully chosen plate for serving dessert, a particular scent evoking a memory or an unexpectedly lavish bathroom design. Once we understand how the venue will best look and function, the choice of materials are also key to delivering an exceptional experience not just for the first people to visit but also for the thousandth. Without due consideration to material quality, a venue built purely on flimsy design details, will soon date and tire - resulting in a disappointing experience for customers and staff. Designing an experience is nothing without considering its practicality either - together with the Incipio team, we often think about the worst-case scenarios within a venue and work from there, embracing everything from material durability, high traffic areas to ongoing maintenance.

Concluding thoughts

The art of designing a hospitality venue that delivers a memorable experience can be a complex and daunting process. That's why we believe the designer and client must work collaboratively and holistically from the outset, as our work with Incipio proves. Head of Creative Development at Incipio Group, Rory Graham attributes the success of its venues to the harmony between aesthetic design, functionality and the expectations of its guests. With these in balance, great experiences are born, and memories made.

FIT-OUT WEB GALLERY

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

CLEMENTS RETAIL



Clements Retail specialise in building retail environments and have a proven track-record in furniture production, project management and full turnkey solutions. With an in-house production facility extending to over 60,000sq ft, Clements offer a multi-disciplined resource including joinery, a full CNC capability, acrylics, spray finishes and polishing.

www.clementsretail.com

PORTVIEW



Portview is the go-to fit-out specialist for the world's top brands, internationally renowned for their wealth of experience and expertise. With a ProZero® ethos of 'getting things right, first time, every time' Portview's unrivalled innovation and creativity guarantees award-winning interiors that excite clients and entice audiences. With a passion for perfection, Portview ensures each project is delivered to the absolute highest standards within the industry.

www.portview.co.uk

**YOUR PROJECT
COULD BE
FEATURED HERE**

AVAILABLE FROM
MARCH 2022
FROM £125 A MONTH*

PURE FITOUT



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

www.purefitout.com

**YOUR PROJECT
COULD BE
FEATURED HERE**

AVAILABLE FROM
MARCH 2022
FROM £125 A MONTH*

SCHWITZKE PROJECT



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

www.schwitzke-project.com

**YOUR PROJECT
COULD BE
FEATURED HERE**

AVAILABLE FROM
MARCH 2022
FROM £125 A MONTH*

UMDASCH



umdasch - Premium & Travel Retail delivers more than 150 years of our heritage and expertise to make your store stand out from the crowd. We work with you on an individual basis to ensure your vision is created and installed to exceed your expectations. Premium & Travel Retail is our passion.

www.umdach.com

VIZONA



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

www.vizona.com/clients

* minimum of 12 months

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

Driving Urban Change

Established in 1990, MIPIM is a four-day real estate event that will bring together the most influential players from all sectors of the international real estate industry. Over the next few pages, RLI will highlight a selection of international projects that are finalists for the MIPIM Awards 2022, exhibiting at the event and a selection of global schemes that are throwing out the rulebook and creating something truly unique.

The MIPIM event brings the entire value chain together and gives unrivalled access to an incredible number of development projects and sources of capital worldwide. It is a unique exhibition and networking platform to network and forge deals with key international players in the real estate market.

With 22,000sq m of exhibition space, the event is the premier real estate event expo to discover opportunities and meet key international

stakeholders. It will feature a leading programme of over 130 conference sessions that will provide expert insight into key sectors and property hotspots along with an exclusive networking platform for participants to connect during targeted matchmaking, social and business events.

During the four days the MIPIM Awards will also take place, celebrating the most outstanding and unique international property projects. Created in 1991, the MIPIM Awards is an internationally-renowned

real estate competition at MIPIM. It honours the most outstanding and accomplished projects, completed or yet to be built around the world, they represent the very best of the real estate industry.

In addition, this year's event will also feature the 'Propel by MIPIM Startup Competition', the ultimate startup competition is back at MIPIM in Cannes where attendees can discover and vote for the most disruptive solutions and business models in the world of real estate.

The Propel by MIPIM Startup Competition, in partnership with global industry partner MetaProp, reveals the most promising and innovative startups that tackle the biggest urban challenges around the world. Selected startups will pitch their ideas and business models to move the real estate ecosystem forward, during four sessions held at MIPIM at the Propel Station Conference Room, during which attendees and the jury will be able to vote for their favourite contestant.

The upcoming MIPIM conference will host a selection of international pavilions, highlighting a selection of key international countries, cities and territories that consist of Austria, Belgium, Budapest, Cyprus, Geneva, German Cities, German Pavilion, Greece, Holland Metropole, Istanbul, Italy, Le Grand Paris, Liverpool City Region, Luxembourg, Moscow, Poland, Scotland, Switzerland, Spain, UK, US and Warsaw.

Ronan Vaspert, Director of MIPIM, said: "As we recover and look forward from the past two years, this promises to be one of the most important real estate events in recent memory, so it's fantastic to have over 90 per cent of Europe's major cities signed up for MIPIM 2022. They will be joined by all the major international brokers and many political and industry leaders. Our clients have told us they want to see a full return to in-person networking events, so we're full steam ahead in our planning for March, and we look forward to welcoming everyone to a safe and secure event as we did in Cannes in September."





Galleria on the Park, Toronto, Canada
Developer: Elad Canada

GLOBAL PROJECTS

Americas

Ingka Centres' long-brewing plans to plant smaller IKEA stores in downtowns across the globe has gotten underway in San Francisco, 18 months after the property changed hands. The real estate development arm of the Ingka Group, of which IKEA Retail is also part, has begun renovation of the 6x6 Building on 945 Market Street, a 375,000sq ft property it bought for nearly \$200M in late 2020. Construction was delayed by the pandemic. The project will include other retail and restaurant tenants and will be anchored by a 70,000sq ft IKEA store. The remaining space in the centre will be leased to food and beverage, entertainment, retail, and office tenants and Ingka has secured building permits for \$6.6M on tenant improvements in recent weeks.

Gaw Capital USA, a Hong Kong and Los Angeles-based real estate private equity firm, together with DJM, a San Jose and Los Angeles-based private equity real estate developer, have unveiled their vision and plans for the famed shopping centre at Hollywood & Highland, which includes a major design update and new name, Ovation Hollywood. Upon completion in phases next year, Ovation Hollywood will finally be transformed into a vibrant, mixed-use project that includes 135,000sq ft of retail, two floors of nearly 100,000sq ft of creative office space, 85,000sq ft of dining, 65,000sq ft of entertainment space and 40,000sq ft of event space. With an emphasis on a refreshed tenant mix and updated merchandising, DJM is leaning into their retail expertise to bring an updated tenant mix to the property.

Work is continuing on the massive mixed-use community set for Dupont and Dufferin Streets in the west end and new renderings and details offer a glimpse at what the project, which will stand where the now-demolished Galleria Mall once stood, will look like once completed. The masterplanned community, called Galleria on the Park by developer Elad Canada, will feature eight residential towers in the midst of the pedestrian-oriented district, with 2,846 units of different types and sizes in the pipeline. The community is also set to host roughly 300,000sq ft of retail space for boutiques and shops, a large portion of which will be located inside the 31-storey residential tower Galleria III. Outdoor patios

with seating and umbrellas will also be available to pedestrians walking through the area, and a nearby Privately-Owned-Publicly accessible Space (POPS) called Points Plaza will be the main focal point of the development when it opens in 2023.

Asia

Visitors gathered on 30 September to celebrate the opening of Taikoo Li Qiantan by developers Swire Properties and Lujiazui Group, the first retail centre promoting wellness as a key attribute of its design. Located in the heart of the new Qiantan central business district, near the Huangpu River and south of the Shanghai Expo, Taikoo Li Qiantan integrates biophilic design and principles of wellness with over 120,000sq m of retail, food and beverage offerings. Crowning the top level of the project is a 450m-long, outdoor running track that weaves between shops, functioning as the top level's main circulation path and defining symbol of wellness within the project. Taikoo Li Qiantan's wellness-themed shopping concept is showcased with the south and north zones, also known as the "Stone Zone" and the "Wood Zone", which feature a naturalistic design concept inspired by stone and wood across the façade and which are connected via an 8,000sq m central park. The two zones offer a diverse mix of luxury and contemporary fashion labels, lifestyle brands and F&B concepts, with all of these elements coming together to create a unique 'Wellness' experience for visitors.

Maldives Floating City (MFC) will be the world's first floating city, located in a natural lagoon in the Maldives with convenient access to the capital Malé and its international airport. The unique modular structure of the floating elements will provide both the rigidity and flexibility to protect the city from wind and waves. With 5,000 homes housing up to 20,000 people in a fully self-sustaining environmentally responsible smart community with its own services and facilities, MFC will help alleviate the ever-increasing housing shortage in Malé, providing its residents with a unique living environment. Being developed by Dutch Docklands – in cooperation with the Government of the Maldives, the MFC homes will be joined by hotels, restaurants, stylish boutiques and a world-class marina. Now nearing the end of its planning stages, MFC will commence construction in 2022 and be completed in phases over the next half decade.



Taikoo Li Qiantan, Shanghai, China
Developers: Swire Properties & Lujiazui Group



The Ring, Chongqing, Chin
Developer: Hongkong Land

Developer Hongkong Land last year launched The Ring, Chongqing which is an innovative commercial complex combining shopping, social, culture and entertainment. It offers an unprecedented selection of commercial functionality and nature in China. The development encompasses a GFA of 420,000sq m, of which 170,000sq m is dedicated to the shopping mall and retail streets, 110,000sq m to the Grade-A office buildings, and 70,000sq m to the indoor-outdoor botanical garden. Bridging city life with magnificent nature, The Ring possesses the largest indoor botanical garden yet in Southwest China. It presents a notable “urban-nature community” by encouraging citizens to enjoy a new living with nature theme. The development also includes sports- and culture-themed interactive spaces.

Europe

ZIN is a redevelopment project of the former 1970s WTC towers located in the heart of the North Area, the high-rise district of Brussels. After dismantling - while keeping the existing structural concrete cores - the 30-storey rebuilt towers will be connected by a new volume of 14 levels benefiting each of a double height for office use. Being developed by Befimmo, ZIN will bring together different uses in an innovative way: each tower will combine either residential/office or hotel/office thanks to intertwined levels. Public spaces will be provided in the conservatory greenhouse and on the 100m high 110m long shared landscaped rooftop promenade when it launches its first phase in 2023.



ZIN, Brussels, Belgium
Developer: Befimmo

EastBanc

Space Manufacturing

EastBanc Portugal is a subsidiary of EastBanc Inc., a real estate development and management company, specialized in the acquisition, refurbishment and management of real estate assets, particularly in the area of urban revitalization.

EastBanc has been investing in Portugal for 20 years, around Príncipe Real. Its focus has been on urban regeneration from residential to offices, hospitality and high street retail.

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.



HOUSING



BUILT TO RENT / APARTMENTS



RETAIL AND OFFICES



HOSPITALITY

Faria Palace / 2020 Awards

FARIA
PALACE

PRÉMIO NACIONAL DE
REABILITAÇÃO URBANA

PRÉMIOS
DO IMOBILIÁRIO
Expresso
SIC

prémios
CONSTRUIR
'20

Get in touch

(+351) 213 404 150
geral@eastbanc.pt

For more information go to
eastbanc.pt
fariapalace.com
alegria1.pt

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



In January 2018, works commenced on a major extension of Les 3 Fontaines which is part of a wider city centre development in Cergy-Pontoise, in the suburbs of Paris. The project involves extending the existing scheme and adding new retail, leisure and catering space together with a major refurbishment of the adjacent Cergy 3 centre, which was acquired in October 2017. When complete in early 2022, the project will extend the entire trading space to over 100,000m2, making the centre the third trophy asset in our French portfolio alongside Les Terrasses du Port and Italie Deux. The extension will create one of the leading flagship destinations in the Paris region. Key tenants already secured include Adidas, Big Fernand, Fnac, Footlocker, JD Sports, Levis and Vapiano.

Tbilisi Outlet Village, developed by Georgian Outlets & Resort Group (GORG) and The Outlet Resource Group (TORG), is being built as the very first outlet at the crossroads of Europe and Asia. Set to open in 2023, it will ultimately include 110 units spread across 20,000sq m GLA, with 70 stores across 12,500sq m opening in the first phase of the project. The brand mix is targeting an unparalleled selection of international designer and mainstream brands mixed with a curated set of local heroes, offering

something unique to both domestic shoppers and tourists. The outlet is designed by L35, Europe's leading outlet architects which has previously created centres such as La Roca and Las Rozas Villages in Spain, and the architecture, together with state-of-the-art facilities and an open-air design, will underpin the offering of Tbilisi Outlet Village, which will provide guests with not just excellent shopping, but a pleasant and safe place to spend time.

Launched at the end of last year by developer Lamda Development, the Ellinikon Experience Park is built on Athens' historic airport which has been vacant since 2001, surrounding the three Aviation Hangars, declared "Modern Monuments" by the Ministry of Culture. Covering 75,000sq m, the park features new softscape areas with 500 trees and 55,000 plants, plazas, a playground, outdoor gym, interactive fountain and supporting facilities. It is inclusive and accessible by all, intending to promote the connections amongst visitors. Main design principles are sustainability and celebration of the site's heritage. The elements of the old airport are preserved to the extent possible, reinterpreted and revealed in a surprising and innovative way.

Developer: DeA Capital Real Estate SGR
The Medelan, Milan, Italy



Be smart. CHOOSE GREECE

Invest in the Med's hottest property market.

Why Greece

Among the top 10 most attractive destinations for FDI (EY's Attractiveness Survey 2021)

Greece is winning the race for tourism recovery in Europe

One of the best destinations in the world

Greece Named 'Favorite Country' at 2021 Global Traveler-The Trazees Awards

Upscale Hotel brands choose Greece for their presence

6,000 islands and islets and 16,000 km of coastline to explore

Unparalleled natural beauty of rugged mountains and azure seas

Sunny Mediterranean climate

World famous cultural heritage

Exceptional gastronomy and unique lifestyle

Attractive asset prices and skilled workforce

A range of investment opportunities



Meet important players of the Greek market



ENTERPRISE GREECE
INVEST & TRADE

www.enterprisegreece.gov.gr

mipim

Visit us at Riviera Hall, R7.A3
15 to 18 March 2022

Developer Futureal opened the 55,000sq m Etele Plaza shopping mall this September after several postponements of the project; the developer acquired the brownfield site at a major railway, metro, tram, and road intersection on the western edge of Budapest 15 years ago. The next-generation plaza gives visitors an unprecedented visual experience. The exterior design of Etele Plaza is dominated by the largest curtainwall structure of Hungary above the main entrance, and the retracted metal boxes that jump out from the facades. Meanwhile the soft tracing creates a unique environment in the internal area. The interiors including the fashionable corridors, an elegant lobby, attractive decor, and an outstanding food court directly connected to the green-roofed terraces will bring the latest generation of shopping centre design to Hungary. The building has been designed by Paulinyi & Partners and Dyer Group (interior design) and the complex features numerous fashion stores, a supermarket, restaurants, cafés, a multiplex cinema, a gym, a children's play centre and a wide range of other services.

A few steps away from Duomo and excellently connected to the public transportation system, The Medelan by developer DeA Capital Real Estate SGR S.p.a., acting as management company of the Broggi Fund is a mixed-use building with eight storeys above ground that was launched last year. Two imposing lobbies and three large courtyards with gardens make up the building's common spaces, serving: grade-A flexible offices with unique terraces granting incredible views, prestigious retail spaces creating an unforgettable shopping experience, restaurant and bar dedicated to the finest cuisine and cocktail culture. The LEED Platinum and Well Silver certifications guarantee the highest standards in sustainability and quality of the environment. The Medelan aims to become the city's most prominent 24/7 lifestyle destination. An iconic, flexible and extremely sustainable space designed for your business: The Medelan is the epitome of Milanese splendour that will satisfy the most sophisticated contemporary needs.

Recognised as the best conversion project in the Baltics, Paupys is being developed in the UNESCO-protected Vilnius Old Town, on an abandoned factory site. In 2015, the buildings were dismantled and the 6ha area cleaned and decontaminated. Today, a new district, created by seven prominent architecture studios, provides residential quarters, commercial area and offices. The integrated urban environment offers a cinema, a conference centre, restaurants, retail and services centred around a marketplace. Everything was carefully chosen to create a communal district with its unique atmosphere. Paupys residents are provided with privacy, a riverside, communal spaces and architecture extending Old Town. Darnu Group is the company behind it and construction is ongoing.

Valley, designed by award-winning architect Winy Maas (MVRDV) and

being developed by EDGE, is an eye-catching building on the Zuidas in Amsterdam. This contemporary and striking set of buildings is on track to receive a BREEAM Excellent certification for fulfilling its sustainability ambitions. The project includes a publicly accessible park that was designed by world renowned landscape architect Piet Oudolf. Valley also offers many activities such as working, living, dining, shopping, relaxing, exercising or simply seeking inspiration. At the heart of it all, Valley boasts a vibrant atrium, where all can come together, meet and connect. Originally meant to complete last year, it is currently scheduled to open doors this year. Valley is composed of three conjoined buildings of different heights, linked by a terraced podium that emulates the low area of land between mountains, giving the project its name. The tallest peak reaches 100 metres in height and contains a bar across its two upper storeys.

LaMercedes is the conversion of the former Mercedes car factory in Barcelona into a mixed-use eco-district, building on its rich industrial heritage. Being developed by Conren Tramway and whose architect is Batlle i Roig, the uses of LaMercedes have been organised around work, live, learn and play concepts: 1,450 residential units (40 per cent social), 15,000sq m ground floor retail providing everything users need, 69,000sq m office and education campus and more than 50 per cent of the plot's footprint for green areas and public space, LaMercedes has been designed following the highest sustainability criteria in alignment with the UN's 2030 SDG and the EU New Green Deal objectives. The scheme is currently down for a 2022 opening.

Opened in September by developer Nhood, Vialia Vigo is an integrated project based on the concept of the 15min city, done under strict sustainability standards. Located in the heart of the city of Vigo, the new space designed by the prestigious American architect Thom Mayne, houses an intermodal train and bus station, a public square of more than 3,000sq m, an entertainment and restaurant area and a shopping centre with more than 120 stores, whose current occupancy rate exceeds 95 per cent with brands such as Fnac, H&M, Alcampo, C&A, Primark and Yelmo Cines, among others. Combined in the same building are public spaces for leisure and sports, bus station, high speed train station and spaces that merge innovation with local tradition and commercial mix adapted to local needs.

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,



One Bishopsgate Plaza, London, UK
Developer: UOL Group

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.

One Bishopsgate Plaza is the first high-rise residential and hospitality development built in the city of London in recent years and stitches together the regularity of office life in the Square Mile, with the vibrancy of

Spitalfields and Shoreditch. The 43-storey tower incorporates guestrooms on the lower floors, with residences above and generous amenities including a subterranean ballroom. The site encompasses a new public plaza, and a refurbished and extended Victorian building on Devonshire Row with restaurant, office, and retail space. The masterplan brings a rich mix of uses, increased permeability and dynamic public realm to this bustling Liverpool Street Station locality. Completed last year, the project was developed by UOL Group.



Vialia Vigo, Vigo, Spain
Developer: Nhood

Silicon Central, Dubai, UAE
Developer: LuLu Group

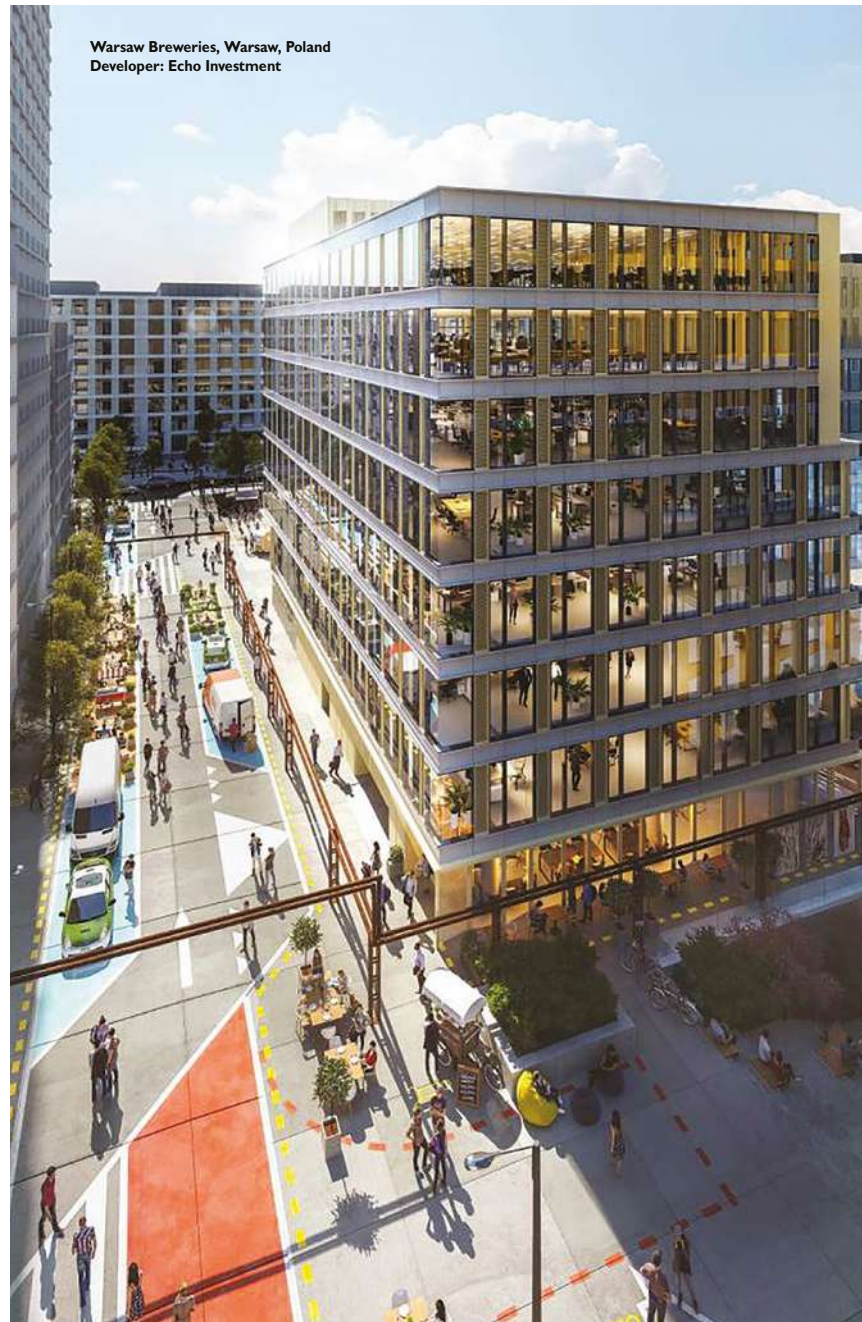


Warsaw Breweries are a mixed-use project in a unique place in the centre of Warsaw. They combine new projects and infrastructure with traces of historical, industrial features of a former brick brewery. Developer Echo Investment's project is a cohesively designed urban space, connecting offices, apartments for sale and for rent, services and unique food and beverage concepts. The project consists of 50,000sq m of office space, over 1,000 apartments both for sale and for lease, great entertainment and restaurant area, greenery, and public squares that are open to everyone. Since opening last year it has become the hottest place in the city.

Middle East

Silicon Central, designed by Design International, opened its doors to the public of Dubai earlier this year and they are now experiencing the latest Lulu hypermarket, a new 9,000sq m flagship store by Lulu Group. The project, already considered a new landmark in Dubai, represents a step forward in the now well-established collaboration between Design International and developer Line Investments & Property FZE, the shopping mall division of Lulu Group international. Strategically positioned 12km from the city-centre and 15km from Dubai airport, Silicon Central is located at Dubai Silicon Oasis, the first eco sustainable district in Dubai focused on low carbon footprint, AI, and technology. With a total of 81,500sq m GLA and 3,500 car park spaces, Silicon Central includes 218 retail shops and services, 50 restaurant outlets with dedicated home delivery services, 12 cinema screens, 5,000sq m fitness and co-working areas, and a 7,000sq m family entertainment centre.

Circle Mall, the newest community mall by master developer Nakheel, opened its doors last year and is located at Jumeirah Village Circle, just off Hessa Street, the mall is a family-friendly destination for residents of JVC and nearby areas, with leading retailers, food and entertainment brands. Circle Mall spans 532,000sq ft and opens with a collection of brands including Spinneys supermarket, Nesto Hypermarket, Daiso, Medicina Pharmacy, Du, Etisalat and everything a community needs for convenient shopping close to home. In this quarter, the mall will have up to 80 stores, restaurants and entertainment outlets, including Baskin Robbins, Life Pharmacy, Starbucks, McDonald's and Il Forno among many others. In addition to the mall's diverse collection of retailers, Wellfit, a multifaceted club of fitness and wellness designed to develop the body and mind by blending Olympic sports with physical fitness, will open in Q4 as well.



Warsaw Breweries, Warsaw, Poland
Developer: Echo Investment



McARTHUR
Retail Development Specialists

WE CREATE GREAT DESTINATIONS

OUR SERVICES

- ▲ Market Research and Development Analysis
- ▲ Retail Development Review and Turnaround Solutions
- ▲ Strategic Planning and Concept Design Review
- ▲ Retail Leasing and Merchandising Advisory
- ▲ Shopping Centre Management Advisory
- ▲ Property Financial Analysis and Business Plans
- ▲ Marketing and Promotional Strategy

خدماتنا

- ▲ أبحاث السوق وتحليل التنمية
- ▲ مراجعة تطوير البيع بالتجزئة وحلول التحول
- ▲ مراجعة التخطيط الاستراتيجي وتصميم المفهوم
- ▲ استشارات التأجير والبيع بالتجزئة
- ▲ استشارات إدارة مركز التسوق
- ▲ التحليل المالي للممتلكات وخطط الأعمال
- ▲ استراتيجيات التسويق والترويج

FOR INQUIRIES, PLEASE CONTACT:

- ☎ +971 55 697 3356 (UAE)
+1 905 317 5500 (Canada)
- ✉ info@mcarthur-specialists.com
- 🌐 www.mcarthur-specialists.com
- 📍 Dubai, United Arab Emirates

DRIVING URBAN CHANGE

MIPIIM 2022

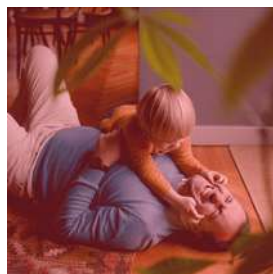
15-18 March 2022

PALAIS DES FESTIVALS, CANNES

FOR THIS 2022 MIPIIM EDITION, THE CONFERENCES PROGRAMME WILL RELY ON 6 DIFFERENT HIGHLIGHTS



Cities for Citizens



Housing First



Green is the new black



The office uprising



Real Estate:
much more than an asset



Real Estate Tech

SPEAKERS CONFIRMED FOR MIPIIM 22



François Hollande
Former President
of the French Republic
2012 - 2017



Isabelle Scemama
Global Head of AXA IM Alts
CEO of AXA IM - Real Assets



Andy Street
Mayor of West Midlands UK



Mārtiņš Staķis
Mayor of Riga
Riga City Council



Frederic Dib
Founder and CEO
MoZaiC Asset Management



Anne Breen
Head of Investment Strategy
abrdn



Courtney Fingar
Editor-in-chief
Investment Monitor



Michele Cecchini
Head of Public Health
OECD



Pascal Smet
Secretary of State
Brussels-Capital Region



Peter Plaut
Executive Director
Wimmer Family Office



Juliette Borie
VP Real Estate and
Facility Management
Renault



Pierre-Yves Guice
CEO Paris
La Défense



Prof. Dr. Sven Bienert
MRICS REV, IRE|BS
International Real Estate Business School



Maud Bailly
CEO
Southern Europe Accor



Hélène Chartier
Head of Zero Carbon Development
C40 Cities

Signs of Resilient Recovery

The retail real estate industry in the Gulf Cooperation Council (GCC) is showing signs of returning to normality and it has been driven by economic and social developments, increasing tourism, a rising population, changing consumer trends and the additional demand by international players. Over the next few pages RLI hones in on the projects across the region that are leading the way and changing the landscape.

The GCC is an intergovernmental organisation made up of six member nations. This organisation is also known as the Cooperation Council for the Arab States of the Gulf and the union is made up of Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates.

First established through the signing of the Charter of the Gulf Cooperation Council in 1981, the GCC's goal is to promote unity across member nations based on shared objectives and similar political and cultural views.

The nations that are members of the GCC make up over one million square miles and the population estimates show that over 54 million people live in all GCC nations and the total GDP of the six nations is \$3.464trn.

Retail is a major source of income for the GCC region, and over the next year it will continue to evolve as a market as global supply chains return to their pre-Covid-19 levels.

Now open, the Mall of Dilmunia represents a balanced mix of modernistic and futuristic architecture which creates an exciting family oriented universe within it. It includes retailers from across the MENA region that was yet to enter the Bahraini market; it also provides a quality entertainment, leisure and retail destination, which adds value to the Island's tenants and guests. Developed by Dilmunia Mall Development Company, the Mall of Dilmunia is redefining the shopping experience in Bahrain by adding urbanity to the retail experience through the development of a Boulevard. The latest major onsite opening was Bahrain Aquarium back



in September. The Bahrain Aquarium occupies all four levels of the mall, making it the first and largest cylindrical aquarium in a mall in the Middle East, offering a one-of-a-kind experience combining the glory of the seas and education in one spectacular spot.

Madinat Al Hareer - also known as Silk City is one of the largest mixed-use project development concepts in the world. The whole project submittal was created as a voluntary initiative by Tamdeen Group in collaboration with Ajiyal Real Estate & Entertainment Co. and has received blessing and approval from the Kuwait Municipal Council, Planning Authority and the State's Cabinet. It reflects the company's vision of Kuwait's potential to create an integrated and uniquely designed city that will raise the standard for urban architecture and planning throughout the world - a collaborative partnership between the private and public sector. The development plan aims to provide a comprehensive and integrated commercial and residential environment that combines innovation with superior design and would provide a whole new urban space for Kuwait's ambitious expansion plans.

Developed by Salhia Real Estate Company and opened in November last year, the six-levelled Assima Mall project in Kuwait features a mix of brands, with many making their debut in the Kuwait. The mall also includes the largest hypermarket in Kuwait City. Assima Mall boasts an enormous lifestyle and leisure element which includes a cinema, gym, spa, and great entertainment for the whole family. The mall utilises its outdoor spaces with finesse; in the coming months onsite there will be a range rooftop cafes and restaurants alongside the urban park - perfect for the cooler

Madinat Al Hareer, Kuwait
Developers: Tamdeen Group & Ajiyal Real Estate & Entertainment Co.





Yiti, Muscat, Oman
Developers: Diamond Developers and Oman Tourism Development Company

months. The uniquely designed spaces will serve a range of cuisines, perfect for every taste and palate. The mall utilises its outdoor spaces with finesse; there will be a range rooftop cafes and restaurants alongside the urban park that are perfect for the cooler months.

The Al Khiran Hybrid Outlet Mall in Kuwait is set to meet heightened shopper expectations by offering a combination of high value and dynamic experiences through a mix of premium outlet shopping, curated dining, immersive entertainment, large format events & exhibitions and recreational leisure experiences when it opens in April 2022. The project area is spread over 350,000sq m, the total GLA of the upcoming outlet is 70,000sq m and it will be home to 300 retail stores. Al Khiran Hybrid Outlet Mall is being developed by the Tamdeen Group which has consistently delivered exceptional real estate including the award winning 360 Kuwait and Al Kout with a single-minded purpose; To Build Great Places.

Back in September Mall of Oman by developer Majid Al Futtaim opened its doors in Muscat and the 140,000sq m mall features the sultanate's largest cinema, a food court, and Oman's largest indoor snow park, which spans over 14,000sq m. More than 80 per cent of the LEED-certified mall's gross leasable area has been leased, and 300 retail outlets are in the process of launching. As for those looking to go on a culinary journey, Mall of Oman has unveiled a 1,000 plus seater food court which will offer a selection of global chains. Meanwhile, those looking for more indulgent cuisine options from across the globe, will soon be able to visit various cafes and restaurants at the mall including over 50 dining options.

Diamond Developers, the company behind The Sustainable City in

Dubai, has partnered with Oman Tourism Development Company for the sustainable tourism project, Yiti. The two companies have formed a joint venture called Sustainable Development Investment Company (SDIC) and the agreement will see the development of the first phase of the Yiti Tourism masterplan. The first phase of the Yiti project will cover an area of 900,000sq m and will focus on constructing the sultanate's first fully sustainable mixed-use project. This phase will include green public spaces, residencies, tourism, commercial, and educational facilities, all tied together with well-balanced and integrated components. Visitors and residents will be able to enjoy a variety of lifestyle experiences such as restaurants, cafes, shops, an equestrian centre and a farm.

Upcoming multi-billion Qatari Riyal mixed-use development by United Developers, Place Vendôme is soon to open in Qatar's emerging Lusail City. The project, which broke ground on 17 March 2014, will package 1.5 million square metres of retail, leisure, entertainment and luxury into a one-stop family destination by the seafront. The project will feature a canal running through it directly from the sea, making for a gorgeous open plaza experience with cafes and restaurant overlooking the water. Opening on 15 March 2022, Place Vendôme will be a new destination for the region, combining utmost convenience with an ocean of choices. The retail component of the project is a carefully blended composition that caters for all tastes and preferences. With the full spectrum of retail covered, the customer can choose to browse the luxury flagship stores in the opulent precinct of the mall or sample the numerous high street fashion brands in the main mall.



Reem Mall, Reem Island, Abu Dhabi
Developers: NREC & UPAC



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

Located off Lusail City in Qatar, Qetaifan Island North by Qetaifan Projects is designed to be Qatar's future iconic destination. The project spans approximately 1.3 million square meters, with 129,296sq m of waterpark alone. The island also features exciting entertainment attractions that the whole family can enjoy, in addition to diversified waterfronts, distinct neighbourhoods, luxurious hotels, pedestrian friendly streets, living gardens, and world class facilities that make it a modern, globally-competitive community with a unique design that is inspired by the rich culture and nature of the region. The main artery of the island, linking all zones together is the Linear Park. An artificial Salt Lake linked to the sea, allowing visitors to enjoy fishing, boating and plenty of other family-friendly fun activities. Spread over the lakeside are community facilities, such as snack stalls, prayer rooms, seating, as well as meeting rooms, game rooms, and a kid's club. Much of the construction for the project is now complete and the entertainment landmark will then be fully inaugurated at the FIFA World Cup 2022 in November.

Dubai's Majid Al Futtaim has signed an agreement with global infrastructure consulting firm AECOM to help mastermind the development of the retailer's Mall of Saudi, its flagship project in the Kingdom which is scheduled for opening in 2024. The mall is set to break ground in the fourth quarter of this year in Riyadh, as part of a mixed-use development in the north of the capital city. AECOM will be the lead design consultancy on the project and supervise construction of the mall, which is expected to consist of about 600 stores across 300,000sq m of gross leasable area. At present, half of the space has been reserved by retailers. Mall of Saudi will also include the largest ski slope and snow park in the Middle East, luxury hotels and branded residences covering about 2,000 keys and on a 214,000sq m area. The mall will also include a Carrefour supermarket and 31 VOX Cinema screens, including the world's largest IMAX, and a Magic Planet.

1364 will be a world-class shopping, dining and entertainment centre that offers Saudi society a place to express and fulfil their modern desires. The 1364 shopping centre will be a location as unique as the Diplomatic Quarter itself, with extensive greenery and water features to ensure that

the project is an extension and continuation of the Diplomatic Quarter, with well blended contemporary architectural practices and a modern, attractive merchandise mix to attract young professionals and families from all over Riyadh. Set to bustle with energy and activity, day and night; there will always be something new for guests to discover at the 1364 site, from live music, casual bites, play areas and an extensive cultural scene, 1364 springs to life, offering ever-changing activities for families and trendy meeting places that create the ultimate social scene. An opening date for the project has not yet been announced by developer Unified Real Estate Development Co.

Delivering 2.8 million square feet of retail (2 million square feet of leasable space) Reem Mall will comprise around 450 stores, including 85 F&B outlets across two food courts and a range of family-focused entertainment offerings, including the world's largest indoor snow park. Other entertainment and leisure offerings include a multiplex cinema and a children's entertainment area. Positioned on Reem Island, right in the heart of Abu Dhabi, the mall will offer easy access along with ample parking with 6,800 vehicle spaces. The project, costing AED 4.4bn, is being developed by The National Real Estate Company (NREC) and United Projects for Aviation Services Company (UPAC). One of the major investors in Reem Mall has commented that the venue is likely to open in this quarter.

Emaar's newly launched Dubai Hills Mall, features up to 600 outlets, including retail stores, restaurants and cafes. The mall boasts a gross leasable area of 2 million square feet, together with four major family entertainment and leisure centres, as well as a Cineplex, hypermarket, multiple anchor retail stores, an indoor roller coaster and dedicated parking for over 7,000 vehicles. The Dubai Hills Mall project is a part of the Dubai Hills Estate project, a scheme that invites residents to live in a sophisticated address, surrounded with luscious landscaped greens and pristine fairways with the iconic backdrop of the Burj Khalifa and the Dubai skyline. The scheme itself encompasses the Dubai Hill Malls, an 18-hole championship golf course, 1,450,000 square metres parks and open spaces and 180,000sq m Dubai Hills Park, as well as much more.

Place Vendôme, Lusail City, Qatar
Developer: United Developers





Beacons of the Future

As part of Saudi Arabia's Vision 2030, the government is planning a number of ambitious landmark giga-projects and these are being designed to help transform the economy while highlighting the country's cultural heritage and hospitality, economic ambitions and aspirations for environmental conservation. Over the next few pages RLI will put these unique and game-changing schemes under the microscope.

The Saudi Vision 2030 is a strategic framework to reduce the Kingdom of Saudi Arabia's dependence on oil, diversify its economy and develop public service sectors such as health, education, infrastructure, recreation and tourism. Key goals of the vision include reinforcing economic and investment activities, increasing non-oil international trade, and promoting a softer and more secular image of the Kingdom.

The upcoming giga-projects in the Kingdom of Saudi Arabia are being designed to create new ecosystems and unlock new sectors and they are being heavily enabled by and promote cutting-edge technology. The developments follow on from earlier King Abdullah-era mega-projects, such as the King Abdullah University of Science and Technology, the King Abdullah Petroleum Studies and Research Centre, and the soon-to-be-completed King Abdullah Financial District. The goal of these ginormous developments is to open up and diversify the Saudi economy over the next decade and tap into the huge potential of the tourism market.

AIUla

AIUla is an open-air museum that is the size of a country at 22,561 km sq and it is guaranteed to take people's breath away. Located in northwest Saudi Arabia, on the original incense road and pilgrimage route to Makkah, the historical land is steeped in the immense beauty of the natural world, alongside the dramatic splendour of human creations. Dubbed 'The World's Masterpiece', AIUla is one of the oldest cities in the Arabian Peninsula and home to Hegra, a UNESCO World Heritage site. A place of extraordinary human and natural heritage, guests to AIUla will be invited to come on a journey through a living museum of preserved tombs, sandstone outcrops, historic dwellings and monuments, both natural and human-made, that hold 200,000 years of largely unexplored human history. Visitors will feel humbled and alive in a landscape captured in time whilst taking delight in Mother Nature's art, human ingenuity and the best in Arabian hospitality. A stunning selection of new properties will combine the best in comfort, sustainability and respect for the local vernacular. From boutique hotels to villas, guests will be delighted and surprised by AIUla's unique and genuine hospitality and be treated to exceptional food and beverage offerings, making the site

a pleasure for the taste buds as much as for the eyes. The project is a joint development between the French Agency Afalula and the Royal Commission for AlUla (RCU).

AMAALA

Inspired by Saudi Arabia's Vision 2030 and being developed by PIF, AMAALA will elevate the kingdom's hospitality sector and pioneer the way luxury will be experienced in years to come. Hidden in plain sight on the Kingdom of Saudi Arabia's north western coast, AMAALA will be a place of self-transformation. Its three communities are easily accessible by air, road, and sea; and connected to the iconic marinas of the Mediterranean Sea. The scheme is divided between three main sections, Triple Bay, The Coastal Development and The Island. Triple Bay is set against a backdrop of mountains and sparkling seas - and running alongside a coastline of beautiful coves - this seascape will offer one of the world's most exclusive wellness retreats supported by luxury resorts, recreational activities, a sports performance academy, and active sports club facilities including equestrian, polo, camel racing, falconry, golf, and tennis. The Coastal Development will play host to a dynamic programme of events from the global arts and cultural calendar, this coastline will be a gathering place for a community of connoisseurs. Set to become the epicentre of the arts in the Middle East, it will feature a contemporary art museum and cultural district. Finally, The Island offers Arabian-inspired botanical gardens showcasing works of art and sculpture, and breathtaking landscapes surrounding elegant private estate villas. Anchored

by an artists' village of working studios, artisan shops, exhibition and performance facilities, The Village will host an active arts community, supported by uber-luxury beachfront resorts and marinas.

Aseer Development Project

Crown Prince Mohammed bin Salman began a tourism strategy on 28 September last year to develop the southwestern Aseer region with \$13bn to attract more than 10 million visitors by 2030. Tourist attractions on Aseer's mountain peaks will turn the province into a year-round destination, exploiting

the tourism potential of its geographical and natural diversity, culture and heritage. In addition, it will provide new job opportunities, boost life quality and upgrade essential services and infrastructure in the region. Developer PIF plans a \$3bn investment to build 2,700 hotel rooms, 1,300 residential units, and 30 commercial and entertainment attractions in Aseer by 2030. Currently, Aseer is known for its coffee, wheat and spice production. In line with Saudi Vision 2030, the area will transform into yet another example of modern tourism and hospitality. Under the theme of 'The Arabian Highland', the development is the latest in Saudi Arabia's foray into sustainable tourism.

Red Sea Project, Saudi Arabia
Developer: TRSDC



Anjaala, Saudi Arabia
Developer: PIF

Diriyah

Diriyah, a SAR 64bn development project, is a 7sq km mixed-use historic, culture and lifestyle destination. Diriyah will become the Kingdom's historic and cultural heart, proudly showcasing to the world Saudi Arabia's more than 300 years of history through an engaging and inspiring set of heritage, hospitality, education, retail and dining experiences for residents, tourists and frequent visitors. The new development north-west of Riyadh is centred around the UNESCO World Heritage Site of At-Turaif. So far 14 international hotel brands have been confirmed, and it is expected at completion there will be 38 in total. The new global landmark, Diriyah, will be created in a Najdi architectural style and showcase authentic Saudi Arabian environments. The historic town of Diriyah will be transformed into a global tourism destination with its main anchors rooted in its historic culture and heritage. It aims to be developed as an urban, mixed-use development inspired by the principles of both new urbanism and historical Najdi architectural typology. It will be home to more than twenty luxury and ultra-luxury hospitality venues offering genuine experiences that reflect the rich history and culture of Diriyah and the Kingdom of Saudi Arabia. Ultimately, the destination will include museums, galleries, restaurants, retail experiences, public squares, hotels, multiple recreational spaces, residences, educational institutions and offices.

NEOM

It's an attempt to do something that's never been done before and it's coming at a time when the world needs fresh thinking and new solutions. Put simply, NEOM will not only be a destination, but a home for people who dream big and who want to be part of building a new model for sustainable living. Situated in the north-west of the country, the project is less focused on being a tourist destination and more as being a new vision of urban living. The location reaches to the border of Jordan where cool winds from the Red Sea mean that it is on average around 10°C cooler than surrounding areas and the rest of the GCC. One intention of the development is to redirect Saudi spend abroad into Neom. Saudis spend \$15 billion per year on tourism, \$12.5 billion on healthcare, \$5 billion on education and another \$5 billion on general investment abroad. Neom is slated to welcome the first inhabitants in 2024. In mid-September, about 150 design and construction companies visited the project for four days to explore potential partnerships and opportunities. The project features construction villages with labor communities of up to 30,000 workers, as well as offices, warehouses and construction service establishments. In late July, the NEOM Company and King Abdullah University of Science and Technology launched a joint project to build the world's largest coral garden at Shushah Island in NEOM. The initiative is a perfect example of Saudi Arabia's promise to protect 95 percent of the natural environment within NEOM. The Shushah Island Coral Reefscape, which spans 100 acres, will demonstrate coral reef restoration conservation in a changing climate. The project is expected to be completed in 2025.



Neom, Saudi Arabia
Developer: PIF

Qiddiya

The site is being designed as a disruptive destination recognised on the world stage as the home of the most innovative and immersive experiences. Their wide range of offerings will be based on five cornerstones: sports & wellness; nature & environment; parks & attractions; motion & mobility and arts & culture, which will make Qiddiya the capital of entertainment, sports and the arts, not just in the Kingdom of Saudi Arabia, but of the world. Family-friendly theme, sports arenas suitable for international competitions, academies for sports and the arts, concert and entertainment venues, racetracks for motorsports enthusiasts as well as outdoor and adventure activities alongside nature and environment experiences are just some of the fun attractions being developed. Qiddiya will also include a variety of real estate options and community services. Qiddiya will support several goals of Vision 2030 which include driving economic diversification, job creation, fostering a start-up culture, driving youth and female empowerment and doubling household spending on domestic leisure and entertainment. In short, Qiddiya will be a place that enables the youth of Saudi Arabia to fulfill their ambitions. It will be a place where they enjoy, appreciate, aspire, advance and nurture their potential; a place that unlocks opportunities and new professional pathways to help build a more prosperous and progressive society.

The Red Sea Project

The world's most ambitious regenerative tourism scheme, The Red Sea Project will be a luxury destination created around one of the world's hidden natural treasures that will set new standards in sustainable development, pioneering a new relationship between luxury tourism and the natural environment that will put Saudi Arabia on the international tourism map. Offering a diverse array of seamless personalised experiences, The Red Sea Project will encourage visitors to explore the wonders and rich cultural heritage of Saudi Arabia's Red Sea Coast. The scheme is being developed over 28,000sq km along Saudi Arabia's west coast including more than 90 islands. The destination also features mountain canyons, dormant volcanoes, and ancient cultural and heritage sites. The site will include hotels, residential properties, leisure, commercial and entertainment amenities, as well as supporting infrastructure that emphasizes renewable energy and water conservation and re-use. The project aims to welcome its first guests this year when the first hotels will open. The first phase, which includes 16 hotels in total, will be completed by 2023. Upon completion in 2030, the destination will comprise 50 hotels, offering up to 8,000 hotel rooms and more than 1,000 residential properties across 22 islands and six inland sites. The destination will also include luxury marinas, golf courses, entertainment, leisure facilities and an international airport.



Diriyah Square, Saudi Arabia
Developer: DGDA



Qiddiya, Saudi Arabia
Developer: PIF

Building A New World

Nobody could have anticipated what has happened over the past two years, Covid-19 was something nobody expected, so therefore how do you plan for something that has never been experienced in this day and age? As the globe begins to adjust to a pandemic that appears to be easing, architects and masterplanners around the world are evolving their work in response to changing needs and wants. Here, RLI takes a look at a number of schemes that highlight the importance of architecture and masterplanning.



*The Line, Kingdom of Saudi Arabia
Developer: PIF*

Architecture involves a lot of strategy and planning. From the beginning, business owners, architects, and construction management must work together to find a cohesive project that fits everyone's standards. While it may seem like a given to put thought behind the planning process, some don't realise how helpful the art of masterplanning can be to any given project, according to Think Architecture's article entitled 'The Importance of Masterplanning in Architecture'.

The article goes on to say that architectural masterplanning is the critical first step in any design process. It is the creation of a framework in which the whole project proceeds. Headed by a lead architect, a project's planning phase considers the entire picture through detailed work.

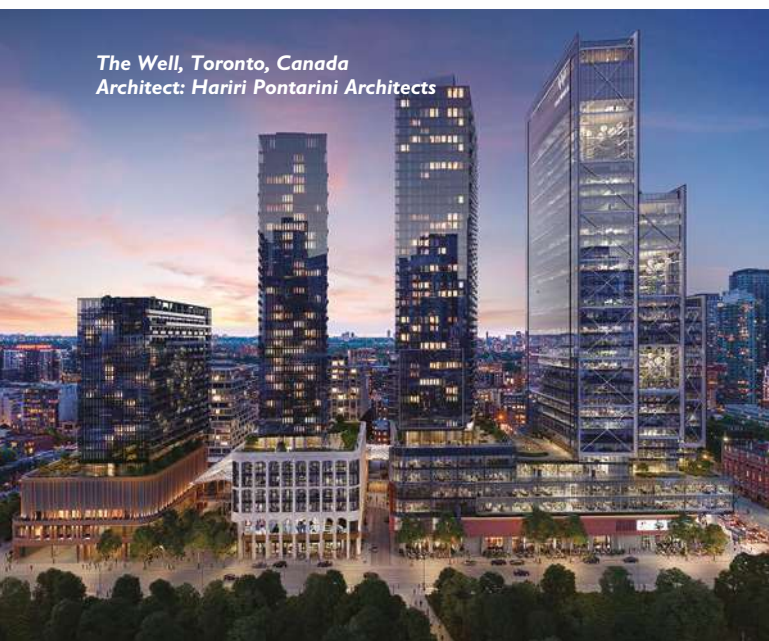
The process involves examining the design and style of the building, surrounding infrastructure, local government requirements, and so on. It should also include determining the purpose of the structure, goals of the

project, and other essential elements. By creating a masterplan, the entire project is likely to go as planned and lead to an exciting development.

The primary purpose of an architectural masterplan is narrowing down the style and aesthetic of the project. Since masterplanning involves developing a framework for the entire structure, it also defines every last detail. Typically, architects work with their team outlining the design scope

of the project. During the process, the team takes into account all aspects of the project, including budgetary, structural requirements, shapes, views, and other design options.

Depending on the project, the masterplan involves design information for uses, heights, setbacks. All in all, defining these aspects of the plan helps eliminate design options and narrow the focus.



*The Well, Toronto, Canada
Architect: Hariri Pontarini Architects*



*Shougang Park, Urban Weaving District
Beijing, China
Architect: Lead8*



*Shenyang Joy City Hub E, Shenyang, China
Architect: Woods Bagot*



*MixC Dongguan Songshan Lake District
Mixed-Use Development, Dongguan, China
Architect: LWK + PARTNERS*



Wai Kai, Hawaii, US
Architects: CallisonRTKL

Global Projects

Located in the upscale community of Hoakalei, Wai Kai is a new lifestyle destination that will be unlike any other waterfront development on the island of O'ahu. With more than 100 shops, restaurants, and entertainment, Wai Kai will be a new gathering place where visitors can connect to both land and ocean. Designed by CallisonRTKL, Wai Kai's retail environment is designed to cater to everyone from local residents to international and domestic visitors. The wide range of offerings spread throughout Wai Kai showcase signature restaurants and shops that feature Hawaii's local flavours. In connection to the island's beautiful landscape, Wai Kai incorporates a variety of lush greenery, Hawaiian plants, and koi ponds to create an oasis-like environment. The project is currently scheduled to complete and launch this year.

The Well, dubbed as the most ambitious mixed-use endeavour in Canada, is being developed by RioCan and Allied Properties and designed by Hariri Pontarini Architects. The scheme is located in the heart of Toronto's west end. Bordering Front, Spadina, and Wellington, the design includes 1.1 million square feet of office space, 500,000sq ft of retail and food services, and 1,700 residential units spread throughout six buildings connected to a three-level retail base. With the retail and office components opening this year and the residential element opening in 2023, The Well will become a unique mix of shops, restaurants, fresh food markets, workspaces and residencies that set the stage for innovative collaborations and meaningful experiences in culture, entertainment, community and wellness. The Well has achieved Platinum-level WIRED certification from WireScore for our

building's best-in-class digital connectivity, technological infrastructure, and commitment to emerging digital trends.

Lead8, the international award-winning design firm was the overall masterplanner for the Shougang Park Urban Weaving District in Beijing. The firm also delivered the architecture design of the first phase transit-oriented, mixed-use scope of the overall urban generation masterplan. The masterplan forms part of a significant rejuvenation undertaking in Beijing as the site transforms a 100-year-old Capital Steel Factory Park into a thriving multi-activity destination. Comprising retail, office, hotel, entertainment, public transport interchange (PTI), and MICE, the scheme targeted high-tech firms as future tenants. Once fully complete, the project is set to become a future flagship transit-oriented development (TOD) in the city's new Shougang North District. Located above the new metro interchange station of M11 and R1 in Shougang, the project featured as the gateway welcoming visitors to the 2022 Winter Olympics site.

Shenyang Joy City is located at the easternmost of the famous pedestrian Center Street in Dadong District, one of the top 10 pedestrian spaces in China. It sits along the Metro Line No. 1 and next to the Dong Zhong Jie Station. Overlooking the historical Shenyang Imperial Palace at the westernmost of the same pedestrian, Hub E continues the Joy City's expression of Shenyang's unique urban context and culture with the bright and vivid red perforated façade panels and top red massing manipulated as the roof of Shenyang Imperial Palace. The project's total GFA is 78,818sq m, with retail accounting for 55,173sq m and the tower



Paveletskaya Plaza, Moscow, Russia
Architects: 5+design & SWA

space taking 23,645sq m. The scheme is being designed by Woods Bagot and is due to complete this year. Hub E connects the existing Hubs A, B, C and D will complete the current journey of Shenyang Joy City as a whole and will offer Shenyang locals a vibrant urban living room beyond entertainment and shopping services.

MixC Dongguan Songshan Lake District Mixed-Use Development is an ambitious mixed use development and has been conceived as a catalyst of urban transformation from sub-urban light industrial landscape to a robust knowledge-based community. It seeks to provide high quality apartments, ample and energizing public spaces, as well as convenient commercial facilities. The project site is a collection of sub-plots totalling 58,829sq m, aggregating 500,000sq m of construction floor area. The schedule of accommodation consists of two residential towers, one hotel + office tower, multiple commercial podium and low-rise buildings, an interconnected basement retail space and three levels of basement car parking. In addition, the development will house office space for the municipal government, a marriage registration centre, a ceremonial pavilion, a multi-functional ballroom, an 8-screen cinema,

a family entertainment hub and a swimming pool. It results in a major task required by the client to curate a seamless experience through the spaces, while at the same time maintaining the matrix of management and security thresholds across different uses. The scheme was designed by LWK + PARTNERS and currently has no completion date.

The Giant ferris wheel Whey Aye Wheel is set to open on Quayside in 2024 and once completed, the Whey Aye when will be Europe's tallest observation wheel. A 140-metre-high wheel is planned for Spillers Wharf on the Quayside near Ouseburn, along with surrounding restaurants and entertainment venues to be known as 'Giants on the Quayside'. Being designed by Concept i, the wheel itself is set to be taller than the London Eye and will be three times the height of the Tyne Bridge. The £100M leisure, sport and food and drink development on Newcastle Quayside will create up to 800 jobs and the development will span 344,445sq ft. The development will also feature a new destination food and beverage experience called The Giant's Quay, a family entertainment centre, giant sport deck and state-of-the-art virtual golf club called The Quayside Golf Club.



THE RIG, Arabian Gulf, Saudi Arabia
Developer: PIF

Paveletskaya Plaza is a project Located within the historic site of the Moscow Paveletsky Railway Station and the project functions as part urban park, part retail centre. The new design's primary role looks to re-establish this lost connection between the historic structure and the plaza. At the park level, a system of layers accentuates interconnected spaces to activate the public realm near the street level. In its entirety, Paveletskaya Plaza satisfies a series of challenges by framing each as an opportunity to unify distinct pieces. The dynamic assemblage formed between the station, the street-level plaza, the subterranean retail space, and the Garden Ring Road establishes a visual and spatial connection across multiple elevations to create an enhanced experience throughout. The scheme is being designed by 5+design in collaboration with SWA and is scheduled to open this year.

Saudi Arabia's Public Investment Fund (PIF) has revealed its plans for THE RIG, a tourism project inspired by offshore oil platforms, which will be located in the Arabian Gulf, 40km from land. THE RIG project will span an area of more than 150,000sq m and provide a multitude of hospitality offerings, adventures, and aquatic sporting experiences. It is part of PIF's strategy to further strengthen Saudi Arabia's international entertainment and tourism offering. This project is a unique tourism attraction, expected to attract tourists from around the world while

being especially popular with citizens and residents of the GCC countries in the region, the PIF said. It will feature a number of touristic attractions, including three hotels, 11 world-class restaurants, 800 hotel rooms, helipads and a range of adventurous activities, including extreme sports. An opening date has not yet been announced.

Another project still in its infancy in the Kingdom of Saudi Arabia is The Line, which will be part of the NEOM giga-project. The Line will be a 106-mile-long belt of hyperconnected communities stretching from the mountains of northwest Saudi Arabia to the Red Sea. But unlike the polluting metropolises of today, this city of one million will be powered by "100 per cent clean energy," with residents to be ferried about by "autonomous mobility solutions" and ultra-high-speed transit. The Line is laid in three layers: a surface layer for pedestrians, plus two subterranean layers for transport and infrastructure. The linear metropolis's layout will offer all of the residents' daily needs within a five-minute walk, and the subterranean levels will connect four regions with a maximum 20-minute commute with the aim of developing the kingdom's remote northwest Red Sea coast by creating a state-of-the-art tech hub. Under development by PIF, the scheme has not yet named lead architects for the project, but currently the first residents are due to be onsite by 2024.



THE RETAIL SUMMIT
14 - 15 MARCH 2022
Dubai Exhibition Centre
Dubai, UAE
www.theretailsummit.com

MIPIM
15 - 18 MARCH 2022
Palais des Festivals
Cannes, France
www.mipim.com

FRANCHISE EXPO PARIS
20 - 23 MARCH 2022
Porte de Versailles
Paris, France
www.franchiseparis.com

RETAIL LEADERS CIRCLE
22 - 23 MARCH 2022
Fairmont Riyadh
Riyadh, Kingdom of Saudi Arabia
www.mena.retailleaderscircle.com

WORLD RETAIL CONGRESS
5 - 7 APRIL 2022
Rome Cavalieri Hotel
Rome, Italy
www.worldretailcongress.com

COMPLETELY RETAIL MARKETPLACE
26 APRIL 2022
Old Billingsgate
London, UK
www.crmarketplace.com

MAPIC ITALY
18-19 MAY 2022
Superstudio Maxi
Milan, Italy
www.mapic-italy.it

SHOPTALK EUROPE
6 - 8 JUNE 2022
ExCel London
London, UK
www.shoptalk europe.com

GLOBAL DEPARTMENT STORE SUMMIT
9 - 10 JUNE 2022
Sheraton Grand Seattle, US
www.gdss2022.org

EXPO REAL 2022
4 - 6 OCTOBER 2022
Messe München
Munich, Germany
www.exporeal.net

RLI CONNECT GLOBAL 2022
31 OCTOBER-1 NOVEMBER 2022
Venue: TBC
Riyadh, Kingdom of Saudi Arabia
www.rliconnect.com

GLOBAL RLI AWARDS 2022
2 NOVEMBER 2022
Venue: TBC
Riyadh, Kingdom of Saudi Arabia
www.rli.uk.com/awards

PUBLISHER:
Jayne Rafter
jayne.rafter@rli.uk.com

EDITOR:
James Quinn
james.quinn@rli.uk.com

DESIGN MANAGER:
Tom Simpson
tom.simpson@rli.uk.com

BUSINESS DEVELOPMENT MANAGER:
Chris Lord
chris.lord@rli.uk.com

SALES:
Danny Rafter
danny.rafter@rli.uk.com

CIRCULATION MANAGER:
Des Fox
des.fox@rli.uk.com

EVENT COORDINATOR:
Jess Milne
jess.milne@rli.uk.com

PRINTED BY WPG LTD.
Paramount Publications Ltd,
Hardmans Business Centre, New Hall Hey
Road, Rawtenstall,
Rossendale BB4 6HH, UK

t: +44 (0)1706 212 200
e: info@rli.uk.com
w: www.rli.uk.com

WE'RE ON A MISSION TO SERVE THE WORLD FLAVOUR

Proven Winner

One of the world's fastest growing franchises is expanding into the Middle East and the opportunity to invest is now. Wingstop is on a mission to Serve the World Flavour through an unparalleled guest experience centered around our highly craveable classic wings, boneless wings and tenders, always cooked to order and hand-sauced-and-tossed in our unique flavours. Our investors find success with a proven model that combines a small retail footprint, easy-to-run operations and a technology platform that gives our digitally-savvy guests convenient access to the brand for delivery or takeout.

Global Growth

At Wingstop, we have our sights set on opening over 6,000 restaurants globally and are well-positioned to grow given the increasing, international demand for craveable and unique food. A key focus will be broadening the Europe, Middle East and Asia Pacific regional markets, where we see immense opportunity. In the Middle East, we are striving to amplify our presence in Dubai, Abu Dhabi and Sharjah. Join us in our goal to become a Top Ten Global Restaurant Brand. Founded in Dallas, TX, Wingstop has offered guests flavour without compromise since 1994. (NASDAQ: WING)



CHARLIE MORRISON
CHAIRMAN & CEO



OVER 1,600 LOCATIONS
WORLDWIDE

CONTACT RADEK PODRACKY, DIRECTOR OF INTERNATIONAL DEVELOPMENT,
TO LEARN ABOUT FRANCHISE OPPORTUNITIES. RPODRACKY@WINGSTOP.COM

THE KINGDOM OF SAUDI ARABIA

DIRIYAH SQUARE

A place like no other



Welcome to Diriyah, the birthplace of the Kingdom of Saudi Arabia, steeped in history, culture and promise.

Diriyah is one of the largest and most extraordinary cultural & lifestyle projects being developed in the world today.

The 11km² development in Riyadh includes a retail and leisure destination that is bringing together over 500 of the world's finest brands – Diriyah Square.

Blending traditional Najdi architecture with futuristic technology, Diriyah Square presents a fully walkable environment in an uncompromisingly premium destination.

diriyah.sa