

THE WORLD'S ONLY GLOBAL RETAIL AND LEISURE MAGAZINE

# RILI



RETAIL & LEISURE INTERNATIONAL

[www.rli.uk.com](http://www.rli.uk.com)

NOVEMBER 2023 ISSUE 186

GLOBAL FOCUS

## THE POINT CONNECTIVITY, DIVERSITY, EXCLUSIVITY



CAMILLA  
**Colour The  
World**

FAUCHON  
**The Taste of  
Joy**

MELIÁ HOTELS INTERNATIONAL  
**Leisure at Heart,  
Business in Mind**



F&B CONCEPTS & TRENDS | GLOBAL ENTERTAINMENT CONCEPTS | LEON | MAPIC INSIGHT | MOOSE KNUCKLES

Connect  
with the Spirit  
of Retailing.



# THINK NEW SHOPPING



We create the future of shopping.  
Find out more about our current projects  
[www.ses-european.com](http://www.ses-european.com)

COMING  
SOON  
Refurbishment  
KING CROSS  
Zagreb

AUSTRIA SLOVENIA HUNGARY ITALY CROATIA CZECH REPUBLIC



## Cover Story

The Point project is set to become a leading mixed-use destination in the city of Abha in Saudi Arabia and here we sit down with Muwaffaq Mansour Jamal, CEO of Red Sea Markets to learn more.



Editor's  
Foreword

It is that time of year again as we present to you our MAPIC edition that is filled to the brim with news, views and interviews from across the world of retail, leisure and entertainment. Sit back, relax and catch up on everything you need to know ahead of the one of the industry's largest gatherings at the Palais des Festivals in Cannes, France.

Till next time...

*James Quinn, Editor*



Publisher's  
Comment

I can't believe we are already at the end of October; I've spent the last three weeks in Dubai and Riyadh in preparation for our much-anticipated events in February and now back in the UK, the last 72 hours have been consumed with follow-ups and finalising our November issue, I've only finally managed to come up for air as I write this.

...So here it is, our most sought after issue of the year! This month's Cover Story takes us to the Kingdom of Opportunities as we take a close look at 'The Point', set to become a leading mixed-use destination in the city of Abha in Saudi Arabia. A strategic partnership between Red Sea Markets Company Ltd., Asir and the Tourism Development Fund, the project will exude Connectivity, Diversity and Exclusivity upon completion. We sit down with Muwaffaq Mansour Jamal, CEO of Red Sea Markets to learn more about this unique project and why it will be such a game-changing scheme.

Profiles include: Place Vendôme, Qatar's luxury destination representing Parisian-Inspired Luxury and NEINVER, a successful investor, developer and operator of European outlets.

This month's Voyager takes a look at projects and destinations around the world that highlight the new generation of retail and showcases how these mixed-use developments are more important than ever for customer retention, increasing dwell time and enticing new patrons.

Special Features this month include 'Elevating the Experience' as we explore Global Entertainment Concepts while 'Heighten your Senses', features innovative food concepts that continue to push the boundaries of the restaurant scene. Stay tuned for some exciting announcements about our forthcoming events in Riyadh in February 2024.

But for now... Enjoy the read!

*Jayne Rafter, Publisher*

# CONTENTS

NOVEMBER 2023

## SPECIAL FEATURES



### 18 COLOUR THE WORLD

Since launching at Australian Fashion Week in 2004, CAMILLA has grown into a global brand with pieces being sold in 55 countries around the world.



### 20 THE TASTE OF JOY

A global expert in contemporary French gastronomy, the FAUCHON brand embodies the art of French living around the globe.



### 22 LEISURE AT HEART, BUSINESS IN MIND

A well-known name in the hotel sector, Meliá Hotels International continues to expand and we sit down with the CEO, Gabriel Escarrer to discuss this global growth.



### 26 HERITAGE IN EVERY FIBRE

Based in Montreal, Canada, Moose Knuckles is one of the world's leading producers of luxury outerwear, sportswear and accessories.

### 28 A TRULY UNIQUE OFFERING

Why can't fast food be good food? The mission of LEON is to answer this question and prove that it can be by serving naturally fast food that is good for you.

### 44 VOYAGER - MAPIC INSIGHT

*The Age of Responsible Growth: Committing to a better future*  
As MAPIC 2023 ushers in a new era, MAPIC Markets Director Francesco Pupillo reflects that the key to continued growth and value-creation lies in a more sustainable approach, that prioritises reducing environmental impact. Then, RLI will highlight a selection of under construction and recently-completed projects from around the globe that highlight the new generation of retail.

### 66 SPECIAL FEATURE - GLOBAL ENTERTAINMENT CONCEPTS

*Elevating the Experience*  
While Covid-19 has not completely been eradicated from our day-to-day lives, the ending of its global emergency status this year has gone a long way to ensuring the entertainment and leisure sector is on the rise once again. People do not want to be sat at home and would rather be out experiencing the latest concepts and trying to beat the latest games with friends, family and colleagues.

## REGULARS

- |  |  |
|--|--|
| 04 RLI MEETS - MICH TURNER                     | 34 FOOD FOR THOUGHT - JONATHAN DOUGHTY     |
| 06 UK NEWS                                     | 36 RETAIL INSIGHT - NICOLE GORDON          |
| 08 INTERNATIONAL NEWS                          | 38 LEISURE INSIGHT - KIRYL CHYKEYUK        |
| 10 AMERICAS NEWS                               | 39 DESIGN GALLERY                          |
| 12 MIDDLE EAST NEWS                            | 40 DESTINATION INSIGHT - PHIL MCARTHUR     |
| 14 ASIA NEWS                                   | 42 TECHNOLOGY INSIGHT - GARETH JORDAN      |
| 30 LEISURE DESTINATION PROFILE - PLACE VENDÔME | 43 FIT-OUT GALLERY                         |
| 32 OUTLET PROFILE - NEINVER                    | 70 SPECIAL FEATURE - F&B CONCEPTS & TRENDS |
|  | 74 EVENTS PAGE                             |



# WHO'S WHO IN RETAIL

**RLI MEETS**

## Mich Turner MBE

FOUNDER & CEO AT LITTLE VENICE CAKE COMPANY

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

Little Venice Cake Company has recently opened at Atlantis, The Royal in Dubai. Hailed as the world's most ultra-luxury experiential hotel in the world, Atlantis, The Royal has been included as the only hotel in the Middle East in the World's Best 50 Hotels. We will continue to develop and expand our offer with bespoke, celebration and wedding cakes, masterclasses for both private and corporate clients and our curated collection of homewares. I am focused on establishing Little Venice Cake Company as the ultimate destination for designer cakes, creating the blueprint that can be customised and curated for other international territories.

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

The uncertainty surrounding the global economy makes the market as a whole naturally more cautious both here in the UK and internationally. Combine this with the ongoing challenges many are facing whether it is post pandemic recovery, conflict, natural disasters and climate change as well as the ever-changing political landscape across the world it certainly makes it less predictable. While this hasn't diminished our plans and dreams, the journey is of course tougher and the pace slower moving than we would have liked, but I think this is very much the case for most, if not all businesses. We are fortunate that we've been able to come through many of the challenges and still been able to move forward with our business, for which I'm truly thankful.

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

Resilience, patience and a trust in your own experience. A sense of calm and reassurance combined with cautious optimism.

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

Definitely a combination of the two. Creativity drives profitability. Every decision has to be challenged commercially, but as an entrepreneur in the creative world, natural instincts are essential.

### 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?

Undoubtedly. The retail landscape has changed dramatically over recent years with the Covid-19 pandemic very much being the catalyst, but with more and more businesses adopting e-commerce there is a need to reinvent the high street with experiences and hospitality. CEOs and leaders need to be allowed to explore opportunities to ensure there is both economic and social growth.

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

It's here to stay. You either join the juggernaut or get left behind. It can be hugely daunting though – knowing where to start and how to have an impact without investing excessive capital. Identify your brand values, your customer base, your story, your intention and play to your strengths. Keep it real and authentic.

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

I started the business 25 years ago – looking back over that time and seeing how it has flourished, grown, developed, employed, taught, touched and inspired millions of others is hugely rewarding. I am always striving to help others become better bakers and my seven books have collectively inspired 300,000 bakers around the world. It is an honour and a privilege to have created lifelong memories for more than 30,000 clients with bespoke cakes to celebrate their most special of occasions, including those for celebrities and Royalty. I enjoy working as a Consultant, utilising my expertise to help businesses fulfil their potential; and as an ambassador for GREAT, flying the flag for British business. It has been humbling to receive a number of awards and honours, most notably the MBE for my services to the catering industry.

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

I'd like to say optimistic, but realistic. I strive to control the elements I can, influence wherever possible and accept all else.

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

I think people in UK at the moment are very much focused on the 'cost of living crisis' – juggling income and expenditure – with much less disposable income. Naturally, this affects both sides of retail – I am more mindful of my own costs, minimising expenditure whilst not limiting entrepreneurialism. We have found customers are doing less, less often, but prepared to pay more for those times they do push the boat out. Our role is to ensure their expectations are exceeded.

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

Setting up a business, running a home and raising a family is not for the faint-hearted! I have pushed hard every single day for 25 years with the support of my husband, family and a committed team at Little Venice Cake Company. We have been at the forefront of our profession, I believe, because we identified and set our gold standards from the outset and have lived and worked by these principles every day. I am proud of all we have achieved over the past 25 years and as we look to our next 25 years I am as passionate as ever.

VIAOUTLETS.COM

# REDEFINING THE OUTLET SHOPPING EXPERIENCE



DISCOVER 11 PREMIUM FASHION OUTLETS IN EUROPE'S MOST EXCITING DESTINATIONS

AMSTERDAM PRAGUE    GOTHENBURG SEVILLE    LISBON WROCLAW    MALLORCA ZURICH    OSLO PORTO ZWEIBRÜCKEN



## EUROFUND GROUP SIGNS UP KING PINS TO DIVERSIFY LEISURE OFFER AT SILVERBURN GLASGOW

Eurofund Group, the international real estate investment and development company, has announced the addition of King Pins bowling to Silverburn in Glasgow.

The new King Pins unit, together with the recently agreed space for premium electric car brand Polestar, a new café and a reconfigured entrance concludes the repositioning of over 31,000sq ft into new leisure and F&B offerings, enhancing the retail destination's mix.

With this latest deal, Scotland's top retail destination continues to diversify its offering by introducing new leisure options, building on the addition of new F&B options and premium international brands like The Real Greek, Rituals and The White Company. The addition of King Pins to the space will allow for a newly configured entrance with direct access, with the remainder of the old Argos unit being occupied by electric car manufacturer Polestar's new store and another new, in-line unit.



LONDON DOCK - A GROWING NEIGHBOURHOOD BEING DELIVERED BY ST GEORGE (A PROUD MEMBER OF THE BERKELEY GROUP) - HAS WELCOMED URBAN BARISTAS, THE AUSTRALIAN-INSPIRED ARTISANAL COFFEE SHOP, INTO THE HEART OF ITS WAPPING COMMUNITY. SITUATED WITHIN LONDON DOCK'S VIBRANT CENTRAL COURTYARD, GAUGING SQUARE, URBAN BARISTAS HAS OPENED THE DOORS TO ITS NEW 2,000SQ FT SPACE - ITS LARGEST TO DATE - TO OFFER A RELAXED SETTING FOR THE LOCAL COMMUNITY, CITY WORKERS, RESIDENTS AND VISITORS. SUSTAINABLY SOURCING ITS COFFEE, URBAN BARISTAS JOINS A GROWING MIX OF MODERN RESTAURANTS, INTERACTIVE WATER FEATURES AND GREEN SPACES AT GAUGING SQUARE. THIS NEW STORE IS HOME TO THE BRAND'S FIRST "COFFEE LAB", A DEDICATED TRAINING BASE FOR EMPLOYEES WHILST ALSO OFFERING A NEW PUBLIC INITIATIVE.

## LUCKY VOICE TO CONTINUE GROWTH IN WATERLOO

LuckyVoice, the pioneering social entertainment brand, has announced plans to open in London's Waterloo, continuing its programme of growth and investment with a £1.6M, 3,200sq ft unit in The Sidings, a unique experienced-led destination being created by regeneration and placemaking specialist LCR.

Lucky Voice Waterloo will be the brand's fifth London venue, joining popular sites in Soho, Islington, Holborn and Liverpool Street, with additional bars in Brighton and Dubai.

Due to open in Spring 2024, the venue will be its first London site to open south of the river and aims to bring an immersive late-night experience to the heart of the South Bank in Waterloo station with a 2:30am license.

Charlie Elek, Managing Director at Lucky Voice, comments: "We're thrilled to announce our fifth London venue in LCR's The Sidings development. Opening in high profile locations near major transport hubs is a key part of our growth strategy and this destination location on the South Bank, The Sidings, ticks all the right boxes for us."

## BOXPARK SIGNS NEW DEAL TO OPEN IN BIRMINGHAM

The UK's award-winning hospitality and leisure operator BOXPARK has announced plans for its next BOXPARK-branded development in Birmingham. The new site, scheduled to launch in 2025, will follow the opening of new sites in other major UK cities as well as London. The site will become the home of the first BOXPARK in the Midlands.

BOXPARK has agreed a 15-year lease with landlords The Arch Company for the Floodgate Street Arches site, which is situated in Digbeth, Birmingham's growing creative quarter.

The site, which sits under four 12m railway arches, was previously used for industrial purposes. Spanning nearly 17,000sq ft, the proposed plans for the site will see it transformed into a stunning food hall and events destination featuring a large, covered structure with around 10 kitchen units and four internal bars set across two floors.

In addition, there will be just over 10,500sq ft of external space to offer al fresco dining and events.

## RED RUN OPENS DOORS TO NEW STORE AT LIVERPOOL ONE

Grosvenor has announced that women's active streetwear brand, Red Run, has opened the doors to its new flagship store at Liverpool ONE. The opening is an important milestone in the growth of the popular fashion-forward brand and represents Liverpool ONE's dedication to supporting the development of local, independent businesses.

The new 1,400sq ft store on Liverpool ONE's Manesty's Lane showcases Red Run's cleverly curated, high-quality active streetwear collections and to celebrate the opening, the brand officially launched its most in-demand collection to date - AW23, Parisian Night.

With a loyal customer base, Red Run's Liverpool ONE flagship will host exclusive in-store VIP events and collaborative activations.



## FENWICK LAUNCHES A BRAND NEW RESTAURANT IN KINGSTON

Family-owned department store Fenwick has announced the opening of Fuego by Fenwick, the brand's Mediterranean-inspired tapas restaurant, at Fenwick Kingston. As one of its own restaurant concepts, Fuego Kingston is the fourth site to open under the Fenwick brand following openings in Newcastle, Bracknell and Brent Cross.

The design-led, new restaurant offers a selection of all-day tapas, generous sharing charcuterie and cheese boards, traditional tortillas and stone-baked and Napoli-style sourdough pizza.

Locals to Kingston will be introduced to much-loved Fuego classics that pay homage to the Mediterranean including Jamon Ibérico Bellota, an acorn fed Pata Negra ham aged for three years, gambas a la plancha with garlic & chilli and a courgette, apple & Ibore salad with Chardonnay

dressing & truffle oil. For Autumn/Winter 2023, seasonal dishes include crispy sea bass in a light kataifi pastry and mojo verde mayonnaise and a vibrant beetroot salad with yoghurt, almonds and molasses.

Fuego Kingston by Fenwick features a light-filled, open-plan layout, complete with a sit-up champagne and cocktail bar serving classic aperitifs, including a Fuego margarita with chilli salt, alongside house recommendations featuring gin and vodka martinis. A selection of freshly-made, non-alcoholic cocktails include a passionfruit cooler and mint spritz. In addition, an extensive new wine list is available with all bottles listed available to buy in the store's Wine Room.

A series of interactive masterclasses and events are scheduled to run across all Fuego by Fenwick restaurants this month and next.

### RITUALS OPENS WATFORD SITE

Beauty & wellbeing brand Rituals has joined an array of companies opening a new store in the Atria Watford Shopping Centre by launching a new store. Atria Watford is a leading retail and leisure destination covering 1.4 million square feet in total. The centre is owned by property company SGS and assets managed by Global Mutual.

### FLIGHT CLUB FINDS NEW HOME

Grosvenor has announced that Flight Club, the global Social Darts concept, has selected Liverpool ONE's Chavasse Park for its latest location and first venue in the city. Flight Club will join Liverpool ONE's leading line-up of leisure brands including Junkyard Golf Club, Roxy Ballroom and the recently launched Gravity MAX flagship.

### ASK ITALIAN TO ADD NEW UNIT

Sovereign Centros has announced that ASK Italian, the Italian dining restaurant chain, is set to open its latest restaurant this month at Merry Hill, one of the UK's top ten retail and leisure destinations. Celebrating 30 years of bringing the best of Italy to the UK, ASK Italian will occupy a 3,350sq ft space within Merry Hill's emerging leisure quarter.

### FITZROVIA ATTRACTS UK DEBUT

Shaftesbury Capital has announced the signing of Ukrainian-born Spanish concept, Boca a Boca, in leading Central London neighbourhood, Fitzrovia, for its first-ever UK restaurant. Boca a Boca is the brainchild of Ukrainian entrepreneur andrii Nikonoc, with the first restaurant opening in Kyiv in February 2022.

### QUINTAIN SIGNS NEW BRANDS

They have signed two more food brands for Wembley Park, adding to the appealing choice of retail, hospitality and leisure at London's most exciting new neighbourhood. Premium Asian grocery store Tian Tian Market has signed up to the destination as has the fusion Japanese-Peruvian restaurant Nakanoko.

## PROMENADA CRAIOVA BECOMES LARGEST DEVELOPMENT OPENING IN CEE MARKETS IN 2023

NEPI Rockcastle's €136M Promenada Craiova development in central southern Romania has officially opened its doors, drawing a host of international brands to the area.

Inditex, the world's biggest fashion retailer by sales, has selected Craiova for the launch of its fast-growing Lefties value retail brand in CEE markets, the first venture for the store chain outside Spain.

The overall retail scheme has a total GLA of 80,000sq m, larger than originally planned due to strong retailer demand for space exceeding the initial projected supply. The scheme comprises a 53,300sq m GLA shopping centre and a 10,400sq m GLA retail park, both owned by NEPI Rockcastle.

In addition, the retail scheme incorporates a 16,000sq m GLA DIY store, owned by Dedeman. The shopping centre is 99.9 per cent let and offers over 100 stores.



MITISKA REIM, THE LEADING SPECIALIST INVESTOR IN EUROPEAN CONVENIENCE REAL ESTATE, HAS ANNOUNCED THE EXPANSION OF ITS JOINT VENTURE PARTNERSHIP WITH KARUZELA HOLDING WITH THE OPENING OF A NEW FOOD-ANCHORED RETAIL PARK IN THE POLISH CITY OF BIALA PODLASKA. FEATURING 28 UNITS WITH A GLA OF 17,700SQ M AND PARKING FOR 860 CARS, THE NEW BIALA PODLASKA DEVELOPMENT HAS BECOME THE DOMINANT RETAIL SCHEME IN THE CITY OF 55,000 INHABITANTS. LOCATED ON A HIGHLY VISIBLE SITE ON A MAIN ARTERY ROAD AND CLOSE TO RESIDENTIAL AREAS, THE RETAIL PARK IS EASILY ACCESSIBLE BY CAR, PUBLIC TRANSPORT, BICYCLE AND BY FOOT. FOOD ANCHORED BY A LIDL SUPERMARKET, THE RETAIL PARK IS 100 PER CENT LET TO A HIGH QUALITY TENANT MIX WHICH INCLUDES RESERVED, ACTION, KIK, TEDI, MEDIA EXPERT, DEALZ, PEPCO, NEW YORKER AND SINSAY.

## HONG KONG DESIGNER OPENS PARIS SALON

The Parisian outpost, located at 210 Rue de Rivoli in a historic building restored by Jacques Garcia, will function as a showroom each season to meet with clients, purchasers and press. Within the new salon, the label has introduced a new fall collection.

With 12 years in the market, the Marie France Van Damme label, worn by celebrities including Beyoncé, Angelina Jolie, Katy Perry, Eva Longoria and Olivia Palermo, has a style that mixes European and Asian aesthetics.

In addition to the Paris salon, Marie France Van Damme also has stores in Los Angeles, Hong Kong, Thailand, Dubai and Singapore. The new Fall collection is now available in stores in Hong Kong at IFC, Singapore at Takashimaya and city stores in Dubai, Miami, Los Angeles, Bangkok and Marrakech.

Marie France Van Damme was born in Montreal and pioneered the Orient in the early 1980s when she moved to Hong Kong to establish her womenswear manufacturing business. The designer has worked in the luxury sector for 30 years.

## AFI EUROPE TO OPEN RETAIL PARK IN ROMANIA

AFI Europe has completed the construction of its first retail park developed in Romania, located in the city centre of Arad and it opened to the public at the beginning of this month.

The project boasts a gross leasable area of 29,400sq m, all on a single level and ensures convenient access for visitors with 950 above-ground parking spaces. The retail park's tenants include Carrefour hypermarket (with a leasable area of 5,800sq m), Media Galaxy (3,000sq m) and Decathlon (2,000sq m). As part of the project, a McDonald's Drive-Thru restaurant was opened during the summer of 2022.

"We have successfully delivered a retail park built to the highest standards, ensuring that the people of Arad can enjoy shopping with their family and friends. Additionally, we are delighted to have contributed to the local economy through our partnership with an Arad-based contractor – PAB, ensuring the best possible outcome," said Doron Klein, CEO of AFI Europe Romania and The Czech Republic.

## LEGO UNVEILS NEW STORE AT BLANCHARDSTOWN SHOPPING CENTRE

With much excitement, the LEGO Group opened the doors to its brand-new LEGO store in Blanchardstown Centre, Dublin. The new store is the brand's latest location in Ireland, following the successful opening of the first-ever Irish LEGO store on Grafton Street in August 2022.

Located in the well-known Dublin shopping centre, the LEGO store at Blanchardstown is already delighting fans of all ages, with an exciting collection of sets and experiences. LEGO fans of all ages will have endless opportunities to fully immerse themselves in the creative and imaginative LEGO store.

The new 186sq m site offers an extensive and exclusive range of new products. In addition, LEGO Insiders will receive benefits at the new store such as exclusive gifts.



## NEW RETAIL PARKS OPENING IN SERBIA ANNOUNCED FOR 2025

Investors' interest in the construction of retail parks in Serbia has not been declining for several years now. Investors are mostly focused on building new facilities in secondary and tertiary locations. As much as 14 per cent of the total offer of retail parks in Serbia is located in the region of central Serbia. The Šumadija region is attracting more and more attention, so the company Peštan announced the opening of a new retail park in 2025 - Arandjelovac Retail Park.

Considering the planned activities and offers, Arandjelovac Retail Park will not only become a favourite shopping destination for residents of the Serbian city of Arandjelovac and the surrounding locations, but also a new city centre that will provide entertainment for all age groups. Most importantly, the opening of the new retail park will provide

200 new job openings.

Positioned on the main approach to Arandjelovac City from the east and only 2km from the city centre, Arandjelovac Retail Park will cover 10,000sq m and include more than 15 retail units. Sufficient parking spaces are provided for all visitors and the mix of tenants will include family entertainment, a supermarket, restaurants and cafes, international and domestic tenants offering fashion, sports equipment, home and household equipment and the arrival of new brands.

In its operations, Peštan strives to maintain a balance between economic success, awareness of the impact on ecology and the environment and social responsibility.

As the exclusive lease representative for Arandjelovac Retail Park, the CBRE office for Southeast Europe has been appointed.

## ENA PELLY OPENS A NEW UNIT

Australian fashion label Ena Pelly has opened its first physical store in Melbourne, coinciding with the introduction of EP Athleisure, a new sportswear line. The store opening is in conjunction with interior architecture firm, Studio Tate, is located in High Street Armadale's retail sector and features a minimalist design approach.

## ROME HOME TO NEW FLAGSHIP

Uniqlo will open its first store in Rome's Galleria Alberto Sordi on Via del Corso, a key boulevard in the city's historical heart, in the spring of next year. The new store will feature clothing labels for women, men and children and have a total sales floor area of more than 1,300sq m divided across three floors.

## TWOOBS OPENS PHYSICAL SITE

Cult Australian footwear label Twoobs has expanded its presence by opening its first physical store in Byron Bay. The store's design incorporates sustainability elements, diverting 891kg of plastic waste from landfills. Founded in 2016 by Australian sisters, Twoobs focuses on producing eco-friendly and comfortable footwear.

## NEW BRANDS AT OUTLET LUBIN

Outlet Lubin has signed up three new brands from the VRG Group: Bytom, Wólczanka and Vistula, which leased a total of nearly 430sq m of retail floorspace. The brands will occupy 176sq m, 132sq m and 120sq m respectively. Global real estate services firm Cushman & Wakefield is responsible for space leasing.

## BAKERY CHAIN UNVEILS A STORE

Victorian bakery chain Ferguson Piarre's Bakehouses has just unveiled its 75th store, a bakery in Kalkallo north of Melbourne. New franchisee Nadine Yacoub has opened the milestone outlet, located in Kallo Town Centre. As the heritage bakery chain hits the 75th store milestone, there are more stores planned for next year.



## PRIMARK TO CONTINUE US ROLLOUT WITH ITS DEBUT STORE IN NORTH CAROLINA THIS MONTH

Primark is continuing its international expansion with a debut in North Carolina, as well as opening another store in New York, both due this month.

It will open new stores at Smith Haven Mall in Lake Grove, New York on 9 November and Concord Mills in Charlotte, North Carolina – the first in the state – on 16 November.

Each one will cover more than 30,000sq ft and will include the firm's value fashion offer as well as homewares and beauty.

The company entered the US in the middle of the last decade and has taken its expansion there relatively slowly. But that has proved to be the right strategy for the company in a market where so many European retailers have failed in the past. The latest openings will be its final two of the year and it will bring Primark to 436 stores globally.



ALA MOANA CENTER, THE LARGEST OPEN-AIR SHOPPING CENTRE AND PREMIER GATHERING PLACE TO EXPLORE, CONNECT AND SHOP IN HAWAII, HAS ANNOUNCED THAT IT WILL WELCOME FOUR NEW TENANTS TO ITS DIVERSE COLLECTION OF STORES AND RESTAURANTS. COMING SOON TO ALA MOANA CENTER ARE ALO YOGA, LAGREE OAHU, MARNI AND TEXAS DE BRAZIL. TEXAS DE BRAZIL (PICTURED ABOVE) IS EXPANDING TO HAWAII WITH ITS FIRST LOCATION AT ALA MOANA CENTER. THE MENU FEATURES A VAST SELECTION OF GRILLED MEATS, A 50-ITEM SALAD AREA, AN AWARD-WINNING WINE LIST AND A LA CARTE DESSERT SELECTIONS. LOCATED AT THE HEART OF THE PACIFIC, ALA MOANA CENTER IS ANCHORED BY BLOOMINGDALE'S, NEIMAN MARCUS, NORDSTROM, MACY'S AND TARGET AND IS HOME TO A DIVERSE COLLECTION OF MORE THAN 350 STORES AND RESTAURANTS.

## BANANA REPUBLIC ADDS SAN FRANCISCO FLAGSHIP

The retailer, a division of Gap Inc, has unveiled a slimmed-down flagship in its hometown. The 3,500sq ft flagship is situated in the heart of the Union Square district in downtown San Francisco.

The opening comes as many retailers, including Nordstrom and Anthropologie, have closed stores in the downtown area amid declining customer traffic and reports of crime.

Located at 152 Geary Street, the new Banana Republic replaces the brand's previous flagship on Grant Avenue, which closed in June. Along with ready-to-wear and accessories, the two-floor Union Square store features an assortment of the newly launched BR Home collection, including seating, dining furniture and a lighting installation designed to complement the apparel offerings.

"Our Banana Republic Geary Street store is our brand's pinnacle flagship, showcasing our continued transformation in our historic hometown," said Sandra Stangl, Banana Republic President and CEO. "We are excited to invite our customers to come home and experience the world of Banana Republic."

## ROSS STORES HITS 2023 GROWTH TARGET

The off-price apparel and home goods retailer opened 43 Ross Dress for Less (Ross) stores and eight DD's Discounts outposts across 22 different states in September and October. With the opening of the new locations, the company has completed its growth plans for fiscal 2023, with the addition of 97 new locations, for a total of 2,112 stores.

"This fall, we continued to expand our presence in both existing and newer markets," said Gregg McGillis, Group Executive VP, Property Development. "At Ross Dress for Less, we opened our first stores in the states of New York and Minnesota while DD's grew its footprint in California, Maryland, Tennessee and Texas."

Looking ahead, Ross said it remains confident in its expansion plans and sees plenty of opportunity to grow to at least 2,900 Ross Dress for Less and 700 DD's Discounts locations over time.

"Headquartered in Dublin, California, Ross has fiscal 2022 revenues of \$18.7bn. The company operates a total of 2,112 locations in 43 states, the District of Columbia and Guam.

## SCHEELS TO GO BIG WITH ANCHOR STORE IN TEXAS DEVELOPMENT

The sporting goods retailer, known for its mega-sized stores filled with all sorts of fun attractions, will open a location in fall 2026 at CedarView in the Austin suburb of Cedar Park, Texas.

Construction will start early next year on the 240,000sq ft store, which will be Scheels' 35th location. The company currently has 32 stores with two others scheduled to open in 2024, in Meridian, Idaho and Tulsa, Oklahoma. It recently opened a 250,000sq ft location at Macerich's Chandler Fashion Center, Chandler, Arizona.

Scheels will serve as the second core anchor in the new CedarView development, along with Nebraska Furniture Mart, which plans to open a 1.2 million square feet store and warehouse there, which is also due to launch in 2026.



## NETFLIX WILL TARGET MORE RETAIL STORES AND RESTAURANTS FROM 2025

Netflix may have found its next revenue stream - permanent stores. The streaming giant plans to open physical stores - dubbed Netflix House - with the first two locations expected to debut in the US in 2025, followed by global expansion.

The stores will sell merchandise based on some of Netflix's most popular shows and also offer curated in-store dining and live events. The restaurant will serve up items from the streaming platform's food-based reality shows, with a wide range of options from fast casual to high-end dining, a Bloomberg report said.

"We've seen how much fans love to immerse themselves in the world of our movies and TV shows and we've been thinking a lot about how we take that to the next level," Josh Simon, Netflix's VP of Consumer Products, told Bloomberg.

Netflix House would not be Netflix's first entry into retail - or dining. In 2021, the company launched an online merchandise store that sells merchandise related to its shows. Meanwhile in 2022, Netflix announced it was opening in-store Netflix hubs in more than 2,400 Walmart stores nationwide. The shop sells items tied to popular Netflix programs and movies and gift cards.

In addition, over the years the company has launched some 40 pop-up experiences across 20 cities, Bloomberg noted. Last year, Netflix opened a pop-up at The Grove in Los Angeles. The 10,000sq ft store, open from October to early January, sold limited-edition merchandise based on popular Netflix shows. It also featured photo-ready vignettes featuring life-size versions of notable Netflix characters.



### BRAND LAUNCHES DEBUT SITE

Military-inspired apparel brand Alpha Industries has opened its first permanent brick-and-mortar location. The new 1,700sq ft store is located at 290 Lafayette Street in the SoHo neighbourhood of Manhattan, New York City and opened last month. The store offer includes men's and women's seasonal offerings including jackets, vests, hats and more.

### PICKLEBALL KINGDOM INKS DEAL

New Jersey is set for a major expansion of sites dedicated to one of the country's fastest-growing sports. Pickleball Kingdom has entered into the partnership with New Jersey entrepreneur Samrat "Sam" Sood to open 20 locations. The new Pickleball facilities will be strategically located throughout the state.

### PRET A MANGERTO GROW IN US

The privately-held UK quick-service chain, which currently has some 58 US locations, is targeting a total of 300 US sites by 2029. As part of its plan to accelerate growth, Pret has entered into a partnership with existing franchisee Dallas International that gives them exclusive rights to open new shops in New York, Washington, D.C. and Pennsylvania.

### NYC TO BE HOME TO NEW CHAIN

Fast casual seafood chain Captain D's will soon open its first locations in the Big Apple. The company has announced the signing of its first franchise development agreement that will bring three Captain D's to the city. Sites are currently being considered throughout Manhattan and Long Island, with the first location expected to open in late 2024.

### BUYBUY BABY PLOTS COMEBACK

The company is returning to digital and physical retail. Less than four months after the company was purchased out of bankruptcy by baby goods manufacturer Dream on Me and shuttered all its stores, BuyBuy Baby is reopening in time for the holiday season. Its comeback began with the launch of its website last month.

## HOMEGROWN BRAND R&B FASHION UNVEILS FLAGSHIP STORE AT CITY CENTRE MIRDIF

Apparel Group has announced the grand opening of R&B Fashion's flagship store at City Centre Mirdif, Dubai. This reflects the group's commitment to enhancing shopping experiences with their esteemed homegrown brands.

Spanning a spacious 14,000sq ft, the store at City Centre Mirdif stands as a testament to R&B Fashion's reputation for trendsetting. It offers a curated selection, merging international runway hits with versatile everyday fashion. Catering to children, women and men, the range extends to fashion apparel, footwear, beauty, toys and accessories. True to R&B's ethos, the store champions diversity and body positivity, presenting styles in a vast array of sizes.

As Apparel Group expands its presence, the opening of R&B's flagship store at City Centre Mirdif highlights its commitment to outstanding shopping experiences. This new store enhances the group's reach and offers customers a unique blend of style and quality.



DUBAI MALL'S FASHION AVENUE OPENS NEW ARMANI/CAFFÈ AND IT IS LOCATED OPPOSITE THE GIORGIO ARMANI BOUTIQUE ON THE GROUND FLOOR. THIS NEW ESTABLISHMENT OFFERS A REINTERPRETATION OF ITALIAN PAVEMENT CAFE-STYLE SOCIAL OCCASIONS TAILORED FOR A DUBAI AUDIENCE. THE RESTAURANT BOASTS AN OPEN-PLAN LAYOUT WITH A CENTRAL SERVICE ISLAND, SURROUNDED BY INTIMATE SEATING, EXUDING CONTEMPORARY ELEGANCE. THE DECOR FEATURES SOFT MUTED BLUES AND GREENS, COMPLEMENTED BY CLASSIC ARMANI MOTIFS, CREATING AN ITALIAN AMBIANCE THAT IS BOTH WELCOMING AND REFINED. THE ITALIAN-LED CULINARY TEAM, HAS CURATED THE MENU, OFFERING A WIDE RANGE OF DAY-TO-NIGHT DISHES.

## PSYCHO BUNNY LAUNCHES FIRST MIDDLE EAST STORE

North American men's apparel brand Psycho Bunny has opened its first brick-and-mortar location in the Middle East, opting for the city of Dubai to make its regional debut. Located inside the Mall of the Emirates, the new Dubai flagship serves as a significant milestone for Psycho Bunny's global expansion.

Facilitating the expansion, Psycho Bunny has partnered with Majid Al Futtaim, a distributor spanning 16 countries across the Middle East, Africa and Asia, with knowledge of the local retail market.

"Over the past four years, we've really focused our energy on opening stores in strategic locations, creating exponentially more brand awareness worldwide. Opening our first store in the Middle East marks an extremely proud moment for Psycho Bunny. It's a testament to how far we've come since our humble beginnings, but also how healthy our growth trajectory has been and continues to be," said Psycho Bunny Chief Development Officer, Kenny Minzberg.

Psycho Bunny was founded by Robert Godley and Robert Goldman in 2005 as a men's casual and golf-wear brand.

## MCLAREN UNVEILS UNIQUE DUBAI SHOWROOM

McLaren has unveiled the world's largest standalone showroom in Dubai. Located on Sheikh Zayed Road, this facility shares the McLaren Dubai complex with the world's largest dedicated Service Centre, which opened its doors in 2022.

The grand opening gala saw the presence of Michael Leiters, CEO of McLaren Automotive, who was joined by over 200 esteemed customers and VIPs.

The event also featured the regional debut of the stunning new McLaren 750S. A spectacular lightshow took place at downtown Dubai during the event. Moreover, the evening showcased a collection of iconic road cars, including the McLaren P1, McLaren Senna, Speedtail and 765LT.

"I offer my warmest congratulations to the team at McLaren Dubai on the launch of this spectacular new showroom. Dubai is McLaren's biggest market in the UAE and this landmark opening is a key milestone in McLaren's growth globally, as well as further strengthening our presence in the region," Leiters said.

## GIRAFFE WORLD KITCHEN CONTINUES GLOBAL EXPANSION IN QATAR

The Boparan Restaurant Group's Giraffe World Kitchen has continued its rapid global expansion with the opening of its 12th international airport site. The latest launch in Qatar, situated at Hamad International Airport, Doha, is part of a wider worldwide franchise partnership with global travel entertainment player, Avolta through its subsidiary HMSHost International.

Open 24 hours daily, the latest Giraffe World Kitchen site spans more than 244sq m and can accommodate 135 covers. On the menu, the restaurant will offer the brand's freshly prepared authentic dishes from around the globe.

With bold signage, emblazoned on the ceiling, the interior features playful graphics, bright colours and with raw materials such as reclaimed timber.



## SAUDI ARABIA'S PIF ANNOUNCES MAJOR JEDDAH DEVELOPMENT

Saudi Arabia's Public Investment Fund (PIF) has announced the establishment of Al Balad Development Company (BDC) as it looks to transform the historic Al Balad district in Jeddah.

Prince Mohammed bin Salman bin Abdulaziz Al Saud, Crown Prince and Prime Minister has set the target to revitalise Historic Jeddah to transform Jeddah into an economic hub, a global cultural and heritage destination, as well as it becoming a leading tourism destination.

The company will focus on improving the district's infrastructure, overseeing the restoration of historic buildings in Al Balad and developing service facilities as well as recreational, residential, commercial, hotel and office spaces.

The overall project development area will comprise approximately 2.5 million

square metres, with a total built up area of 3.7 million square metres. This includes 9,300 residential units, 1,800 hotel units and around 1.3 million square meters of commercial and office space.

The company will collaborate with the private sector and specialists to develop the area's infrastructure according to the best standards of urban planning for historic areas, taking into account environmental sustainability and preserving the unique heritage of Historic Jeddah: a UNESCO World Heritage site.

The aim is to transform it into a leading tourism destination that attracts visitors from around the world, thus contributing to economic development, with the company also working to offer attractive investment opportunities and quality commercial options for the people of Jeddah.



### LULU LANDS DUBAI MALL UNIT

Lulu Group has announced the opening of a massive new hypermarket in Dubai Mall. The 72,000sq ft hypermarket is Lulu Group's largest in-mall retail centre and is the organisation's 24th store in the city. The hypermarket stocks more than 5,000 different items and features food, beauty, IT products, household items and more.

### TITAN OPENTWO NEW STORES

Titan Watches has announced the opening of two new retail outlets in Ajman City Centre and Safari Mall in Sharjah, taking its tally to 22 stores across the UAE. These kiosk-style retail outlets have been curated to deliver an enhanced customer experience based on insights and a careful study of the key demographics who live and work in the vicinity.

### 2034 WORLD CUP BID SUBMITTED

The Saudi Arabian Football Federation (SAFF) has submitted a letter of intent and signed declaration to FIFA to bid to host the 2034 FIFA World Cup. Their intention to bid is a historic first and reflects the nation's aims to unlock new football opportunities at all levels and commitment to support the growth of the game across all corners of the globe.

### KALYAN JEWELLERS ADDS UNIT

The company has strengthened its global footprint with the launch of its new showroom at Al Barsha in Dubai which is the company's 19th showroom in the UAE. The showroom was inaugurated by actor and brand ambassador Rashmika Mandanna. Founded in 1993 in Kerala, Kalyan Jewellers is one of India's leading retailers with over 200 stores.

### TOUGH MUDDER COMING TO KSA

The world's most popular obstacle-course racing challenge announced the launch of a Tough Mudder Infinity race for the first time in the Middle East. It will be held in AIUla Governorate on 24 February 2024. During the eight-hour race, participants must accomplish the largest number of laps around the Tough Mudder obstacle course.

## AESOP REVEALS NEW HOLLYWOOD ROAD OASIS SITE IN HONG KONG

The company has unveiled its latest brick-and-mortar store in Hong Kong, located along Hollywood Road, a few buildings down from a previous store location.

As with all Aesop boutiques, the store's design harmoniously blends tradition and modernity. The brand's in-house architects incorporated the vibrant energy of the metropolis with the tranquillity of nature, resulting in an interplay of materials, light and textures. New to the boutique are two private suites, where customers can immerse themselves in Aesop's skincare products through facial treatments.

A distinctive feature of the store is its custom white tiles, paying homage to Hong Kong's tile tradition while exhibiting a graphic grid pattern. Suspended brass structures are juxtaposed against the tiles, drawing inspiration from the local construction method of bamboo scaffolding.



DIPTYQUE HAS REOPENED ITS FLAGSHIP STORE IN HONG KONG'S IFC MALL, FOLLOWING AN EXTENSIVE RENOVATION. ADORNED WITH ELEMENTS INSPIRED BY THE DISTINCTIVE CHARM OF HONG KONG'S URBAN LANDSCAPE, THE STORE'S REDESIGNED INTERIORS INCORPORATE DELICATE PORCELAIN, INTRICATE TILES AND THE ICONIC BAUHINIA FLOWER, PAYING HOMAGE TO THE CITY'S EMBLEM. THE REDESIGNED BOUTIQUE FEATURES THE NEW LES MONDES DE DIPTYQUE COLLECTION, DIPTYQUE'S FIRST-EVER LINE OF REFILLABLE CANDLES, IN A STEP TOWARD SUSTAINABLE LUXURY. DIPTYQUE'S WILL BE THE SOLE DESTINATION IN HONG KONG TO EXPERIENCE THE MAISON'S NEW EXCLUSIVE DECORATION LINE, A CAREFULLY CURATED SELECTION OF FINE OBJECTS THAT EMBODY THE MAISON'S DELICATE SIMPLICITY.

## R&B OPENS EXCLUSIVE HYDERABAD OUTLET

Men's, women's and children's apparel and accessories brand R&B has opened its fourth brick-and-mortar store to date in Hyderabad. Located in the city's Ashoka One Mall in Kukatpally, the spacious outlet launched with the brand's autumn collection.

"We are delighted to announce the arrival of R&B's newest store at Ashoka One, Hyderabad," announced Apparel Group India Private Limited on LinkedIn. "This is the brand's fourth store in Hyderabad and 13th store in India."

Fashion retail giant Apparel Group launched R&B as a family-oriented apparel brand in October 2012. The brand opened its first brick-and-mortar store in Oman and today counts more than 70 stores across India and the Middle East. In India, R&B has stores in cities including Kochi, Ahmedabad, Bangalore, Bengaluru and Mysore.

Hyderabad's Ashoka One Mall specialises in real estate projects in Telangana and Andhra Pradesh. The mall houses a wide range of Indian and international fashion, cosmetics and lifestyle brands including New U, Ethnicity and Pantaloons among others.

## BAGZONE LIFESTYLES TO OPEN 300 STORES

Fashion accessories brand Lavie's owner Bagzone Lifestyles Private Limited has secured a \$9M investment from First Bridge India Growth Fund. The business will use the funds to expand its production facilities by opening a new factory and to grow its offline presence by opening 300 exclusive brand outlets.

The business will establish a 150,000sq ft factory to fortify its internal manufacturing capabilities. This project is designed to contribute towards the brand's growth target as well as its goal of transforming into a diversified, multi-brand corporation with numerous product categories.

Bagzone Lifestyles Private Limited's CEO Ayush Tainwala said in a press release: "They come with a long track record of building many successful consumer businesses. We hope to grow 10 times in the next few years and become a multi-category, multi-brand business. We will use the funds raised to enhance our in-house manufacturing capability, deepen our offline presence and grow our brand's stature and recall."

## DAMENSCH OPENS 25TH EXCLUSIVE BRAND OUTLET IN 12 MONTHS

The direct-to-customer menswear brand DaMensch has opened 25 exclusive brand outlets across India in the past 12 months. The brand plans to reach a pan-India store total of at least 100 by the end of next year.

"Even though DaMensch has always banked on a multi-channel approach, offline continues to be a focus channel for us," said the brand's Co-Founders Gaurav Pushkar and Anurag Saboo in a press release.

"A special feature about our offline outlets is that there is complete coherence with the experience our consumers get through the online route. Furthermore, we have stocked the stores with the entire range of products offered by DaMensch, so that the consumers can touch and feel their premium prowess before making their purchasing decision."



## RICHARD MILLE OPENS FLAGSHIP STORE IN SINGAPORE

Watchmaker Richard Mille has opened a new flagship store in Singapore, marking the luxury brand's second retail post in the Southeast Asia nation.

Located at 1 St. Martin Drive in the Orchard Road district, the new 700sq m Singapore flagship is designed as a modern and interactive space that will sell the latest timepiece collections from the Swiss watchmaker and will allow for the sharing of know-how and passion in watchmaking with visitors.

Consisting of light and open-plan spaces, the new Richard Mille location inside boasts natural timber flooring and light walls, alongside warm earthy tones mixed with monochromatic hues and punctuations of greenery via plants. In addition to a retail store, the new outlet also boasts a restaurant, bar and sports lounge, as well as a riad and

crafting space for visitors to experience. Up close, the crafting space allows visitors to discover both the mechanical and know-how world of Richard Mille.

Here, a watchmaker is also on hand, to lead prearranged workshops but also to provide after-sales service. Tools and large-scale reproductions of components are provided for visitors to manipulate and gain a better understanding of the technical obsession of the brand.

"Style and comfort work together to create a sentiment where hospitality reigns, visitors are invited to experience a warm and informal atmosphere," commented the Richard Mille brand, via an Instagram post. "A source of diverse experiences and emotions, this extremely convivial and interactive space encourages the sharing of know-how and passion."

### LULU MALL GROWS PORTFOLIO

All-white clothing brand Kingdom of White has opened its first brick-and-mortar location in Lucknow, India. Situated in the Uttar Pradesh capital's Lulu Mall, the open-plan store sells the brand's full menswear line. The brand's tagline is 'For the Love of White' and it specialises in linen and cotton clothing.

### UNIQLO MAKES MUMBAI DEBUT

The Japanese apparel retailer Uniqlo has opened its highly anticipated store in Mumbai, its debut in India's largest city. Uniqlo Phoenix Marketcity Kurla is the retailer's 11th brick-and-mortar store in India and it showcases the brand's signature LifeWear collection. The new store is spread across 11,500sq ft and two floors.

### NEW DELHI HOMETO NEW STORE

The luxury womenswear brand Payal Khandwala has launched a brand new flagship site in New Delhi. Located in the shopping destination Dhan Mill, the store mixes its vibrant garments with an art gallery-esque immersive experience. In addition, the store mixes dark colours with atmospheric lighting and sculptural installations.

### BATH & BODYWORKS ADDS UNIT

US-based personal care and fragrance brand Bath & Body Works has opened its first exclusive brand outlet in Calicut (Kozhikode) and third in the state of Kerala. The store is located inside the city's HiLite Mall. The store launched with the brand's body lotions, perfumes scented candles and skincare products including its 'Aromatherapy' line.

### FOO & FOOTO GROW PRESENCE

The brand has plans to rollout dozens of stores in China by 2027, as part of the Los Angeles label's new partnership with Thelmmersive, a brand development joint venture between DFO and New Accolade Group. Over the next three years, the fashion brand is looking to open more than 50 brick-and-mortar stores in China.

**... A REGION OF OPPORTUNITIES**

**RLI MENA CONNECT** | **THE RLI MENA Awards**

4 - 6 February 2024 | Riyadh | Saudi Arabia

7 February 2024 | Riyadh | Saudi Arabia

rliconnect.com/mena | rli.uk.com/menaawards



LIFESTYLE PARTNER:

**APPAREL  
GROUP**  
SINCE 1996  
EXCEED EXPECTATIONS EVERYDAY

**RLI** MENA  
**CONNECT**

TRADE & INVESTMENT PARTNER:

  
Department for  
Business & Trade

4 - 6 FEBRUARY 2024 | RIYADH, KINGDOM OF SAUDI ARABIA  
[WWW.RLICONNECT.COM/MENA](http://WWW.RLICONNECT.COM/MENA)

## The Premier Retail & Leisure Deal-Making Forum for the MENA Region



**Connect | Explore | Develop**

THE  
**RLI** MENA  
*Awards*

HEADLINE PARTNER:

**APPAREL  
GROUP**  
SINCE 1996  
EXCEED EXPECTATIONS EVERYDAY

TRADE & INVESTMENT PARTNER:

  
Department for  
Business & Trade

7 FEBRUARY 2024 | RIYADH, KINGDOM OF SAUDI ARABIA  
[WWW.RLI.UK.COM/MENAAWARDS](http://WWW.RLI.UK.COM/MENAAWARDS)

## Celebrating Retail & Leisure Excellence Across the MENA Region



CATEGORY SPONSORS TO DATE:



**Celebrate | Entertain | Unite**



Claremont Western Australia



## Colour The World

Created by Camilla Franks, one of Australia's leading fashion designers and with the first collection launching at Australian Fashion Week in 2004, CAMILLA has since grown into a global brand with pieces being sold in 55 countries across the world. Here, RLI sits down with company CEO Jane McNally to discuss the expansion of the brand and what its next steps are in the world of fashion.

The vision of CAMILLA is to colour the world. Much more than a global fashion house, they are a collective of Print Makers, Storytellers, Adventurers and Artisans, drawing inspiration from the world around them to create unique works of art that empower others and transport the soul.

"Our over-arching vision mentioned earlier remains strong. This means expanding philanthropic purpose and encouraging a zest for life, as well as exploding demand for our vibrant colourful prints across the globe," explains Jane McNally, CEO of CAMILLA. "In pursuit of this vision, we continue to extend the CAMILLA print house handwriting into new categories – especially women's ready-to-wear, event and men's clothing as well as expanding our territorial reach."

The brand currently operates 22 boutiques in Australia and a further three in the US and they are all designed to be fully immersive sensory experiences. Adding to their portfolio, a further three boutiques are set to open their doors in the coming six months.

They are also proud to partner with over 250 wholesale doors globally – including premium retailers such as Harrods, Bergdorf Goodman, Saks 5th Avenue, Nordstrom and premium e-tailers such as Net-a-Porter, Matches, My Theresa and Farfetch. In addition, they have a strong online presence with their CAMILLA.com site currently shipping to 59 international destinations.

Their most recent store opening was just a few weeks ago in Merrick Park, Coconut Grove, Miami. Rather than being a fully-fledged store, this site is instead a two-year pop-up while they test the local market and build upon their database. Whilst this may only be a pop-up, the site remains a truly immersive experience which draws upon their credentials as a travel-inspired print house. The store also pays homage to Miami's strong circus family traditions.

Prior to this launch, their previous store opening was in the beautiful Claremont in Western Australia, where they revealed Camilla Frank's

brand-new flagship design. "This site will provide the blueprint for all our future permanent shop fits. Our local customer community appear to be loving the new design which was created from Camilla's travel vision and includes such amazing features as a hand-tooled classic French champagne bar which serves as a point of sale and accessories showcase and an opulent "Camilla Express" train carriage – in which to relax with a drink in hand," explains McNally.

Looking to the future and additional locations, the brand has already signed leases for Short Hills, New Jersey and Bal Harbour, Florida and are in negotiations for a further four boutique sites in the US. In addition, they also have two Australian boutiques in the works that are on course to open before Christmas. Longer term, they are looking to combine their online presence in the UK and Europe with some physical boutiques and are also considering joint venture partnerships to help them create some CAMILLA magic in the Middle East and Asia.

With an incredibly strong design and product team inspired by their Founder and Creative Director, Camilla Franks, they always strive to keep close to their customer's changing values, so often new product demand is organic. For example, their recent and commercially successful foray into CAMILLA printed bed linen evolved from multiple customer requests to colour their homes.

As the interview moves onto discussing social media, Jane highlights to us that social is core to the brand maintaining its connection with customers – they have over 700,000 very engaged followers and they tailor their approach to each channel to ensure this continued level of engagement.

"Instagram is our "glossy magazine" with elevated editorial shoots and the aspirational world of CAMILLA brought to life with models, influencers and celebrities. Meanwhile Facebook is all about community, we love to feature our followers, ask questions and host collection watch parties and events," says McNally.

They also love to be experimental with newer platforms like TikTok

and work with appropriate talent to give a presence on other social channels like Weibo, WeChat and YouTube.

The company has not stopped growing since its inauguration in 2004 and McNally puts this down to several reasons, firstly the brand is totally unique. Storytelling is intrinsic to its DNA and they create wearable forms of art that are positively transformational. Everything they create is strictly limited edition – they never repeat the same item in the same print. They are a luxury brand which operates on weekly, limited drops which in turn make their pieces highly collectible. In addition, Jane feels that customers appreciate the joy and escapism that CAMILLA pieces inspire. Consistent customer feedback suggests that their designs make them feel good and puts them in a happy space.

"The CAMILLA brand is about more than fashion. It is easy for a company to publish a set of values but here we truly live and breathe them. We are joyful and unexpected, we lead with love and we fight for those who are not as privileged as ourselves," McNally says.

As our time runs out we quickly ask Jane what is the greatest challenge facing the business?

"Undoubtedly there are tough macro-economic tailwinds in the aftermath of the pandemic. There is no resting state. We have to be continually innovative, on our game and strive for continual improvement."



Merrick Park, US





Fauchon Hotel Kyoto  
Kyoto, Japan



Fauchon Hotel Kyoto  
Kyoto, Japan



FAUCHON Cafe  
Jeddah, Saudi Arabia



Fauchon L'Hôtel  
Paris, France



Montparnasse  
Paris, France



Le Marais  
Paris, France



## The Taste of Joy

**A global expert in contemporary French gastronomy, FAUCHON embodies the art of French living around the world. In this interview, RLI spends some time with company COO - Europe and Americas, Sandrine Girault, who talks to us about the growth of the business and how it is expanding into different fields and sectors.**

When Auguste Fauchon put his suitcases down at Place de la Madeleine in Paris in 1886, his goal was to introduce Parisians to the high quality products from the French region of Normandy. Over a century of French gastronomic expertise later, FAUCHON today presents its extensive knowledge and exacting standards throughout its brand extensions including patisserie and gourmet foods, fine dining and cafes, shops, five-star hospitality and catering.

The company today operates 61 stores worldwide including two FAUCHON hotels. They have a strong presence in France, Japan and the Middle East region and they have also recently started expanding the brand into Latin America, namely in Mexico City.

"Recently, we have opened a new shop-in-shop within the Galeries Lafayette department store along with a new tea shop in Paris in Le Marais and new points of sale within airports in France," explains Sandrine Girault, COO – Europe & Americas at FAUCHON. "Meanwhile outside of France, we have recently opened a flagship site in Jeddah which is home to both a shop and restaurant."

Branching out of the iconic, 137-year old FAUCHON brand,

FAUCHON Hospitality has brought a unique blend of gourmet luxury to the hotel industry in recent years. Its flagship property in Paris launched in 2018 and this was followed by the Kyoto opening in 2021. Both sites elevate the guest experience by intertwining culinary expertise with unparalleled hospitality.

Recently awarded best boutique hotel in Paris by Conde Nast Traveller, FAUCHON hotels aim to create sensorial journeys especially in tune with feminine guests, offering personalised "Gourmet Bars" with complimentary FAUCHON products in guest rooms. The brand is on an ambitious growth trajectory, targeting key markets globally to expand its portfolio of boutique hotels in the Middle East, Japan, Europe and the US.

As they continue to look forward, FAUCHON has a dynamic and global growth plan, which currently encompasses the launch of a third hotel site in Saudi Arabia, five new corners in Mexico City, new downtown and travel retail sites in Paris and across France and four new points of sale in both Qatar and Turkey. Further into the future, the company is looking to develop the brand in Europe and to enter

new markets like the US and Canada as well as new Asian markets.

To maintain its leading position in the market, the company consistently creates a range of new products each calendar year, launching around 50 new items and incorporating new collections for calendar highlights such as Christmas and Easter. In addition, they continue to enhance their overall brand experience and have developed a loyalty programme which is available both online and in their stores to thank their customers.

"In addition we pay attention to the service in our stores so that our FAUCHON ambassadors share their passion and knowledge about the brand. We want each customer to enjoy the experience, learn a bit more of our company history and of the artisanal creation of our products. We regularly organise tastings along with workshops in our stores (for example, how to make a cocktail based around tea) and we have recently developed a tea shop concept and offer the possibility for customers to create their own herbal tea in store, which is a unique and fully personalised experience," Girault highlights.

Across social media, the business engages its audience with its unique and engaging content across multiple platforms. These platforms offer FAUCHON the opportunity to improve its visibility worldwide, bringing them closer to customers in every country in which they are situated and they adapt their material accordingly to each market.

Sustainability is now a mainstay in the world of retail and FAUCHON has been selected by CITEO to work on a project to cut down on any unnecessary packaging of its biscuit boxes. Furthermore, they have recently modified their shopping bags, getting rid of their glossy lamination and their tea bags are now crafted in PLA, a bio-sourced material of vegetable origin and biodegradable in conditions of

industrial composting.

As the topic of discussion moves onto the implementation of enhanced digital strategies, Girault highlights how the company has been investing heavily in digital development as an integral part of their expansion strategy in France and internationally. She continues by saying that their website ships to countries across Europe and offers its full range of products, tea, macaroons, chocolates, gift boxes, caviar and other exceptional products.

"Additionally, as a result of incredible demand for our products in other markets, we have launched an exciting new digital collaboration with igourmet.com in the US and recently begun a digital collaboration in the UK with theluxuryfoodcollective.com," says Girault.

A unique brand and part of the French patrimony with a strong history and know-how, FAUCHON is a multi-specialist brand with several product categories and it has been a training ground for many major French pastry chefs. Along with this, the company has built a presence in the industry through its four fields of expertise which highlight its innovative culinary know-how in the fields of shops, restaurants, hotels and schools. It is for these reasons that Girault feels the brand stands out from the crowd and has a concept unique in the industry.

"We need to keep on innovating, creating new products and continuing to be consistent with our brand and our legacy. We must constantly adapt our concepts and offer in the countries in which we are situated as well as putting together bespoke offers in locations where we want to be present, like all other brands must do in order to attain the attention of younger generations," explains Girault as our time with her comes to an end.

Gran Meliá Palacio de Isora  
Tenerife, Spain



Serengeti Lodge, Meliá Collection  
Serengeti National Park, Tanzania



ME Guangzhou  
Guangzhou, China



ME Dubai  
Dubai, UAE



## Leisure at Heart, Business in Mind

**Meliá Hotels International is unique among the 20 largest international hotel groups in having an origin in leisure and being the ideal size to combine exceptional hospitality with management that is efficient and close to its stakeholders. For this interview, we sat down with company President and CEO Gabriel Escarrer to discuss the continuing expansion of the business and how their Spanish warmth and passion makes them distinct in the hospitality market.**

Founded in 1956 in Mallorca, Meliá Hotels International today is one of the leaders of the vacation segment at an international level and this worldwide knowledge of the leisure field offers the company a great advantage to stand out in an increasingly leisure-inspired urban hotels segment. In this sense, Meliá has become pioneers in creating “destination hotels”, with spaces and experiences that enrich the lives of its guests and allows them to fulfil the purpose of their trip.

In addition, its Spanish heritage allows them to offer Spanish and Mediterranean hospitality at its best, so that their clients value above all the exquisite and personalised service of their collaborators, which has been and continues to be a key aspect for the company. With a grounded history through its family roots and its position as The Most Sustainable Hotel Company in the World according to Standard & Poor’s Global, Meliá can offer its clients greater confidence, linking the current aspiration to travel responsibly and generating a positive impact on the environment of the destinations they operate.

“Currently, we have 354 operating hotels and 63 in our development pipeline that are due to open before 2026,” explains Gabriel Escarrer, President and CEO of Meliá Hotels International. “Of the operational

hotels, 142 are in Spain, with another 100 situated across the rest of EMEA. We also have 42 across Asia-Pacific and another 70 across the Americas region.”

In the last 12 months, they have opened 12 hotels, totalling 1,779 rooms and reached new countries such as Albania and Malta, in addition to reinforcing their presence in Spain and expanding their portfolio in Africa and Asia-Pacific. A stand out opening in this time was the new ZEL Mallorca hotel in Palmanova, the first hotel of the ZEL brand, created jointly with the tennis idol Rafael Nadal.

With this exciting project they have created the first lifestyle hotel brand with an essence of the Mediterranean, instilling its character, lifestyle and culture as key features of the brand’s identity. Escarrer says they are very proud of the first ZEL hotel, a brand that has revolutionised the industry with its innovative and disruptive products and that its opening season has been a great success, maintaining a high occupancy index and an average rate which was 50 per cent above the rate registered before the hotel’s rebranding.

In the coming three years, they plan on launching an additional 63 hotels, encompassing more than 14 thousand rooms around the world.

Between now and the end of next year, they hope to add the 26 already scheduled launches to their portfolio, among which the Gran Meliá Palazzo Cordusio and the hotel in Milan of The Meliá Collection brand stand out, according to Escarrer.

During 2024 they will also grow in other European cities with ME Lisbon, ME Malta, as well as in America where they hope to open ten new hotels in destinations such as Mexico. Additionally, they will continue to drive their growth in the Middle East and starting in 2025 they will also see strong growth in Asia-Pacific, with at least ten new additions to their portfolio.

“The upcoming openings highlight the evolution of the portfolio and pipeline regarding the Luxury segment. Currently, the Premium and the Luxury segments make up no more than 60 per cent of our hotels’ portfolio, but they represent more than 82 per cent of our development pipeline. During the coming three years, one of every three hotels we open will target the luxury segment,” says Escarrer.

Discussing what initially attracts the brand to new properties, the CEO says firstly it is based on geography, they are drawn to properties within what they call the “leisure axis”, that includes the leisure destinations from the Caribbean, passing through the Mediterranean and eastern and northern Africa, including Southeast Asia. Besides location, Gabriel continues by saying they are also attracted by properties that fit into the company’s heritage and values and of course, that can be adapted to the brand’s standards and they increasingly value the sustainability aspects, so every new property must share the company’s commitments in terms of ESG.

Pioneers in multiple areas, digital distribution is no exception, with melia.com being one of the first reservation “websites” that operated in Europe in the early 1990s. Since then, the direct channel has not stopped growing and evolving and today accounts for more than 45 per cent of total centralised B2C sales.

“Regarding social media, this is undoubtedly a fundamental channel for enhancing our reputation and increasingly, turning conversions into sales. We are strongly focused on managing our social channels and increasing our audiences, working with influencers and of course, creating relevant content to better transmit our value proposition to the different targets,” Escarrer comments.

Meliá Hotels International has a strong commitment to sustainability and is well positioned in relevant rankings, such as S&P’s Corporate Sustainability Assessment, but they are determined to keep improving. The 2030 Agenda is a general roadmap for the business and more specifically, they are making progress in their decarbonisation, with a strong focus on energy and water efficiency and they are starting to implement circularity projects in their hotels. Last year, they opened their first “Net Zero” hotel in Menorca, which they consider a pilot project that should inspire their future hotels throughout the world.

When considering the key drivers behind the ongoing success of Meliá, Gabriel highlights that the combination of the values and long-term vision of a family-based company, with the rigor and standards demanded by the market has a lot to do with their success. With their values of excellence, innovation, service vocation, proximity and consistency, the company looks to stay true to these in everything it does moving forward.

“Nevertheless, Meliá Hotels International is now 67 years old and without forgetting our ethos, we are undergoing another deep cultural transformation that will enable our company to face the challenges and opportunities of the new era “post-Covid” of hospitality,” says Escarrer.

“In the coming years, our strategy aims to make our company stronger and more resilient, more digital, more efficient and more sustainable, whilst maintaining our core values and putting the customer at the centre of all our thought processes,” Escarrer concludes.



# Connectivity, Diversity, Exclusivity

Representing a strategic partnership between Red Sea Markets Company Ltd. | Asir and the Tourism Development Fund, The Point is set to become a leading mixed-use development in the city of Abha in Saudi Arabia. Here, RLI sat down with Muwaffaq Mansour Jamal, CEO of Red Sea Markets to learn more about this unique project and why it will be such a game-changing scheme.

The Red Sea Markets Company was established back in 2004 and is a member of the SEDCO Holding Group. The company's first project, Red Sea Mall in Jeddah, launched 15 years ago and is still considered the largest mall in Saudi Arabia, with 140,000sq m of floor space. Even today, the scheme still hosts an average of 30,000 visitors every day.

The Red Sea Markets Company is working to replicate this success in Abha and is aiming to position The Point as the Aseer region's leading tourist destination for shopping, entertainment and recreation.

to commence in the next three months and with its phased opening approach, remains committed to its timeline of having the first parts of the development operating in the first quarter of 2026.

Rather than make a carbon copy of the Red Sea Mall, Jamal explains that he and the team envision The Point having the essence and core philosophy of what makes the Jeddah destination the most successful mall in the western region, while at the same time drawing artistic inspiration from the rich heritage Asir and combining this with the latest in entertainment technology to make the destination unique and unlike anywhere else in the world.

When discussing the key elements of this upcoming scheme, Jamal highlights that the development will provide unbelievable infrastructure for the experiences they are planning to create and integrate. "We have a wealth of knowledge in mall management, so retail and F&B will be a core element of the shopping experience that we offer visitors. In addition a large 10-screen cinema will be an integral part of the scheme. Visitors will also be able to stay overnight at The Point through the recent signing of Hilton The Point Residences and Canopy by Hilton The Point, both of which are also due to open in 2026."

For local residents of the Aseer region, The Point will become a frequent favourite for both families and individuals, whether this is for a full day-out on the weekend, shopping, eating and playing or for a relaxing mid-week evening out for a nice meal and leisurely shopping time. As for residents of Saudi, the location will become a staycation where they can utilise The Point as a base camp to head out and explore the wider region with its rough yet breathtaking nature and scenery.

While the nature of the site means that most of the development is outdoors and distributed on sloped terraces across 50,000sq m, the heart of the project remains a central retail plaza that is overlooked by the F&B portfolio. Meanwhile, the west side of the development will be home to big box anchors such as the 6,000sq m hypermarket department store, 3,000sq m medical clinic and 1,000sq m youth centre and the east side will play host to the cinema and family entertainment centre.

"It is confirmed that there are a number of developments being planned or started to be executed in Abha itself. On the same hand, the diversity of offer and mix that The Point will offer upon completion will stand out to a complete different level of shopping, food and beverage and entertainment. We are fortunate to have a board that truly understands the needs of the modern consumer and allows us to work on a scale large enough to encompass all of this. While we may not have even started the vertical construction of the site yet, we already have a vision in place of what the expansion of the site will look like over the next decade," Jamal highlights.

What has been a crucial element in the design of the project is its connectivity and accessibility and Red Sea Markets Company has worked very closely with its partners in the past months to integrate the scheme within local transportation plans. In addition, The Point will offer more than 1,500 parking spaces and these will be underneath the project, keeping the development walkable, car free and safe for pedestrians. Complete consideration has also been given to the requirements of any special needs guests across the entire development.

As the topic of conversation turns to social media, Jamal highlights that they plan on it having a major role in their marketing strategies as they move towards opening, with the goal being to establish a strong online presence. They will look to exploit all communication channels as well as physical and online modes to create an engaged community around The Point and generate anticipation ahead of launch.

As our time with Jamal runs out, we ask what lies ahead as development continues?

"In the immediate future we must focus on ensuring the availability of resources to execute The Point as due to the boom of mega projects across the Kingdom, the supply is struggling to keep up. In the long run, there will be numerous competitors in the area and we have to stay agile and adapt to changing market trends to The Point front and centre in the minds of customers," Jamal concludes.

[www.thepointabha.com](http://www.thepointabha.com)





## Heritage in Every Fibre

**Based in Montreal, Canada, Moose Knuckles is one of the world's leading producers of luxury outerwear, sportswear and accessories. To learn more about this brand, RLI spent some time with CEO Victor Luis to find out about the history of the company, how its latest flagship store expresses the brand's attitude and what the future holds for the business.**

For thousands of years, in the sunless months of the frozen Yukon, the mythical moose provided food, shelter and protection from the elements. In 1921, the family of old-world outdoors people ventured into northern lands where they were inspired by the moose's ability to stay warm in the coldest place on Earth.

In the face of all things serious, they were a tribe. They would ruffle feathers but always brought on the good times around the fire in the dead of the night. Against all odds, they rallied the bravest souls to push further in the far stretches of the tundra on their mission to find warmth in the most unlikely places.

"So began the coat-making journey of crafting the world's most resilient garment that would endure the most unforgiving conditions," explains Victor Luis, CEO of Moose Knuckles. "With every generation, new skills and techniques were applied to our materials to better brave the environment, resulting in a century of relentless craftsmanship and refinement."

Over the course of its history since being founded in 2009, the business has become globally known for its relentless commitment to product design and technical expertise alongside its irreverent spirit and

energy, inspired by the moose, a fearless creature that has no predators in the wild.

The brand was built on the belief that they could make the leanest, toughest and most luxurious sportswear in the world. They engineer Canadian know-how, grit and heritage into every fibre, stitch and zipper and they stand by their impeccable tailoring, ethically sourced materials and premium hardware. Their mission is to keep its customers warm to their core so they can ignite the fire within.

Today, the Spirit of the Moose lives on in a collection of breakout fashion sportswear and accessories born from the tundra, made for the concrete jungle. The brand name pays homage to the majestic animal that inspired it all, leaving only the trace of its knuckle in the snow, guiding voyageurs on their endless pursuit of adventure.

Moose Knuckles is carried at its selection of boutiques, exclusive international luxury department stores and independent retailers across Canada, the US and China.

"We are a Canadian-born brand and so naturally our presence is significant in our home country. Beyond that, we have also established very strong footholds in Europe and Asia; Korea, notably, stands out as



a robust market for us. Our business enjoys a near equal distribution across North America, Europe and Asia and this is something we are very proud of as a company," Luis highlights.

Their most recent flagship site was unveiled last October in Atlanta, Georgia and the store concept inside was conceived in partnership with Tokyo-based architectural firm Curiosity, known for its diverse portfolio of work with other premier luxury labels such as Fendi and Versace. The business, led by esteemed interior and product designer Gwenaël Nicolas, known for his minimal, airy presentation with a focus on light and movement through spaces.

Inspired by the exhilarating freedom of winter life beyond the imagination, the store concept is composed of a series of experiences allowing customers to encounter varying aspects of the brand. The "Moose cocoon", an inviting fabric space illuminated with light from within welcomes customers at the window personifying the cozy, protective warmth and essence of Moose Knuckles' cold weather technology.

"Inside, the store design recreates a cityscape featuring large sculptural elements representing a captivating skyline. The first impression is created by a strong stone façade featuring floor-to-ceiling digital screens, transporting the visitor immediately to the extremes of the Canadian tundra contrasted by urban nature," Luis says.

This combination of graphical elements, rhythm and presentation of the products bring a modern and youthful feeling to the space. The contrasting palette of materials fuse the polarising landscapes together from natural finishes such as Canadian oak and textured stones while concrete floors and metallic mesh partitions provide industrial visual effects.

To express the irreverent attitude of the brand, mannequins are

positioned at the top of the displays as if they are ready to jump into bustling street life. A wall inspired by the brand's logo connects visitors to Moose Knuckles' identity, highlighting the label's iconic products and its Icons collection of outerwear and highlight of the label's FW22 campaign.

"One final unique design element is within the technologically advanced fitting rooms, where a "magic" mirror conceals a digital screen that reveals itself once a visitor is inside and wearing the label's RFID tag-equipped garments, simulating immersive brand-related experiences."

As the interview moves onto the development pipeline moving forward, Luis explains that whilst they continue to search for innovative locations to take the brand to that represent its ethos, he comments that they have to be patient in finding the correct locations and will not just take any site because it is available, it must be the right one to take the company forward.

"While our global reach brings us immense satisfaction, it also presents a world of opportunities within each unique market. For instance, post-pandemic, we are observing exceptional growth in the UK, Germany and China. What's exciting is that our brand extends beyond outerwear, with ready-to-wear and accessories experiencing remarkable demand. A case in point is that our signature icon cap has become one of our top sellers, signalling ample room for expansion in these categories," Luis comments.

"With so much happening in the world of Moose Knuckles right now and with so much on the horizon, now is the time to ensure we stay true to our principles, because it is these that have brought us to where we are today and what will take us forward in the right direction. As a business we cannot wait to see what the future holds," Luis concludes.



Battersea Power Station  
London, UK

## A Truly Unique Offering



Why can't fast food be good food? The mission of LEON is to answer this question and prove that it can be by serving natural fast food that not only tastes good but does you good too. RLI spends some time with Glenn Edwards, Managing Director of LEON to learn more about the concept and how they are changing people's perceptions of fast food.

The idea of fast food changes as people grow up. As children, it was presented as a treat and something out of the ordinary, but as you grow up you begin to understand its food born out of necessity and isn't actually that good for you. Looking to change this stereotype, three friends came together over twenty years ago and set out to make seasonal, high-quality fast food that does you good available to everyone.

Since the launch of the first LEON site in London in 2004, they have been determined to create a revolution in the fast food industry by making products that are fresh and bursting with flavour. The menu draws inspiration from the richness, flavours and natural healthiness of Mediterranean cooking. Celebrating the natural rhythms of nature, the menu changes across the seasons and is packed with plants, good sources of fat and flavours through the use of fresh herbs and spices.

Today, over two decades later, this mission remains the same. LEON continues to provide delicious, nutritious, fast food options, making it easier for everyone to eat and live well.

The business currently operates 80 restaurants, which are predominantly situated in London with others across the UK and four sites in the Netherlands.

"Within our portfolio, Hanover Square is a beautiful new restaurant – it is really spacious and has two entrances, one leading to Oxford Street, the other towards Hanover Square, so it is literally in the middle of the shopping district," explains Glenn Edwards, Managing Director of LEON. "The beauty of the location is that, not only is it right next to the new Elizabeth Line exit; but it also serves tourists, local office workers and shoppers, so there is a fantastic audience mix. It is also one of our largest sites with nearly 100 covers."

Another recent launch was their first Somerset restaurant in Bath – a beautiful location opposite the Roman baths. This site has been well received by locals, tourists, shoppers and students alike. Finally,

another recent opening was its Stansted Landside site, which is exceeding sales expectations.

With a strong presence in the UK and a growing store contingent in the Netherlands, the company is next opening a new restaurant in a brand new market, Italy. As well as working on this launch into a new market, they are looking to expand further by focusing on their home market, with additional regional sites that complement each community they are a part of.

Discussing new products and their position in the market, Edwards explains that at LEON, they have a really strong team of chefs, where everyone has a genuine love of food. He goes on to say that their chefs enjoy experimenting with new flavours and ingredients, are always looking to the future to see what the markets are doing, all the while underpinning this against the core values of the brand of helping everyone live well, with a focus on gut health.

"Whilst focusing on customer experience is key for us, we are all about the food and believe good food is ultimately what drives the majority of our brand loyalty. In addition to this, we are working on LEON's next generation of loyalty programmes and customer benefit schemes," Edwards Highlights.

As the topic of our conversation turns to social media and its place and importance in the world of modern retail, Edwards recalls that social media is just like being at a party – meaning it is all about creating good conversation, listening and engaging genuinely, as well as asking questions. He feels that as long as they are being good party guests at LEON then they are doing something right.

Over the course of its history, LEON has created the category of Naturally Fast Food: food that tastes good, does you good, is affordable and is kind to the planet. They are continuously striving to find new ways to be kind to the planet and their customers with carefully curated menus. They have had some exciting achievements and are part of some



Hanover Square  
London, UK



Hanover Square  
London, UK



Bath, UK

great initiatives (such as the National Cup Recycling Scheme) but they are still learning and are focused on making genuine impact in the area of sustainability without greenwashing.

The last few years have been a time unlike any seen before it due to the pandemic, which caused untold problems for the retail market all around the world. For LEON, who first properly developed their digital strategy back in 2017, the past few years have seen their involvement in this sector accelerate because of this. When talking about enhancing their digital strategies, Edwards notes that the speed of which they have developed their digital output, they have seen the overall F&B market change at a similar breakneck speed.

"While we can talk about many different facets of the company, the bottom line is people love our food," Edwards highlights. "Generally, people have fallen out of love with fast food but our mission to serve food within this category that tastes good and does you good, is what both differentiates us and drives our success."

He continues by saying that ultimately they are a challenger brand, taking on the conventions of fast food to create a truly unique offering and that their ethos is to create a better place holistically and help people live positively.

"Over the past few years we have seen several challenges and what has helped us to overcome these is adaptability and agility. You have to be willing to evolve and ultimately roll with the punches. It is hard to

know what the next big challenge will be without a crystal ball, but we carry the spirit of learning and adjustment, to find strength in challenges. In terms of what lies ahead, this is our journey towards becoming the best we can be, helping people to live well and supporting our amazing teams," Edwards concludes as our time with him runs out.



## Parisian-Inspired Luxury

Place Vendôme is a relatively recent addition to Qatar’s mall landscape having opened its doors on 15 April 2022, but it has quickly established itself as a leading destination for shopping. Here, RLI sits down with Shane Eldstrom, CEO of United Developers, the company who brought the project to life, to discuss the vision behind the scheme and how it has been performing since launch.



A multi-billion Qatari Riyal mixed-use destination in Lusail City, Place Vendôme was constructed by United Developers, a group of four Qatari investors who partnered to align their expertise in retail, real estate, construction and contracting. The result is a groundbreaking, world-class development that showcases entrepreneurship and commitment to Qatar’s development and offers a piece of Paris in the heart of the Arabian Desert.

Housed within its mesmerizing architecture, Place Vendôme is home to two luxurious five-star hotels, Le Royal Méridien and Palais Vendôme (which is due to open soon), a Luxury Collection Hotel, a serviced residency complex called Le Royal Méridien Residences and captivating entertainment options, all infused with cultural charm to elevate the shopping experience. The hotels and residences are operated by Marriott International, delivering a luxurious and authentic experience that aligns with the Place Vendôme brand. The mall itself features 560 different retail outlets with an exclusive luxury wing dedicated to top designer labels as well as one of the largest mall-based indoor amusement park in Qatar called Trocadéro.

In total, the project is spread across 1,150,000 sqm of retail, leisure, entertainment and luxury, becoming a one-stop destination. Strategically placed at the heart of Lusail, Place Vendôme is the centre of attraction for regional and international residents and visitors seeking a combination of varied entertainment and retail choices in one place. The vision of United Developers was to create a new regional destination, blending convenience with a vast array of options.

“For me personally, I have been involved in commercial real estate for 27 years, most of which has been dedicated to super regional schemes, shopping centres and mixed-use developments, and I would say you will not find another centre like Place Vendôme. Most shopping centres struggle to have facades and entrances on two sides; Place Vendôme has six! It is not a 360-degree façade but rather a 720-degree one because it is repeated in the courtyard. In addition, our amazing Dancing Fountains, design and architecture adds to the grandeur. It is a phenomenal project that offers many USP’s and I am thrilled to be a part of the team that realised this vision,” explains

Shane Eldstrom, CEO of United Developers.

The Parisian-inspired development is reminiscent of the famous high-end shopping street in Paris, Rue de la Paix, of which Place Vendôme is the starting point. This massive investment ensured impeccable attention to detail, with every element of Place Vendôme reflecting authenticity drawn from its inspiration.

Community engagement has been a major consideration throughout construction and it has remained this way since launch, with decisions around the merchandise mix and the specific retailers who could and do call the site home, made around how best to fulfil community needs and wants. The mall certainly has something for everyone, with the ultra-luxury and aspirational luxury sections covered. High street and convenience retailers have also been incorporated into the Place Vendôme portfolio and there have been many new store opening since the beginning of this year.

While the project is not just about Lusail, what it has done is successfully address gaps in local amenities and provides world-class shopping and entertainment convenient to its growth corridors. Due to the size of the scheme, it has given brands an opportunity to express their brand essence and it allows them to offer a wider range of products to its customers.

All property developers around the world must be as sustainable as possible now, particularly in Qatar. In the case of the Place Vendôme development, it subscribes to the Global Sustainability Assessment System (GSAS), whose primary objective is to create a sustainably-built environment that considers the specific needs and context of the region. The system looks into leadership, energy and environmental design, as well as areas that matter in places like Qatar, such as water consumption and the environment. For its part, the project has received green building certifications from GSAS that validate their commitment to sustainability.

“For example, we use LED lights to reduce consumption and conduct various recycling initiatives. The building is also heavily insulated to ensure cooling costs are maintained. Rather than generating our own air conditioning, we utilise a centralised cooling system, for an energy-efficient approach,” says Eldstrom.

Even though the scheme has only been operating for 18 months, it has of course embraced technology. As the world embraces AI and digitalisation, Eldstrom anticipates its increasing integration into every aspect of the business, including traffic management. With the volume of visitors reaching 28,000 cars in a day, digital technology becomes crucial in managing congestion with smart technology helping visitors to Place Vendôme find parking on their arrival and even find their car on their return.

“Place Vendôme itself is a strategically important project for Qatar, as it aims to establish itself as a global tourist destination that provides both shopping and F&B establishments for people around the world. One of the biggest and undervalued advantages of Qatar is that it is a tax-free place, a rarity on the global stage. Qatar Tourism Authority actively encourages shopping and tourism and this destination plays a pivotal role in realising this vision. In line with this, United Developers has developed accordingly and is in the process of developing a third hospitality destination to complement its current hotels. We are deeply committed to creating a sustainable, comprehensive community in collaboration with various stakeholders, including Qatar Tourism Authority, Al Daayen Municipality, Qatari Diar and others,” Eldstrom comments.

Place Vendôme adheres to and supports the pillars of the Qatar National Vision 2030. The project reflects United Developers’ commitment to Qatar’s economic diversification, as well as human and social development through the opportunities and jobs that the project created during construction, after completion and will continue to do so moving forward.

[www.placevendomeqatar.com](http://www.placevendomeqatar.com)







Roppenheim The Style Outlets, Alsace, France



Amsterdam The Style Outlets Halfweg, Netherlands

## OUTLET PROFILE - NEINVER

# Marking a New Trend

**NEINVER is a leading real estate company that are specialists in the outlet sector who develop, own and manage a portfolio of retail assets across six countries. Here, RLI spends some time with Retail Director Fran Gutiérrez to discuss the past, present and future of the business as it continues to lead the way in developing and managing outlet centres in Europe.**



As we near the end of 2023, NEINVER will be able to look back on it fondly as it has been a good year for the company in different aspects. Looking at just the results of the outlet portfolio in terms of performance, brand sales increased 17 per cent in the first half of the year and they registered record monthly figures, with all six countries in which they operate outperforming 2022 levels and recording double-digit growth when compared to pre-pandemic data.

"We feel these results are particularly significant in the current context and show the success of our centres as a growth driver for our brand partners, as well as its appeal for shoppers who are searching for more value. Outlets providing top brands at lower prices offer that compelling value proposition," highlights Fran Gutiérrez, Retail Director of NEINVER. "Our average occupancy rate stands at 96.5 per cent, which demonstrates that retailers are choosing our centres to grow their portfolio."

The industry has gone through one of the biggest stress tests imaginable over the past few years, but despite the increased economic volatility and the effects of inflation on households, Gutiérrez explains that the European outlet market started registering positive results last

year and these continued and have increased throughout 2023.

He feels confident that the combination of their value proposition, experience and flexibility will continue to be a winning retail formula. Nevertheless, Fran acknowledges that the past years have shown that predicting scenarios is becoming increasingly difficult and industry players have had to adapt to last minute change, with consumer needs changing also at such a breakneck speed. He feels it is likely that the landscape of the sector will be very different in the future and therefore being flexible and agile will be one of the permanent primary factors for the industry.

"With this in mind, building the right team and expertise has been one of the drivers for growth in our business. We have been investing in our teams to guarantee a better service is provided to the centres and to our brand partners. We have rolled out the Advanced Retail Management programme across the six countries in which we operate. It is a training programme designed for the entire retail team, both at central offices and in each of our centres with the aim to empower them, develop the best talent and optimise their skills to enhance performance and drive retail excellence, always in close collaboration with brands. In fact, we are going one step further and we are launching a training platform called

NEINVER School, aimed at all employees of the brands operating at our centres. The aim is to support them with tools and knowledge that will enhance their performance."

Across their outlet portfolio, NEINVER have added many new brands, with Dockers, Under Armour, Rituals Cosmetics, Lacoste being just a sample of their most recent signings, with retail groups such as Bestseller and AWWG also signing up.

"We work hard to ensure a compelling offer for our customers. So we are constantly looking for new brands or growing our brand partners across the portfolio, not just for the sake of keeping high occupancy, but we are looking for great brands that also bring new customers to our centres."

Beyond apparel, they have been adding more food space and variety to their centres. "Our aim is to double our food offering based on current demand as food and beverage are becoming an important anchor. For instance, our Viladecans The Style Outlets in Barcelona that benefits from day visitors from the affluent catchment, tourists and employees from nearby offices has seen its F&B share rise from 5 per cent to 18 per cent. Coruña The Style Outlets meanwhile will reach 10 per cent by the end of this year, up from around 3 per cent at the beginning of 2023," Gutiérrez highlights.

To maintain its market position, NEINVER is always looking at new ways to attract more customers and one way it does this is by innovating and bringing in new leisure formulas.

"For example, our Italian centre near Milan, Vicolungo The Style Outlets, welcomed a unique 1,700sq m children's play area, the Kinder Joy of Moving park; while in Spain we have signed a deal with Ilusiona, a national benchmark in family leisure and entertainment facilities," Gutiérrez explains.

Another key part is being creative. They have developed special events that run throughout the year across their portfolio and that create powerful commercial opportunities for their retailers. Jungle

Night, Super Thursday, Style Days and 80s Party are a selection of these events that combine amazing product, fantastic experience and a really good choice of brands but at a value proposition. These pioneering events are exceeding performance expectations of their brand partners as well as enhancing consumer engagement and loyalty.

One of the keys to NEINVER's success over the years is the relationships they have developed with their retailers. These relationships are based on partnerships, in understanding and supporting their tenant's strategies, anticipating their needs and advising them to help maximise their performance. They work as partners with three core principles in mind; working closely with brands, being aligned both internally and externally and being fast in their response.

With their own style that is based on a work ethic and criteria that distinguishes them from the competition, NEINVER feels that their brand partners see the value in this; after all it is the NEINVER way of doing things.

As our time with Gutiérrez draws to an end we ask what key challenges the company will face in the coming years?

"We continue to live in uncertain times that make it difficult to predict what is next. The outlet sector has been more resilient to the challenges but we cannot take this for granted. To ensure future success we must continue to put the consumer at the forefront, focus on making their experience a priority and understand their changing needs. This is why we will continue to consolidate some of the initiatives put in place in the past years. Also, connecting the physical and digital worlds, prioritising sustainability, continuing to leverage consumer knowledge and understanding the needs of retailers combined with effective management and the ability to remain flexible, agile, collaborative and creative will help us moving forward and ensure continued success."

[www.neinver.com](http://www.neinver.com)



Castel Guelfo The Style Outlets Bologna, Italy



Vicolungo The Style Outlets Milan, Italy



FACTORY Krakow Foodcourt, Poland



Viladecans The Style Outlets, Barcelona, Spain



## For the love of leisure...

**Jonathan Doughty, the “RLI Food Guy” is a “C level” executive in the foodservice and leisure industry with 45 years of experience and leadership in restaurants, hotels and global consulting. In this month’s column Jonathan takes a look at how the leisure sector has rebounded following the “official” end to the global pandemic.**

On 5th May 2023, the World Health Organisation ended the global emergency status for COVID-19, more than three years after its original declaration. This was the “official” end to the global pandemic, but by the time this happened, the world and especially the world of leisure, was very aware that the pandemic had ended.

The definition of leisure as “the time when you are free from work or other duties and can relax” has been completely re-written in the last two years. As lockdowns lifted and normal life returned, the public returned to leisure. In the same way that our guests returned to restaurants, they did the same for every type of leisure in large numbers and with a renewed passion.

The net result of restricting people’s local movement, freedom and ability to travel for over two years is that their lives were put on hold, they bottled up their wishes, desires and passions and waited until the day they could go out again. When that day came, it has been an almost unrelenting torrent of demand since then. Wonderful for the businesses that were closed during COVID-19, but it has also presented massive issues and challenges in resourcing both people, services and products and being able to take advantage of the desire, in a world where demand is currently exceeding supply, or it certainly feels like that.

### Look at some global statistics if you are in any doubt:

On 26th May 2023 flightradar24.com tracked 22,000 flights in the air at the same time worldwide, a new record, with more than 253,000 flights tracked on 25th May, another new single day record.

Between April 2023 and June 2023, there were a total of 10.3 million visits to DCMS sponsored museums and galleries in the UK. This was 22.6 per cent larger than the same period in 2022. This is lower (19.2 per cent) compared to pre-pandemic 2019.

Louvre Abu Dhabi has welcomed more than 200,000 visitors between the months of June and August 2023, reporting a record peak in summer visitation since the museum’s opening in 2017.

Magic Kingdom Park at Disney World, the world’s most-visited theme park, attracted 17.1 million visitors in 2022, a huge 35 per cent increase over 2021, but 18 per cent less than the 21 million visitors pre-pandemic 2019.

Several examples from around the world which point to a significant and sustained recovery but I would caution that numbers are largely still not back to 2019 levels in some cases. I would not worry though, despite the lower numbers than 2019 most businesses are ahead in sales – mostly down to a confusing mix of increased prices, inflation and most importantly, the guest just choosing to buy more. There is no doubt we are treating ourselves more right now.

Restaurants are reporting higher ATVs (average transaction values) more items per order per person and price sensitivity seems to be a

little less, despite the global financial issues. My “take outs” from this are really simple and in my mind, clear, for leisure and actually also for restaurants:

- Price is less important, experience is more important
- Free or paid attractions – people want to get out and enjoy themselves
- Family & friend moments are major events after the pandemic
- Travel is back – business, tourist, and people are hungry for experiences
- “15 minute holidays” are being taken every day with a treat, drink, or snack
- Going out is back in full force, although the working week has changed a lot
- Leisure and food are providing the social glue that “sticks” people together
- Emotional experiences are highly rated even if they are free
- Large gatherings of people are strongly desired and mostly sold out
- New locations and new destinations are competing with “loved” favourites
- The travel, tourism and hospitality industries are struggling to keep up

We are lucky, let’s face it, to have this huge demand from consumers who are less price sensitive and are eager to get out and enjoy. What I am most interested in is the synergistic approach that many property and locations owners are taking. Shopping centres have for a long time been good or even great at food, some are leading on leisure but many are now majoring in art and performance, experiences and learning. Conversely many museums, galleries and theatres are investing in better and more stylish food and beverage, other leisure uses in their spaces when not running performances and all have a really strong focus on retail as a revenue stream. Consumer convergence is the way I describe what is happening – a coming together of multiple, separate activities, moments and experiences in one place, giving the guest something better as a result. I have no doubt that the winners in this game will be those that work harder at going further for the guest, using both physical and digital ways to enhance the experience from “first thought” to “final memories” – we are in the experience game and it is not just about a selfie, a photo, a memory but about the “emotional index” of these life events.

One of the most interesting experiences I have had recently was at the Festival of Lights in Berlin, a free to experience event delivered every year at Potsdamer Platz. Thousands of people come to view the projections and the light experiences. On the famous open square, I witnessed people dancing in the lights, posing, photo shooting, hugging, kissing, laughing and crying in an emotional, shared, outpouring – it was wonderful to see and be part of and I knew how everyone else was feeling, even though I knew nobody there, as the hair was standing up on the back of my neck. No tears, but I really had to take care.

Shared emotions and shared experiences – it is what people love and live for.



Festival of Lights  
Berlin, Germany



أزاد العقارية  
AZAD PROPERTIES

# Growing Together



Corniche  
Commercial  
Center



مركز  
الكورنيش  
التجاري



تأسس عام ١٩٩١  
سوق الدرّاجة  
DARRAJA CENTER

Center  
مركز



9200 225 75

# Beyond Branding



In this month's Retail Insight, Sarah Friswell, CEO at Red Ant, the omni-channel clienteling platform that helps retailers Engage, Transact & Elevate, highlights six ways for retailers to meet luxury shoppers' evolving expectations.

Luxury retail no longer means wrapping an item in elegant, branded packaging. It is being redefined by evolving customer expectations and influenced by escalating CX standards in specific regions of the world, such as the Middle East, where remarkable customer service is embedded in the culture.

Luxury retailers have always been ahead of the game in personalised customer experience – offering one-to-one service and personalised communications is intrinsic to their strategy to attract and retain customers. But the emergence of 'new luxury retail', with its engaged community of consumers, brings new attitudes, motivators and standards for luxury retail brands to meet - and the race is on for market share.

## Luxury retail redefined

As e-commerce became more sophisticated and even the most heritage-bound luxury brands began to realise the value of allowing customers to shop anytime and anywhere, omni-channel services became the gateway to sales. By 2025, it's predicted that 30 per cent of global luxury sales will be online, with luxury brands more accessible to consumers than ever before. New luxury shoppers are largely more socially aware digital natives with clear expectations for a modern, personalised service which they can access at their convenience.

## Key drivers for 'new luxury' shoppers

With the rise of the more socially aware 'conscious consumer', retailers must ensure they chime with customers' values. Social media is a key starting point as, according to Luxe, millennials and Gen Z will account for 70 per cent of the luxury market by 2025 who will be mainly finding or sharing their identity on social platforms such as Instagram and TikTok.

Today's luxury customers expect more than an item which showcases their wealth. They seek more personal connections that reflect their values and promote their self-image.

## Six ways for retailers to meet customers evolving expectations

As the shift in how luxury customers, their values and the way they prefer to shop continues, luxury retailers need to take steps to ensure they keep pace with their needs and get fully into the psyche of the luxury shopper to understand what it means to meet and exceed expectations for an outstanding luxury customer experience...

### • Become active storytellers to build cultural credibility

To tap into this desire to be seen as authentic, tasteful and socially significant, luxury retailers need to consider what story their brand is telling, and how it relates to the target audience in supporting their own brand and how they present themselves to the world. Luxury brands need to examine their own cultural heritage and how it fits with today's luxury ethos – it will play a big part in engaging the new luxury shopper. Self-expression/active storytelling should be at the heart of every engagement strategy.

### • Understand your customers

Luxury retailers need to pay close attention to how customers present themselves and how their brand supports their personality. They must be prepared to tell an authentic story that relates to how customers see themselves – enhancing a personal brand with luxury goods that make them feel validated.

### • Speak the luxury language

Supporting the self-image of luxury customers – existing and aspiring – both socially and as part of an overall experience should be at the heart of every engagement strategy. From a tech perspective, that means making sure store associates have the information they need to tell the right kind of story, via clienteling tools which provide information on the full product range, the customer's profile and preferences, intelligence on where they have engaged with the brand before and full access to social and marketing campaigns to reinforce and inform every interaction, so that the customer feels that they are fully understood.

### • Adopt an omni-channel approach

Providing an authentic insight into the brand's cultural stance depends on integrating essential data right across the business to ensure there is a rich and readily accessible catalogue of both product and company information. This means adopting a retail technology ecosystem driven by a platform that delivers an omni-channel service. This will also give access to smart recommendations, online reviews, social media content, videos and blogs that provide social proof and expert insight.

### • Become more inclusive and sustainable

Proving to the new conscious consumer that your brand is ethical and actively uses sustainable manufacturing processes takes more than simply adding a green label to your products. Luxury customers - particularly those aged 16-30 - are keenly aware of which brands simply pay lip service to the concept without taking action. To appeal to lucrative younger customers, retailers must give convenient access to product information wherever and whenever they choose in an honest way which will keep pace with their needs.

### • Embrace clienteling for the 'human touch'

Store associates must have the information they need to tell the right kind of story, via clienteling tools which provide customer intelligence, product data, full access to social and marketing campaigns to reinforce and inform every interaction, so that the customer feels that they are fully understood. This should include information on ethical business practices and sustainability, credentials for each product and full details of the company's policy for sustainability and responsible manufacturing. With clienteling the store associate can deliver a more personal service, handholding a customer through the browsing and buying process and building brand loyalty. Store associates can enable online ordering in-store, upsell appropriate products and offer exclusive communications through in-depth profiling.

## Taking control of the luxury retail agenda

Luxury retailers need to acknowledge that their customers have cross-channel shopping patterns, governed by their real-time wants and needs. Giving them a personal service that meets their high standards depends on having a strategy for bridging the gap between online and offline – one which reflects the retail craft behind truly exceptional experiences.

Most importantly, it's essential in these uncertain economic times that luxury retailers connect their online presence with their in-store services to take full advantage of the spending power of their digitally-driven, 'always on' up and coming customers. Consistent and highly personalised one-to-one interactions both in-store and via technology channels are paramount to delivering the calibre of shopping journey that luxury shoppers will want to repeat.



Paint My Dreams, Harrods, London, UK

# UNLOCKING OPPORTUNITY IN ROMANIAN RETAIL



FASHION HOUSE Group is proud to announce that the construction of FASHION HOUSE Pallady Phase Two is well underway! Set to have its grand opening in Q2 2024, this expansion project is poised to completely revolutionise the whole shopping and leisure experience in eastern Bucharest.

## About FASHION HOUSE Group

The Group is the visionary mind behind Romania's only two professional outlet centres. It's also a leading player in the European outlet sector and the largest operator in the Central and Eastern European (CEE) and Russian markets. With a track record of dominating emerging outlet markets, the group has invested 45 million euros in FASHION HOUSE Pallady, aiming to provide its customers with a one-of-a-kind shopping destination.

## Expanding Excellence in a Growing Market

FASHION HOUSE Pallady Phase Two will cover over 5,700sq m and over 55 per cent of the space is already leased, bringing exciting enhancements to the retail mix with new anchor stores. Phase One, which spans approximately 8,000sq m, already houses numerous prestigious brands such as Nike, Puma, BSB, Killtec, Sizeer, Time Out, Triumph, U.S. Polo Assn. and Samsonite, offering year-round discounts of up to 70 per cent. Visitors can also enjoy free parking, restaurants, cafes and a dedicated children's play area that transform every visit to the centre into a multifaceted and ultra-enjoyable experience.

## Unique Concept and Strategic Location

Launched in 2021 on A2 Bucharest, FASHION HOUSE Pallady distinguishes itself with open-air galleries and an architectural approach inspired by Bucharest's fascinating Belle Époque. The decision to expand quickly is bolstered by the outstanding performance of FASHION HOUSE Militari, the first outlet centre in Romania which opened in 2008. Both centres have exhibited remarkable growth in 2022 and 2023, underscoring the outlet business's potential in Romania, even in challenging economic times.



## A Vision for the Future

Brendon O'Reilly, Managing Director at FASHION HOUSE Group, envisions this expansion as a natural step in strengthening their presence in the local outlet market. He emphasises the importance of offering an attractive retail mix, including strong international anchor brands and prestigious local names. The goal is to meet the evolving preferences of discerning customers while ensuring an exceptional shopping experience.

"We pioneered the professional outlet centres in Romania and it's definitely been a winning formula," says O'Reilly. "Through this expansion we are strengthening our position within the local outlet market which exhibits a proven growth trajectory. Our immediate objective is to cater to the diverse needs of our patrons through an enticing retail blend and further curate an offer which aligns seamlessly to our customers' desire of not prioritising only the quality of their purchases, but also their affordability. Moreover, we are committed to enhancing and diversifying our offerings within the leisure and lifestyle segments, as we see that the consumers are looking for a great, well-rounded experience that turns their shopping spree into a memorable one."

Join us in creating your retail success story at FASHION HOUSE Outlet Centre Pallady!

[www.fashionhouse.com](http://www.fashionhouse.com)



Meet us at MAPIC  
28 Nov - 30 Nov 2023  
Cannes, France

Stand R7.J15





# Reshaping the Future of Live Entertainment through Technology

In this month's Leisure Insight, Kiryl Chykeyuk, CEO and Founder at HYPERVSN takes some time out from the day job to discuss with RLI how the future of live entertainment is being altered and reshaped through technology for a new generation.

The live entertainment and events industry is dynamic and ever-evolving, thriving on delivering memorable experiences. Whether its music festivals, live performances, film launches or sporting fixtures the multifaceted nature of entertainment and events demands a unique blend of creativity, technology and strategy. While the specifics of these events can differ greatly, everyone involved ranging from production companies, venues, technology providers, entertainers and more all share the same unified passion: crafting unforgettable experiences for their audiences.

Fierce competition has led to novel and unique ways of vying for the attention of spectators and organisers are frequently relying on digital solutions to do so. At the high-end of immersive technology deployments, we're seeing holographic replicas of performers as they appeared in the past delighting attendees. In March 2023, the ABBA Voyage experience achieved a significant milestone with the sale of one million tickets since opening in May 2022.

Maximising ticket sales remains the lifeblood of the entertainment sector and to keep drawing audiences back, the understanding that these sales are driven by creating unforgettable experiences that resonate long after the show is crucial. There is one thing to caveat with this example, however. ABBA Voyage is a completely bespoke solution and is one of the most expensive productions in music history, carrying a price tag of £140M. While not all organisations can justify this kind of spending, its evidence that the cornerstone of commercial success for live events lies in crafting encounters that resonate deeply and forge a lasting bond with attendees.

## Elevating live events with phygital tech experiences

For many events, the centrepiece of the show will continue to be made up of physical elements. A music concert or show specifically would focus on the performer(s) on a physical stage, with lighting and sound effects. In a large stadium or venue with balcony seating that makes the view of the stage difficult, audiences may feel less connected with the performance than those in the front row. When relying solely on physical attributes, it can be a challenge to capture the entire audience's attention and make them feel immersed in the event.

Adding elements of digital media or devices attendees can interact with can complement and enhance the physical aspects of a live event or performance. It can help to connect more deeply with everyone in the audience, no matter where they are seated. This combined approach of physical and digital aspects is aptly coined as a "phygital" experience. Various technology and digital solutions, including holographic displays and virtual reality innovations, can be layered as appropriate amongst traditional physical attributes to captivate the intended audience.

By enhancing the overall experience for all attendees, "phygital" live events serve to resolve a huge challenge faced by the sector: content or experiences that are forgotten almost immediately. If there's no emotional resonance to imprint in the customer's memory, what's driving them to either make a repeat purchase or tell others to buy a ticket for a future show?

Recognising this challenge, the industry has turned to innovative solutions that capture the attention not only of the main event or

showcase but also at various touchpoints before, during and after a show. In the music industry, for example, virtual meet-and-greets with artists or even virtual backstage tours to help attendees feel more immersed. Digital worlds and characters can also be brought to life through various digital media or technologies, creating seamless blends of virtual and real environments that leave a memorable mark in the audience's mind.

As technology continues to evolve and integrate with live events, the collaboration between production teams, venue staff, technology providers, sponsors, artists and other professionals who work tirelessly behind the scenes is critical. Combining both physical and digital elements with strategic technological solutions plays a vital role in the success of any event, from the point of entry to the main attraction.

## Stepping inside the story

While attendees may have a strong connection to a sports team, artist or theatre performance ahead of the event, they will want their investment to be justified. Especially in the current climate where inflation remains high and consumer budgets are stretched. Live events are under increased pressure to deliver and exceed expectations to stand out in a crowded market to ensure commercial success.

By crafting an immersive experience with interactive touchpoints that begin at the point of entry and extend beyond the main stage, events can create a memorable journey, fostering deeper connections and ensuring they stand out against other event experiences.

Incorporating technology with real-time audience engagement in this way, such as touch pads that allow attendees to change or manipulate the holographic imagery or live beam themselves as a digital avatar, makes people feel like they are truly stepping inside the story or theme of the event.

## Live entertainment and events, now and in the future

With tightened consumer budgets, the rapidly evolving live entertainment and events industry faces the challenge of delivering exceptional value. Blending creativity, technology and strategy to craft unparalleled audience experiences is critical as audience expectations are raised and the competition intensifies.

Those who merge physical and digital elements to adapt to rising audience demands and deliver standout, memorable experiences will set the stage as trendsetters in the events and entertainment sector. Phygital experiences are more than just a trend. They are here and now and essential in leaving a lasting imprint on attendees' memories.

The onus is on everyone involved with putting on live events, from inception to delivery, to continuously push the boundaries of what's possible and redefine the audience experience. Technologies such as AI, augmented realities or holographic solutions have evolved beyond their roles as flashy gimmicks or showpieces in the events landscape. Today, they command the spotlight, turning every event into a captivating story that resonates with audiences. This isn't just a glimpse into the future; it's the transformative shift happening in the events industry right now.



Holographic Installation  
Las Vegas, Nevada, US



## DESIGN 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](http://www.3mix.com)

**YOUR PROJECT  
COULD BE  
FEATURED HERE**

AVAILABLE FROM  
DEC 2023 / JAN 2024  
FROM £125 A MONTH\*

### BDP



**BDP** is at the forefront of mixed used and retail design. Forward-thinking and progressive, we understand market trends and societal changes and how they affect development. Working closely with clients we identify opportunities and design places and buildings of the highest quality, creating mixed-use developments with sustainability and community at their core. Inquisitive by nature, multi-disciplined and multi-sectored, we have an international presence and knowledge base, whilst understanding the importance and value of the local.

[www.bdp.com](http://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](http://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](http://www.broadwaymalyan.com)

### CONCEPT I



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

[www.concepti.com](http://www.concepti.com)

**YOUR PROJECT  
COULD BE  
FEATURED HERE**

AVAILABLE FROM  
DEC 2023 / JAN 2024  
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](http://www.one-works.com)

### TCONCEPT



**Tconcept** 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](http://www.tconcept.nl)

\* minimum of 12 months

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

# The Amazing Evolution of the Dubai Shopping Centre Industry

As markets and destinations around the globe are looking to re-invent themselves to attract retail and tourism investment, Phil McArthur, Founder and Chairman of McArthur Retail Development Specialists, a renowned leader in the retail real estate industry having provided strategic assistance to over 150 developers in 22 nations, shares with us an insight into how one of the world's most well-known destinations has evolved to be a global leader.



As an industry veteran, I often look back to see how our business has expanded and transitioned during the past few decades. From the expansion of global brands to E-Commerce to the globalisation of the shopping centre business, our industry never rests.

One could argue that retail real estate is one of the largest industries in the world. If we also consider grocery and food retailing, physical bricks-and-mortar buildings are essential everywhere in the world for retailing.

During the recent Covid pandemic, the demise of physical retail was being touted by many. Now in 2023 we now know this prediction could not be further from the truth.

The creation of Dubai as a worldwide destination for tourism and commerce has been a marvel to witness. The role the shopping centre industry has played in Dubai growth has been strategic and aligned with the government's vision of a modern city.

The Late Sheikh Rashid Bin Saeed Al Maktoum, Ruler of Dubai at the time, often said that "If it's good for business, it's good for Dubai". This business-friendly policy has made Dubai the pre-eminent business and trading hub in the MENA region, and one of the premier business destinations in the world.

While Dubai led the boom in retail development in the 1990's and 2000's neighbouring Emirates have also embraced the shopping mall culture. With difficult weather conditions in the UAE from April to October, shopping centres became the town squares for many communities.

The first shopping centre in the region was Al Ghurair Centre located in the heart of Deira. This 40-year-old property has expanded and renovated over the years and today boasts an excellent retail mix and strong customer traffic. Recent additions to Al Ghurair Centre include a world class family entertainment centre as well as a new urban food hall under development.

The opening of the first MAF mall, City Centre Deira in 1995 changed the mall industry forever in the MENA region. Developer Majid Al Futtaim had a modern vision to develop the first regional mall in the Middle East. Prior to City Centre Deira, most retailing in Dubai was high street and souk shops and the results were spectacular.

The vision of Majid Al Futtaim continued to deliver many successful shopping centres in the neighbouring Emirates of Sharjah and Ajman as well as expanding into other countries such as Oman, Bahrain, Lebanon and Egypt with strong shopping centre offerings.

One major driving factor of MAF's expansion was the opening of Carrefour Hypermarkets and supermarkets in various MENA counties. From a humble start in 1995, MAF owns the rights to operate the brand in over 17 countries across the Middle East, Africa and Asia.

Today, Majid Al Futtaim operates over 375 Carrefour stores serving more than 750,000 customers daily and employing more than 37,000 people.

In November of 2005, MAF opened the Mall of the Emirates complete with an indoor ski attraction, two major hotels and over 600 shops. Today this property is considered one of the most successful super regional malls in the world. The Mall of the Emirates set a new standard

for merchandise mix and its fashion selection included a wide range of luxury brands. The mall also was the first to have direct access from Sheikh Zayed Highway into the mall parking area.

Not to be outdone by MAF, in November of 2008, the Dubai Mall opened. This massive project was led by another real estate development visionary, Mohamed Alabbar, the Chairman of Emaar Properties. Mr. Alabbar had developed his skills working for the Government of Dubai and was a shopping centre manager based in Singapore early in his career.

Located in the \$20bn Emaar master planned community of Downtown Dubai, The Dubai Mall further guaranteed Dubai's position as a shopping capital of the world. The Dubai Mall opened with over 1,300 shops and services and featured an indoor aquarium, The Dubai Fountain as well as The Burj Khalifa, the tallest building the world. The Dubai Mall has also expanded twice and today features 350,000m of rentable area.

Dubai can be considered one of the best markets in the world to study and understand the retail and shopping centre industry. Not only does Dubai have over 10 super regional malls, but the city also hosts over 100 retail destinations of various typologies including neighbourhood and community malls, lifestyle centres such as City Walk and waterfront retail promenades located in Jumeirah Beach Residences (JBR) and the Beach. Many of these smaller centres serve a local target audience while others have become strong F&B destinations.

The contribution of Dubai's shopping centres to the overall economy and tourism boom cannot be underestimated. Today over 15 million visitors and tourist visit Dubai.

Sheikh Mohammed Bin Rashid Al Maktoum, Vice President of the UAE and Ruler of Dubai has hailed the UAE tourism sector's post-pandemic revival and underlined the country's ambitions to attract 40 million hotel guests by 2031. Sheikh Mohammed has recently set out the UAE's plans to establish the "best and most active economy in the world."

Dubai has positioned itself as a leading hub for transportation and trade, over 85 million people travel through Dubai airports making it one of the busiest airports in the world.

Boasting a safe modern city, with superior infrastructure, Dubai has developed an excellent recipe for success as a global destination.

The role the shopping centre industry has played in the growth of Dubai is nothing short of phenomenal. Dubai's economy is traditionally fuelled by retail and the mall phenomenon. Currently, wholesale and retail provide approximately 29 per cent of gross domestic product.

The UAE is home to over 200 nationalities. Emiratis constitute roughly 11.6 per cent of the total population, making the UAE home to one of the world's highest percentage of expatriates. Indians and Pakistanis form the largest expatriate groups in the country, constituting 28 per cent and 12 per cent of the total population respectively.

From its humble beginnings as a natural harbour and centre of maritime trading activity on the Arabian Gulf, Dubai has created a modern city with ultra-modern transportation networks, world-class hotels and a vibrant home for people from around the globe.

# We Create Great Destinations

MENA's leading Retail Real Estate Specialists



## Recent projects



### Al Ghurair Centre

Dubai, UAE  
Retail Real Estate Audit and Improvement Strategy



### Abdali Mall

Amman, Jordan  
Retail Real Estate Market & Asset Review and Project Valuation



### Al Othaim Malls

Kingdom of Saudi Arabia  
Development of Mall Leasing Standard Operating Procedures and Best Practices



### Al Jada Central Hub

Sharjah, UAE  
Market Study, Design Development and Leasing Strategy Advisory



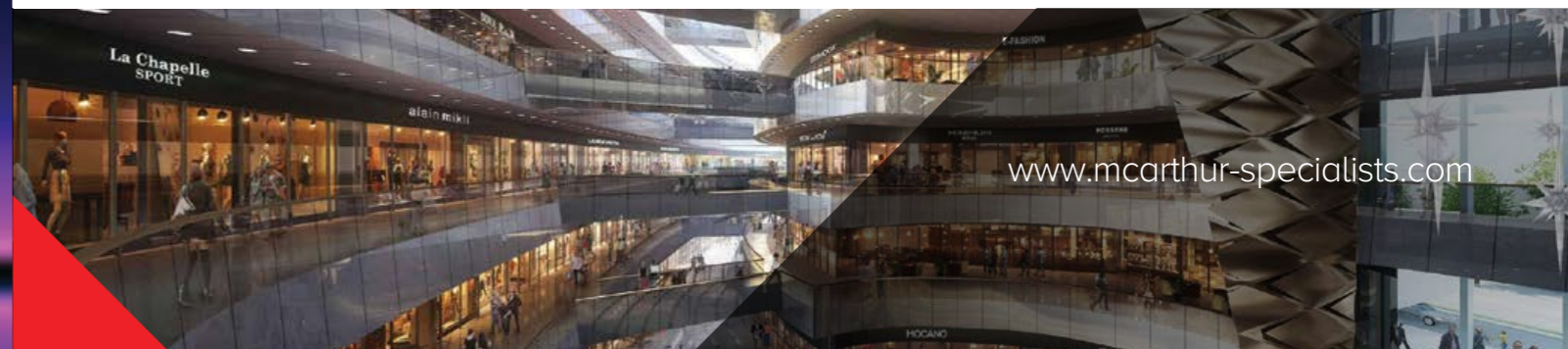
### Mall of Qatar

Doha, Qatar  
International Retail Leasing Strategic Advisors



### The Crest at Muscat Hills Golf & Country Club

Muscat, Oman  
Design Optimization and Retail Merchandising Strategy



# The Data and Technology Trends Shaping 2024



**Gareth Jordan, Director at ART Software Group, the company behind the Retail Advantage digital platform that empowers retail destinations with advanced analytics and powerful digital tools, explores the technology trends that justify the hype for the year ahead.**

The costs of not leveraging data have long been shown to result in lost sales opportunities, lower productivity, poor employee experience and reduced customer service. This is proving even more critical as we approach 2024. It is time to move beyond thinking of data as charts and graphs and towards adopting augmented analytics and other technologies that are reshaping retail and leisure.

## Augmented Analytics

Augmented Business Intelligence and analytics combine data science and AI tools like machine learning to enhance data-driven decision-making. By utilising a conversational user experience to further data democratisation this can give people with little to no technical background the ability to work with digital tools and make insights-driven decisions. This empowers organisations to broaden how informed all retail staff are and helps them to find and act on the intelligence uncovered, a sure-fire way to make a genuine difference before the optimal time has passed.

We are on the precipice of a new distribution of wealth in retail: those who adopt new practices and tools in their strategy will gain an immediate and distinct competitive advantage over those who don't. Businesses must move away from static data and towards dynamic, actionable insights that help them adapt quickly.

## Sustainability & Technology with Purpose

Unsurprisingly, technological approaches to environmental, social and governance (ESG) targets will gain even more momentum during 2024. However, it is such a broad topic and an increasingly important consideration for consumers, brand partners and investors that it can quickly drive you and your team to be swamped in data. Here, Analytics and AI can be hugely helpful in tracking progress, reducing costs and guiding efficiencies.

A retail destination or group's capacity to access and act on data affects everything from culture to outcomes. Establishing data collection and aggregation with purpose will enable your organisation to look for answers to difficult questions and take steps swiftly and confidently towards achieving your sustainability goals.

ESG is ultimately about seeing the bigger picture, but if you sit within a portfolio of retail destinations or stores, you will know that one strategy rarely fits all. Therefore, the right technology enables teams across a destination or a group of shopping malls or stores to have their core data consistently structured yet adaptable to their unique strategies to meet shared goals.

When you present analytics dynamically, those with different roles can plug into insights around the same KPIs and tailor actions according to their data patterns. For example, if we take data captured around energy, retail destinations in different geographies may have different weather, legal requirements or social norms. Clear and coherent insight is the only way for companies to make good on their environmental commitments. Still, as with any changes, businesses and landlords will need to stay on top of how different measures impact them and their assets to ensure sustainable growth.

## Cloud-Native Retail

As we head into the New Year it will continue to be a priority for retail destinations to migrate to cloud technology to improve data accuracy, support operational performance, and enhance teamwork and remote participation.

Getting everyone to realise more value from their data requires more than just human collaboration - it requires technical system collaboration too. By aggregating data streams and centralising insights through digital

services, retail destinations have a consistent, reliable source of truth for customer and other data that supports synergy between teams regardless of your business area - stores, retail parks, retail focused landlords. The data to understand trends and motivators driving sales and other patterns of behaviour is integral to providing value for brands and scheme managers.

We are big advocates for engaging communication - not just for consumers as is often the focus, but better insights and connected working for everyone across a retail destination or through connected stores. This also provides ongoing touchpoints around shared consumer analysis, which speeds up processes. By harvesting the knowledge available from multiple sources, everyone is connected and armed with intelligence relevant to the moment in order to capitalise, convert sales and achieve the best experience possible for customers, encouraging repeat visits and positive reviews.

## Experiential Insights

Technology also gives retail strategists the smart digital layer needed to truly connect the dots on a number of levels. Smart mapping is one good example of a more experiential way to read the data. Visualisations are more accessible and make planning and formulation of strategies easier. For example, there is something particularly engaging about seeing the effect of changes on a map and seeing graphically where problems may arise. This enhances leasing decisions and informs the locations of things like click & collect services or automated food pickup - things that create a fluid workflow and also provide ways to reduce underutilised space.

In 2024 insights should have evolved to ensure that the most important questions you need to ask are being answered effectively through the tools that you are using. Your experience of interpreting data should be streamlined and you shouldn't have to sift through the weeds in order to find solutions.

## A Breakthrough Year

Essential trends that made this year memorable for innovation will continue to challenge and improve retail and leisure business and assets in exciting ways. Whilst not all technologies are applicable to every situation, embracing proven solutions has shown to accelerate growth in agile industries.

Retail and leisure has always been an industry that relies on its ability to adapt to dramatic and sudden change. We have been working with clients to utilise the latest technologies that leverage the data they need and apply it in innovative ways that deliver results. With 2024 on the horizon, retail will see the biggest gains by further fusing the physical with digital layers that capitalise on remarkable technological advances. This is the formula for powerful futures to emerge.



## FIT-OUT GALLERY

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

### ESPRIT DIGITAL



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

[www.espritedigital.com/lumos](http://www.espritedigital.com/lumos)

### NIKI LTD



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

[www.niki-ltd.com](http://www.niki-ltd.com)

### PORTVIEW



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

[www.portview.co.uk](http://www.portview.co.uk)

### PURE FITOUT



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

[www.purefitout.com](http://www.purefitout.com)

**YOUR PROJECT  
COULD BE  
FEATURED HERE**

AVAILABLE FROM  
DEC 2023 / JAN 2024  
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](http://www.schwitzke-project.com)

**YOUR PROJECT  
COULD BE  
FEATURED HERE**

AVAILABLE FROM  
DEC 2023 / JAN 2024  
FROM £125 A MONTH\*

### UMDASCH



**umdasch The Store Makers:** Premium & Travel Retail delivers 155 years of our heritage and expertise to make your store stand out from the crowd. We work with you on an individual basis to ensure that your vision is realised and your expectations are exceeded. With imagination, a feeling for materials and pioneering trends, we create top-quality shopfitting. Premium & Travel Retail is our passion.

[www.umdasc.com](http://www.umdasc.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](http://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**

# The Age of Responsible Growth: Committing to a better future

As MAPIC 2023 ushers in a new era, MAPIC Markets Director Francesco Pupillo reflects that the key to continued growth and value-creation lies in a more sustainable approach, that prioritises reducing environmental impact.



Over the past year, retail, leisure, hospitality and property players have shown remarkable resolve and performance in facing the challenges and opportunities of economic and geopolitical shifts—but these events have highlighted the industry's dependence on finite resources.

As a result, this year's MAPIC focuses on innovations that help the industry operate more efficiently, including the integration of technology to reduce energy consumption and better understand consumers. By reducing, reusing, or recycling products and waste and facilitating more efficient energy and water consumption, landlords, owners and managers can strive toward carbon-neutral property assets.

At its core, the 2023 programme offers property players an unmissable window into sustainability initiatives that respond to consumers' search for meaning and investors' search for value. For retail real estate players, it is about seeing the link between responsibility and business growth. Responsible growth is vital to long-term success, consumer engagement and ultimately, realising the full potential of any retail real estate asset. Therefore, MAPIC will also continue to address questions regarding the positive effect retail can have on the social fabric of our cities, as part of mixed-use development or urban regeneration.

Last year, MAPIC saw a roaring return from the pandemic and this year's event will continue that theme, with an expected attendance of around 6,000 participants and 1,800 retailers & DNVBS and food & leisure players from 75 countries, to attend the show. The confirmed exhibitors for this year include Cushman & Wakefield, IGD, Nhood, CBRE, Pradera, VIA Outlets, McArthurGlen and INGKA.

MAPIC's job is to give the industry a novel perspective and provide

a deal-making forum—ultimately it is an unparalleled opportunity to connect with collaborators and peers alike.

## Fostering future success

### MAPIC Academy

Brand-new for 2023 is the MAPIC Academy, MAPIC's start-up incubator for innovative young retail brands. It selects 5 young retail brands and supports their development through MAPIC's network of experts and partners—providing financial backing and the opportunity to open a pop-up store through a property company partnership.

Following an immensely productive mentoring day at the end of September in Paris with the five finalists, the selected brands—The World of Onyo, Superstack, W.O.P - World of Pop, Greener, t7berlin—will exhibit at the Retail Village. The winning retail brand will be selected by a jury based on a final pitch session at MAPIC itself.

### MAPIC Sustainability Lab

This year MAPIC will also host the all-new Sustainability Lab in the heart of the exhibition area—designed to equip attendees with the tools to pursue carbon reduction objectives as the world tightens its regulatory belt. ESG experts, including leading companies that provide certifications and suppliers of new sustainable technologies, will all be on hand to provide productive advice.

### Leisure and F&B take centre stage at MAPIC

In line with the central themes' focus on leisure, food, new retail and innovation, we will also welcome the second edition of the Retail Village,

LeisurUp and The Happetite Forum programmes.

Following last year's success, the Retail Village will take an exhibition area of 300 sqm featuring a selection of 30 mid- and small-sized brands with strong development potential. From DNVB brands looking for physical spaces to sustainable and socially conscious new retail brands, the Retail Village offers property players the very best of new potential tenants, to enrich their mix in their retail assets.

**LeisurUp by MAPIC** is the dedicated conference track and area for the location-based entertainment (LBE) sector and is designed to highlight the industry's growing popularity and diversification. For the first time, the programme will host speakers from both Netflix and Tomorrowland Leisure - and subsidiary of Tomorrowland Music Festival.

MAPIC has also released a leisure whitepaper, in collaboration with Leisure Development Partners, which explores how entertainment can boost footfall beyond a typical retail catchment, attract more night-time visitation for longer hours and determine tenant mix with maximum impact in mind. Ultimately, our LeisurUp programme is designed to facilitate the role that leisure and entertainment can play in regenerating retail destinations and city centres.

The **Happetite Forum** by MAPIC will also bring together a dedicated F&B conference programme and networking events. Participants will be able to discover the latest trends—from the ever-increasing focus of consumers on sustainability and ethical practices to the evolution of dining concepts and formats. Sessions will provide valuable insight on how major brands are developing their offer and how destinations are adapting to meet these changing needs.

## What are some of the key speaking sessions and announcements?

This year's conference will kick off with a keynote from three leading female executives from some of the world's most innovative and sustainably successful retail real estate projects. Alison Rehill-Erguven, CEO of Cenomi Centers, Joanna Fisher, CEO of ECE Marketplaces and Cindy Andersen, Managing Director of Ingka Centres, will speak on the central topic of The road ahead: responsible growth.

From a retailer and brand perspective, Raymond Cloosterman, the Founder and CEO of the global home, cosmetics and wellbeing brand, Rituals Cosmetics, will deliver a keynote on his experience as a founder and the brand's latest initiatives on its path to sustainable wellbeing.

We will also host Tomorrowland Leisure and Netflix as keynote speakers for the first time. Tomorrowland Leisure will announce and present its first project - LIFE - an aqua park in Poland-Kownaty, 30km from the border of Germany. Additionally, Christine Wacker, Director of Business Development - Consumer Products Experiences and Live Experiences at Netflix, will speak on how the company has successfully leveraged some of the world's most successful IP into location-based experiences.

The Happetite Forum programme will open with a keynote from Tigrane Seydoux, one of the founders of the Big Mamma Group, to share its vision for the future of the restaurant sector and the main challenges it faces.

**Don't forget to pick up your hard copy of this month's sought after RLI November issue, strategically placed in premier locations throughout MAPIC & LeisurUp. For more information about MAPIC or to book your place, please visit [www.mapic.com](http://www.mapic.com)**



VOYAGER - MAPIC INSIGHT

# Discover the New Generation of Retail

Created and launched in 1995, MAPIC is the leading global platform to build vibrant retail and urban destinations. The globally-renowned retail property market gathering will bring together retail, property, food and leisure leaders from over 75 countries at its on-site event at the Palais des Festivals in Cannes, France from 28 to 30 November.

The three-day event will feature 6,000 participants and 1,800 retailers & DNVBs (digitally native vertical brands) along with food & leisure players taking part in exhibitions, conferences and networking events. The exhibition floor of 12,000sq m will be the place to be to connect with all types of retail property players and meet with new partners & the industry's game changers. The numerous networking and matchmaking events will allow attendees to build their relevant network and attend the six closed-door events to meet C-level people and co-create new business models. They can also take part in the world-class conference programme to explore the retail and real estate industries like never before and hear real-life case studies and learn more during the more than 100 planned conference sessions.

### 2023 MAPIC Main Initiatives

The MAPIC Academy - In Partnership with Nhood, MAPIC Academy Challenge is the opportunity for young retail companies established within the last five years and willing to launch a new physical retail concept, to gain financial and expert support to develop their ideas and concepts. The five finalists are The World of Onyo, Superstack, W.O.P - World of Pop, Greener and t7berlin and they will be exhibiting in the Retail Village.

The Sustainability Lab - A new exhibition area to gather ESG players and service suppliers with dedicated solutions in terms of energy efficiency for Retail Property players. These new partners will guide retail property players in their road to become carbon-neutral and more ethics! Besides, MAPIC 2023 key topic is: "The Age of Responsible Growth: Committing to a Better Future"

### Enter the World of MAPIC

To provide retail, property, leisure and food key players with the right platform to turn traditional sites in modern lifestyle destinations, MAPIC

once again brings you the LeisurUp and The Happetite Forum, gathering new occupiers changing the face of retail.

LeisurUp by MAPIC - Launched in 2021 by MAPIC, LeisurUp welcomes the most important players from the location-based entertainment industry (leisure operators, manufacturers and service providers, IP Owners, etc.) looking to meet and build new business models with retail, property and other leisure players.

The Happetite Forum - Created in 2017 by MAPIC, it provides property players with the most dynamic restaurant concepts worldwide and enables restaurant chains to meet with the right partners to expand their brand internationally. In 2022 The Happetite became a Forum gathering the main international food experts.

Also on site guests will be able to visit the Retail Village, where they can discover new retail concepts that are redefining the retail landscape and appealing to an increasingly ethical consumer, including DNVBs, hospitality and wellbeing brands.

Finally, join the innovation platform of the global retail property industry. By visiting the MAPIC Innovation Forum, visitors can learn more about digital innovation which enhances the customer experience, innovations that bridge the gap between physical and online and how to capture data from shoppers.

Ahead of the upcoming event, RLI will take this opportunity over the following pages to highlight a selection of under construction and recently completed projects from around the globe. Schemes that highlight the new generation of retail and how these mixed-use developments are more important than ever for customer retention, increasing dwell time and enticing new patrons.

# DAISO JAPAN



Over 5200 Stores Worldwide  
throughout 26 Countries and Regions

## Meet us at MAPIC 2023 Palais -1 Stand N51

[www.daiso-sangyo.co.jp/en](http://www.daiso-sangyo.co.jp/en)





## Global Projects Americas

A joint venture between RioCan REIT and Allied Properties REIT, The Well is a bold reflection of Toronto's energy and diversity and an extension of the urban vibrancy of King West. Bordering Front, Spadina and Wellington, it is a mixture of retail, commercial and residential space in downtown Toronto that will draw approximately 22,000 daily visitors, including the approximately 11,000 residents and employees that will live and work at The Well. The design includes 1.2 million square feet of office space and 320,000sq ft of retail and food service. It has 1,700 residential units spread throughout six residential rentals and condominiums, plus one office building connected to a three-level retail base. At The Well, the idea of liveability is real, with easy access to everything that Toronto demands, expects and deserves: transit, culture, wellness, sustainability, diverse food options, inspiring workplaces and curated entertainment. Scheduled to open in stages through this year and next, is a choreographed mix of urban experiences, dynamic architecture and interconnected public spaces.

Royalmount, a major new retail and lifestyle destination coming to Montreal next year, has today announced Saint Laurent, Versace, Jimmy Choo, Michael Kors, David Yurman and TAG Heuer as the latest luxury brands set to open, with first launches in summer 2024. Royalmount is a \$7bn, mixed-use development in the heart of Montreal, featuring retail, offices, restaurants and entertainment, all surrounding our engaging central park. The first phase will consist of 824,000sq ft, two-level retail and lifestyle complex. Royalmount will be the first 100 per cent carbon-neutral mixed-use development in the Americas and the

largest LEED Gold retail project in Canada. Being delivered by real estate development and management company Carbonleo, it aims to bring best-in-class brands and experiences to the Quebec market. Upon opening, Royalmount will become the preeminent destination for shopping, dining, and entertainment in Eastern Canada. Offering more than simply a place for transactions, Royalmount aims to bring people together in an environment that prioritises emotional wellness and happiness.

A project opening in spring this year by Thor Urbana is The Landmark Tijuana, which is a project that is located in the Golden Zone, the area with the highest real estate growth in the city of Tijuana in Mexico. The scheme will bring together the best shopping, dining and entertainment offerings unlike anywhere else in the area. It will be complemented by an exclusive residential tower, luxury hotel and class A+ office spaces to become the new place to live, work and play. The lifestyle centre will feature 308,000sq ft of leasable area, whilst the surround facilities within the scheme will include 154,000sq ft of A+ office space, 190 residences, a brand new hotel with over 200 rooms, more than 2,000 car parking spaces and all this will open to the public in spring of next year. The upcoming project will offer a unique mixture of cultural diversity from the region, integrating itself into an existing, bicultural, vibrant community in search of exceptional experiences. The Landmark Tijuana will transform the lifestyle of every person who has the chance to experience this most innovative development in northern Mexico.

Pacifico Town Center is inspired by the majestic, natural beauty of its surrounding as a place of wonder, discovery and urban refuge. The project by JERDE for its client, developer London & Regional Properties

is conceived as an "outdoor playground" with a strong emphasis on entertainment, nature and creative art as a catalyst to bring people of all ages together. The ongoing development is adjacent to an Air Force base and Pacifico Town Center is part of a larger live-work-play vision plan conceived by JERDE. Phase 1 of the Town Center development is located along the main Town Center Drive corridor and will bring over 200 units of housing and an office tower, along with an abundance of retail, F&B, and entertainment options. Visitors will be treated to a unique and simple, rustic architectural sensibility that was inspired by nature, through the usage of natural materials in combination with creative building composition.

The Camino Real shopping centre in San Isidro, one of Lima's prime commercial and residential zones, will be refurbished and extended by developers Parque Arauco and Grupo Centenario to transform the existing centre and bring a modern retail, office and hospitality hub to Peru's capital. The extension will include a three-floor department store, a food court, a hypermarket and a cineplex, served by seven floors of car parking. The reconfiguration will respect the district's history and urban environment while adding a contemporary flavour. Being designed by Chapman Taylor, the dynamic interior spaces will incorporate a design motif which references the nearby Bosque el Olivar, a highly cherished green space in the bustling city. Sustainability is also a key design feature. An adjacent plot of land will be used to create a brand new shopping centre, with four floors of retail set around a central atrium. A hotel will also be provided, and three office towers in the existing centre will be refurbished, bringing modern and high-quality workspace to the development, all connected by a green roof.

Camino Real, Lima, Peru  
Developers: Parque Arauco & Grupo Centenario



The Well, Toronto, Canada  
Developers: RioCan & Allied Properties



1st Downtown Jacksonville, Florida, US  
Developer: Iguana Investments



Pacific Town Center, Panama City, Panama  
Developer: London & Regional Properties



Royalmount, Quebec, Canada  
Developer: Carbonleo



The Creek at Dominguez Hills, California, US  
Developer: Plentitude Holdings



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

What was to be Rock Run Crossings has now become the RockRun Collection. Developer Cullinan Properties' rebranding of its 310-acre mixed-use centre now under construction in Joliet, Illinois, comes after the Illinois-based developer announced the signing of a significant anchor. Penn Entertainment, owner of 43 racetracks and casinos in North America, has committed to a \$185M budget to construct a Hollywood Casino on-site. In addition, RockRun Collection will include 500,000sq ft of retail and restaurants and 160,000sq ft of entertainment. Anchored by Hollywood Casino Joliet and Regal Cinemas, the mixed-use development will include additional hotels, office/healthcare and multifamily uses. It will service a total trade area where numbers are expected to rise tremendously. The population of Will County, of which Joliet is the county seat, is expected to grow more than 75 per cent by 2040. A full completion date for this ongoing scheme has not been given.

Currently under development by Plentitude Holdings in California, The Creek at Dominguez Hills project is spread across approximately 87 acres and is scheduled to open its components throughout this year. The centrepiece of the scheme is a 199,000sq ft multi-use indoor sports complex designed for maximum interior adjustability to accommodate basketball, volleyball practice and team competitions, as well as indoor soccer, softball and baseball training areas. It will also feature more than eight acres of park open space and a three-kilometre jogging path will crisscross the landscaped areas within The Creek at Dominguez Hills. A zipline and ropes course will provide an outdoor adventure experience within the park destination. A clubhouse suitable for community and special events will feature a rooftop lounge. Finally, Main Street will be home to a diverse array of park amenities - from recreation to sports wellness to dining. Inspired by the brilliance of a traditional lantern festival and the artistry of colour and light - the bold, contemporary architecture and beautiful landscaping will create a marketplace experience unlike any other in Southern California.

Fuelled by an outpouring of support for downtown development from throughout their community, Iguana Investments and the Jacksonville Jaguars are gearing up for a revitalised downtown. With the opening of Miller Electric Center and both the Jacksonville Shipyards and Stadium of the Future in the works, the game plan is just getting started. The Jacksonville Shipyards, including a restored Met Park, will deliver a downtown experience that blends urban design with waterfront entertainment. A modernised public marina, landmark five-star hotel and residences, plus six-storey office building will create hundreds of new jobs, generate vital tourism revenue and spark additional opportunities for emerging local businesses. With an influx of restaurants, hotels, entertainment and parks to complement existing establishments, a buzzing downtown could become the true heart and soul of Jacksonville. No specific opening dates have been given as development continues on the different elements of the project.

JLL have announced that it has secured Avenue One in Omaha, Nebraska, as part of the mixed-use development and management strategic partnership with Poag Development Group. Avenue One, owned by Jasper Stone Partners, is 200 acres of mixed-use development and will be the first ground-up development under JLL and Poag Development Group since announcing their strategic partnership in August of 2022. For Avenue One, JLL's Retail Property Management specialised leasing team will be the leasing agent and Poag will provide the development services. Avenue One is more than 20 years in the making and is the vision of Jasper Stone Partners. Jasper Stone Partners, a boutique private real estate investment firm, envisions Avenue One to be a special place to draw people from all over Omaha to 192nd Street and West Dodge Road and serve as Omaha's "Western Gateway." The development will feature a business park, shops, restaurants, hotels, apartments and six miles of walking trails. JLL and Poag's strategic partnership will bring the vision of this mixed-use property to life.

Unibail-Rodamco-Westfield (URW) has announced Mill Creek Residential (MCR) as co-developer for the first phase of the landmark transformation of Westfield Garden State Plaza in Bergen County, New Jersey. Anticipated to break ground in 2024 and slated to open to residents in 2027, the first phase will include the construction of 550 luxury apartment homes that will be integrated with the shopping centre via a one-acre 'green town' for residents, visitors and shoppers to enjoy, as well as introduce a 'main street' outdoor district featuring restaurants and everyday conveniences and services. The development will also include significant community and sustainability features such as new parks and greenspaces, green building construction, upgraded connectivity to public transportation networks, electric vehicle charging stations and the restoration of a section of the beloved local Sprout Brook.



# Happy Tastes Good

## AROUND THE WORLD

We still have many great territories available. Join us as we continue to take the world's favourite ice cream treats global.

**7,000+**  
Global Locations

**2,500+**  
International Locations

**4.3M+**  
Fan Club Members

Experienced international franchisee support in the US, Canada, Mexico, China and Asia that includes marketing, supply chain, quality assurance, new product development, operations, design/construction and real estate, with regional centres of excellence around the world.



Our international business is primarily focused on soft serve ice cream, sweet treats, and ice cream cakes. Our menu includes iconic and proprietary items like Blizzard® Treats, the Dilly® Bar, cones, banana splits and many other favourites and novelties with constant innovation. We offer low capital investment and compelling returns. Come join us!

CONTACT US FOR MORE INFORMATION

**Chris Wren** VICE PRESIDENT, International Development | +12146753333 | chris.wren@idq.com

**Jenny Gummert** MANAGER, International Development | +16123645982 | jenny.gummert@idq.com

[dairyqueenfranchising.com](https://dairyqueenfranchising.com)

A Berkshire Hathaway portfolio company



One Bangkok, Bangkok, Thailand  
Developer: Frasers Property



Mambourin Marketplace, Sydney, Australia  
Developer: Frasers Property

### Asia & Australasia

Opened back in June this year after development work by Shaanxi Nan-Feihong Industrial Co., Ltd., the Aedas-designed Xi'an Lovi Center now serves as an urban oasis for the city. Located in Xi'an, the project is comprised of a shopping mall, office and hotel towers. Designed to be a vibrant mixed-use destination, Lovi Center has become a unique retail-recreational attraction through the hybrid of public space and greenery. Injected with vibrancy and envisioned as a garden city, Lovi Center is filled with 100 per cent natural greenery and flowers through podiums, gardens and green belts, marking itself a people-centric location with diverse commercial activities. It creates an immersive experience that consists of art and cultural exhibition, delivering an interactive and inspiring journey for visitors. With various young leisure and recreational brands, Lovi Center is slated to be an iconic retail hub to satisfy the needs of all-age groups.

K11 Group has unveiled a new harbour front cultural retail destination in Shenzhen dubbed K11 Ecoast, a flagship for its Mainland China expansion plan. The \$1.4bn project, located in Prince Bay, is scheduled to open at the end of 2024. It is jointly developed by K11's parent company New World Development Company and China Merchants Shekou Holdings. The development will have a GFA of 228,500sq m, featuring a K11 Art Mall, K11 HACC multi-purpose art space, K11 Atelier office building and a Promenade. K11 Ecoast was designed and constructed in accordance with China's 14th five-year plan national guidelines, using renewable energy, recyclable materials and hospital-grade air filtering systems. The development includes a 60,000sq m outdoor landscaping, the largest among all K11 projects.

Under construction by Sun Hung Kai Properties and with architecture and design work from Lead8, ITC Shanghai is a high-profile, mixed-use destination being developed within the well-known Xujiahui district. Currently one of the largest sites under development in Shanghai's city centre, the mega

integrated scheme combines four plots of land and will total 700,000sq m of development when completed next year. The project will include grade-A offices, a premium retail mall and a luxury hotel, all with direct access to the Xujiahui metro station where three lines converge. The future-looking design of this neighbourhood-scale scheme aims to seamlessly integrate into the already bustling shopping and entertainment quarter. The design concept physically stitches the new development with the surrounding local sites to set a new precedent for the district.

Another Lead8-designed scheme is the China Central Place Shanghai, which was unveiled at the 5th China International Import Expo and is positioned as one of the significant future projects that will define the evolution of the North Bund. The recently revealed China Central Place Shanghai development will total a construction area of approximately 200,000sq m. The scheme will be comprised of 30 luxury flagship stores with historical and cultural features, a 180m-high international headquarters building and multiple open landscaped plazas. China Central Place Shanghai intends to play an essential role in the district's development by expanding domestic demand and building a regional brand economy. The scheme has commenced with construction and it has an estimated completion date of 2026.

DFS Yalong Bay is set to be the LVMH company's first world-class, seven-star luxury retail and entertainment destination. The announcement signals the LVMH Group-owned travel retailer's "clearest commitment" to the long-term development of Sanya and Hainan and the entire Chinese tourism market. DFS Group's objective is to lead and grow the market share of luxury in Hainan across fashion, beauty and fragrances, watches and jewellery. The retailer is forecasting an "unprecedented investment" into a 128,000sq m site, attracting over 1,000 luxury brands including iconic maisons from the LVMH Group once fully operational. DFS Yalong Bay is positioned to become Sanya's premier destination for luxury shopping, world-class accommodation,

dining and entertainment, serving international and domestic tourists with innovative, renowned luxury brands and experiences.

Back in September the developer Nan Fung Group launched AIRSIDE, its 1.9 million square-foot, 47-storey mixed-use development in Hong Kong's Kai Tak. The 700,000sq ft mall offers an extensive mix of premium tenants, including home-grown brands, international cuisines and experiential retail. A 25,000sq ft City'Super store joins Muji among other retail anchors, in addition to around 40 F&B outlets and world-class entertainment, such as Hong Kong's first large-scale indoor surfing centre. A new MCL Cinema spanning over 30,000sq ft and comprising seven cinema houses, can accommodate up to 900 movie-goers. The development also features a pet-friendly hub. Renowned architecture firm Snøhetta is behind the design, drawing inspiration from the intense fusion of natural elements, historic structure and contemporary urban spaces in Hong Kong.

11 SKIES is a future HL\$20bn mixed-use destination located at SKYCITY. It is a game-changing destination that innovatively combines world-class retail, dining and entertaining experiences with a Grade-A business cluster. At over 3.8 million square feet, 11 SKIES stands as the largest all-in-one retailtainment destination in Hong Kong. It houses over 800 shops, 120 dining concepts and Hong Kong's largest indoor and immersive entertainment zone at 570,000sq ft. Three thematically-designed business towers specialising in cross-border professional services complete the 11 SKIES ecosystem, making this the must-visit destination in Hong Kong. Opening in phases between 2022 and 2025 by developer New World Development, the project is strategically located right next to the Hong Kong International Airport, Hong Kong-Zhuhai-Macao Bridge and Tuen Mun-Chek Lap Kok Link.

Site 3 New Central Harbourfront is set to become a world-class development for Hong Kong and is described as one of the most important and strategic additions to the city's Central Business District. Henderson Land Development Company Limited ("Henderson Land") was delighted to

announce that Pacific Gate Development Limited, a wholly-owned subsidiary, has been awarded the tender to develop and manage Site 3 of Hong Kong's New Central Harbourfront. The project will be developed in two phases, with the first phase due to complete by 2027. Phase one will contain about 270,000sq ft of office space, 340,000sq ft of retail, dining and entertainment spaces and about 900 parking spaces. Phase two will be completed by 2032, with an addition of about 390,000sq ft of office space, 600,000sq ft of retail space and an underground connection to the Central MTR Station.

Launched in December last year by developer Bhumika Group, Urban Square was designed and developed as an iconic destination, to be a focused, mixed-use destination for the Rajasthan state and feature a balanced mix of commercial retail, hospitality and entertainment. The project has been conceived as a catalyst to enhance commerce, infrastructure and hospitality standards of the historic city of Udaipur, India. Urban Square is a 1.8 million square feet scheme which is now the largest mall of Rajasthan and it has been positioned as an "all under one roof" mall and multiplex with lifestyle retail, mouth-watering F&B options along with Food Court, an adrenaline-driving gaming zone and a bowling alley and many more entertainment options for the entire family. The second phase will feature a range of retail shops with three more anchor tenants — a food court, restaurants and an entertainment zone, offices, a five-star hotel with 200 keys and ample parking space both in the basement as well as a multilevel car park.

A project set to launch next year by the developer Phoenix Mills Limited is the Phoenix Mall of the Millennium in Pune. Located towards the Western periphery of Wakad is the picturesque region of Pune which is where this development is being planned to set new benchmarks of shopping experiences in the city. The upcoming development will be spread over 15 acres of land in the outskirts of Pune City and is set to offer over 150,000sq m of space, with over 100,000sq m of this space being set aside for retail units.



Site 3 New Central Harbourfront, Hong Kong  
Developer: Henderson Land Development Company Limited



Phoenix Mall of the Millennium, Pune, Maharashtra  
Developer: Phoenix Mills Limited

China Central Place Shanghai, China  
Developer: Huamao Group



Taurus Zentrum is a shopping mall under construction in Thiruvananthapuram, Kerala, India. When completed it will be one of the largest and most exciting retail, entertainment and dining destinations in the country with over 700,000sq ft of gross leasable area. The mall will feature dozens of local and internationally-known retail brands, a multitude of dining options and a wide variety of entertainment including Kerala's largest multiplex. The multiplex will have 15 screens, including an IMAX theater, and will be operated by Cinepolis. Zentrum will act as the nucleus of Taurus Downtown Trivandrum and of the wider Technopark region, as well as a regional destination for the Trivandrum urban agglomeration and all of South Kerala and Tamilnadu. The mall is owned and managed by Taurus Investment Holdings and designed by the international architectural firm, Benoy.

The Tun Razak Exchange (TRX) is a vibrant, experience-led lifestyle destination that is seamlessly integrated with a 10-acre activated public park. Set to be the new lifestyle epicentre of Malaysia's capital city of Kuala Lumpur, The Exchange TRX will offer socially immersive experiences encompassing events, entertainment, arts and culture, sports and leisure and over 430 lifestyle, dining, concept stores and new-to-market brands. Designed as 'a lifestyle precinct in the park', The Exchange TRX by developer Lendlease sits at the heart of a 17-acre retail-led mixed-use development located in Malaysia's first international financial district. The Exchange TRX is known as a lifestyle precinct that encompasses retail, Malaysia's first Kimpton® Hotels & Restaurants that is connected to the TRX City Park, six premier residential towers, a low-rise large floor plate campus-style office and a dedicated Mass Rapid Transport (MRT) station. The entire development is expected to be completed in stages from 2023-2027, with the retail component opening this month.

Global real estate company Hines has revealed plans to build and operate a 74-storey mixed-use tower in Busan, South Korea's second-largest city.

Called the Global Quantum Complex, the \$1bn project will house the nation's first quantum computing R&D hub, as well as next-generation offices and space for education, retail and residential offerings. The development in Busan's Haeun-dae district will span more than 180,000sq m and will be one of South Korea's five tallest towers upon completion. Construction of the Global Quantum Complex will begin in 2024 and complete in 2027, with the finished structure incorporating sustainability features to comply with South Korea's 2030 carbon reduction goals.

Opened in May of this year, the Mitsui Shopping Park LaLaport Taichung is a new shopping centre that was developed by Mitsui Fudosan, a real estate company based in Japan, in Taichung City, Taiwan. It is the first LaLaport shopping mall to be developed in the country and the fifth retail property of Mitsui Fudosan. Development on the facility started in 2019 and its construction began in June 2020. While the full launch took place in May, the pre-opening of 41 stores started in January 2023, ahead of the official opening. With approximately 300 stores, the new shopping centre will be a one-stop access for shopping, dining and entertainment for visitors.

Snøhetta, in collaboration with A49 Architects, has designed their most extensive project in Asia for MQDC, one of Thailand's leading property developers. The project is a 250,000sq m mixed-use building in the upcoming CyberTech district of South Sukhumvit in Bangkok. The Cloud 11 project aims to create a new lifestyle environment and surroundings within the area. Designed to cater to people's daily needs and requirements, several restaurants will operate from a centralised kitchen, a gym, a wide selection of retail stores and two hotels. The project also includes a variety of cultural offerings such as a library, educational venues and creative workspaces fit for the modern, hybrid way of working from home or outside the office. The project is expected to complete towards the end of 2024.



11 SKIES, Hong Kong  
Developer: New World Development

# Transforming the world through data and design

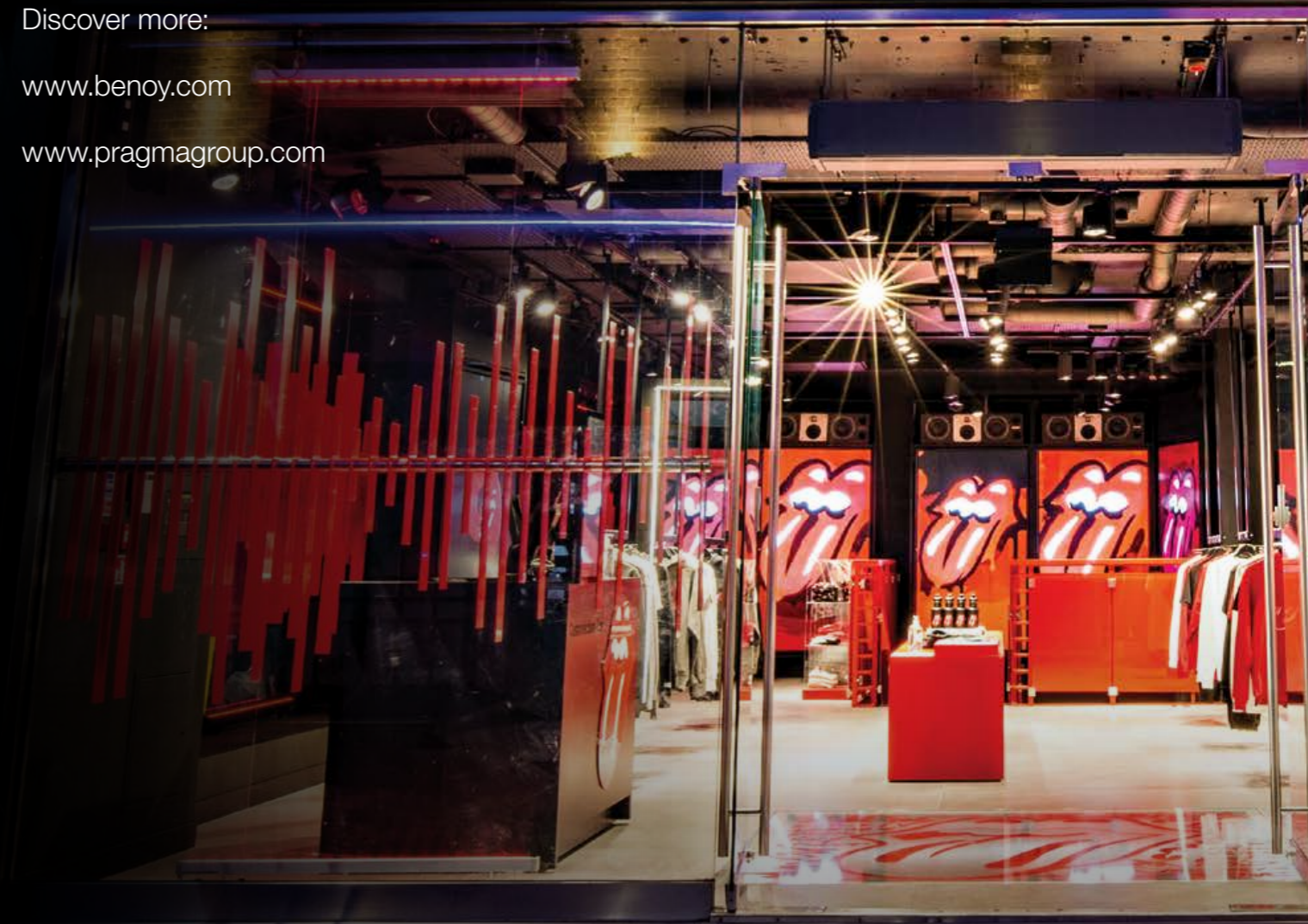
We are experts in evidence-led advice and design solutions for the commercial real estate lifecycle. Informed by data and commercial acumen, our creative concepts champion the business intent of developers, landlords, and retail brands alike.

From Architecture, Interior Design, Masterplanning and Landscape, everything we do always starts with people. From seven studios around the world – London, Newark, Detroit, Montreal, Shanghai, Singapore and Hong Kong, we design experiences for a global market, transforming spaces into valuable, inspiring and engaging environments.

Discover more:

[www.benoy.com](http://www.benoy.com)

[www.pragmagroup.com](http://www.pragmagroup.com)



BENOY + PRAGMA

RS No9 Carnaby Street, London

DFS Yalong Bay, Hainan, China  
Developer: DFS Group



One Bangkok is a highly-anticipated future development which will deliver 1.83 million square meters of integrated mixed-use development on a 16 hectare site in the heart of Bangkok. Located adjacent to the city's iconic Lumpini Park, One Bangkok will be Thailand's largest integrated development comprising premium grade-A office buildings, luxury and lifestyle hotels, luxury residential towers, interconnected retail precincts, art and cultural hubs and public space. The development is expected to accommodate up to 200,000 people daily following its full completion in 2026 and it is under development by Frasers Property. The development will feature eight hectares of green and open spaces, with architecture and tropical planting seamlessly intertwined to establish a tranquil setting in a vertical environment.

JQZ, a Sydney-based property development firm, has collaborated with Colliers to launch Mall 88, a new shopping destination, in the heart of Sydney's St Leonards. The mall, which has an 8,000sq m retail space, is designed to be a lifestyle destination for both locals and visitors. Across four levels, Mall 88 features an open-air plaza and dining area with a mix of cafes, alfresco dining and a laneway eat street, as well as a public library and medical centre. In addition, the mall is anchored by a full-service Coles supermarket, Vintage Cellars, a Medical Centre and an Asian supermarket, as well as a variety of premium dining and service brands spread across 30 retail establishments.

The three striking residential towers that comprise One Sydney Harbour are the final piece of the incredible transformation of Barangaroo South, along with Hickson Park and Waterman's Cove. These immersive public spaces include a public park, an expanded waterfront walkway and a public pier; part of Lendlease's dedication to delivering more than half of Barangaroo as open space for all to enjoy. Lendlease is the proud developer of Barangaroo South, one of Australia's most awarded urban regeneration precincts. The more than \$6bn development is a showcase of international

design excellence, leading technologies and sustainability, outstanding dining and retail, health and wellbeing offerings, public art and cultural programs. Rising from the harbour shores, Barangaroo South forms a new financial hub for Sydney, with global businesses including Price Waterhouse Coopers, HSBC, Westpac and Lendlease all proudly calling this precinct home.

Frasers Property Australia has won permit approval for the first stage of a retail complex in Melbourne's burgeoning western suburb Mambourin. Mambourin Marketplace, which will be anchored by a major supermarket operator, will feature 7,200sq m of retail space, including a planned medical area, pharmacy and up to 25 specialised retailers including fresh food grocers, cafes and restaurants. The first stage will be supplemented by a landscaped urban plaza with approval for a children's play area, artwork, al fresco dining, a central events space and end-of-trip cycling facilities including bike storage, showers and changing rooms. The \$50M Mambourin Marketplace will be developed by Frasers Property and will complement the recently announced Good News Lutheran College P-12 Campus. Mambourin Marketplace is planned to be the first phase of a broader retail complex that includes about 25,000sq m of retail space, potentially adjoining a proposed train station and local business district.

Arriving next year by developer Auckland Airport, Mānawa Bay Premium Outlets in New Zealand will be a fashion-led offering, with space to connect customers to over 100 of the best international and local brands, curating an exciting, rewarding and seamless experience in a unique New Zealand way. Mānawa Bay has been designed to set a new benchmark for outlet shopping in New Zealand. Mānawa Bay will be a purpose-built destination focused on delivering a customer-led experience bringing the best fashion, athleisure, lifestyle and homeware brands together under one roof. Nestled on the water's edge overlooking the mangroves, Mānawa Bay will offer great shopping, unique park-like grounds and outdoor spaces within our estuary location.

Cloud 11, Bangkok, Thailand  
Developer: MQDC



# THE EXCHANGE TRX

THE NEW SOCIAL HEART OF KUALA LUMPUR

A Joint Venture Between



@theexchange @trxtheexchange

Alpes The Style Outlets, Valsère, France  
Developer: NEINVER



Neyrpic, Grenoble, France  
Developer: Apsys Group



**Europe**

VIA Outlets, the industry-leading owner-operator redefining the outlet shopping experience across 11 premium outlets in Europe, has seen important remodelling works for destinations in the VIA Outlets portfolio continuing. At Sevilla Fashion Outlet, Spain, an additional 3,800sq m GLA will be added, which is scheduled to open at the end of 2023. Oslo Fashion Outlet, Norway, also celebrated last November with the inauguration of a new car park, adding a total of over 1,000 convenient parking spaces for visitors. Plans have also been finalised for the 4,707sq m expansion of Landquart Fashion Outlet, Switzerland, with a scheduled opening date of Q4 2024.

SES has been managing the King Cross shopping centre in Zagreb, Croatia as owner and operator since 2018. Now SES is developing the established centre into Croatia's most modern shopping mall. Construction work to completely refurbish the centre will begin in 2024 and it is set to be completed for autumn 2025. With next year's complete centre refurbishment, SES is investing over 40 million euros in total to boost the appeal of the shopping mall. With this in mind, the forecourt also features in the plan alongside a new centre and attractive outdoor eating areas, Mediterranean style. The existing shopping areas will be adapted alongside the creation of adventure zones and children's play areas. The project will create an additional 5,000sq m of leasable area on site. The mall currently has 35,000sq m of gross leasable space (GLA), 55 shops and 1,600 parking spaces.

Europe's first integrated resort, City of Dreams Mediterranean, developed by Melco Resorts & Entertainment, officially opened its doors

in Limassol in July, marking the beginning of a new era for tourism in Cyprus. With a total investment exceeding €600M, the iconic City of Dreams Mediterranean is one of the largest development projects of its kind ever undertaken in Cyprus. City of Dreams Mediterranean aims to establish the island as a year-round destination for premium tourism, world-class entertainment, as well as a hub for international business and conference tourism. As Europe's largest and premier integrated resort, City of Dreams Mediterranean delivers an incomparable experience to satisfy every taste, ranging from luxury hospitality – with its fourteen-storey hotel featuring 500 guest rooms and suites – to designer-brand shopping, iconic architecture, renowned art, sporting facilities, outdoor amphitheatre, family adventure park, as well as world-class conference and exhibition space, spacious and contemporary gaming experience and fine dining.

Currently under construction by developers Apsys Group and with an estimated opening date of this year, the Neyrpic scheme is located in the town of Saint-Martin-d'Hères opposite the Town Hall, a few minutes from downtown Grenoble and is part of a vast urban renewal project. Neyrpic aims to provide the municipality with attractive living, leisure and sharing spaces and to contribute to its economic development, in respect for the major metropolitan balances, the history of old factories and the requirements of the ecological transition. Designed as an energetic, multi-functional place where commerce, leisure, sport and nature will be inextricably linked. The heart of the project is an external square with spacious terraces - places for relaxation and fun. A place designed and implemented in accordance with the idea of sustainable development, respecting the character of the place

and offering added value to the city's residents.

NEINVER is continuing construction works at Alpes The Style Outlets, which once completed will mark the company's 17th outlet centre across six European countries. Alpes The Style Outlets, which will be NEINVER's second outlet centre in France, boasts an exceptional location near the Swiss border, close to Geneva and next to key tourist destinations. It will feature 20,400sq m of GLA, over 90 boutiques and restaurants providing both local and international cuisine. Located 25 minutes from Geneva, the scheme will offer 1,350 parking spaces and will have direct access to the A-40 motorway, a key transport link between France and Switzerland and to popular winter destinations. The opening date has not yet been announced but once complete it is expected to create around 500 direct jobs.

On 13 April this year, the first phase of To Dream by developer Nhood was inaugurated, becoming the largest Urban District in Piedmont, born from an innovative concept in line with Romania Sviluppo's mission. To Dream has been developed in Turin, on a total area of 270,000sq m, including an open shopping centre and a parking lot, in a strategic position, an unprecedented concept of integration between shopping, leisure, services, offices and hospitality. A refined design, an offer of 107 activities including 24 restaurants, among which major brands and firsts in Italy have landed along with a vast entertainment area, an eight-screen cinema, a gym, numerous services and a four-star hotel, as well as the new headquarters of Michelin, not to mention the go-kart track, one of the longest in Europe, built on three levels. All of this has been combined in an urban park that makes

To Dream a real attraction for all targets.

Opened back in March, Sonae Sierra is responsible for managing Prishtina Mall, the largest shopping centre in Southeastern Europe. With a GLA of 115,000sq m, the project has been positioned as a regional entre intended to serve the surrounding area of the Balkans. It hosts more than 230 prestigious local and international retail brands and food and entertainment options across three and a half levels. The mall has 3,500 car parking spaces. Some of the retailers present at the mall include French home improvement and do-it-yourself goods retail brand Mr Bricolage, which occupies 3,000sq m of space, streetwear brand Sizeer Kosova, fashion company DIESEL in 160sq m of space and Swedish fashion brand H&M in 2,144sq m of space. The new Prishtina mall features a CineStar, the largest movie theatre chain in Southeast Europe and HyperActive, a gaming and sports area located within 12,000sq m of space.

Under development by HJ Invest and on course to open in late February 2024, Galeria Goplana will be a modern shopping centre featuring attractive architectural design that will become a new landmark and a popular leisure destination in the city of Leszno. It will have 9,000 sq m of retail floorspace anchored by 25 stores, with the first premises expected to be handed over to tenants in November this year. Global real estate services firm Cushman & Wakefield is the leasing agent for the complex. Anchor tenants will include such well-known brands as Half Price, Biedronka, Just Gym, CCC, Pepco, Rossman, Sinsay, Apart, Tabak, Świat Książki and Plus GSM. In addition to a perfume shop, the complex will also offer a broad range of restaurants and cafés.



King Cross, Zagreb, Croatia  
Developer: SES Spar European Shopping Centers



Prishtina Mall, Prishtine, Kosovo  
Managed by Sonae Sierra

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



NEPI Rockcastle's €136M Promenada Craiova development in central southern Romania officially opened its doors on 5 October. The retail scheme has attracted a host of international brands and is the largest retail development by size and investment value opening in Central and Eastern Europe in 2023, according to CBRE. The overall retail scheme has a total gross lettable area (GLA) of approximately 80,000sq m, larger than originally planned due to strong retailer demand for space exceeding the initial projected supply. The scheme comprises a 53,300sq m GLA shopping centre and a 10,400sq m GLA retail park, both owned by NEPI Rockcastle. In addition, the retail scheme incorporates a 16,000sq m GLA DIY store, owned by Dedeman. The shopping centre is 99.9 per cent let and offers over 100 stores, among them international brands. It also boasts Craiova's largest outdoor panoramic terrace, which is surrounded by restaurants and cafes.

FASHION HOUSE Group, the operator of the only two professional outlet centres in Romania have started construction works on the second phase of the second Outlet Centre in the local portfolio, FASHION HOUSE Pallady, which will open its doors in the third quarter of 2024. The expansion project will cover in phase two an area of 5,727sq m, of which 53 per cent is already leased and will benefit from the presence of renowned brands such as Guess, Tommy Hilfiger, Calvin Klein, Under Armour or Sport Vision and others, which will transform FASHION HOUSE Pallady into one of the most sought-after smart shopping and leisure destinations in eastern Bucharest. FASHION HOUSE Pallady currently operates on an area of approximately 8,000sq m, with phase

one hosting dozens of stores of famous brands such as Nike, BSB, Triumph, Lee Cooper, Ecco, Puma, Pentti, Sizeer, Tom Tailor or U.S. Polo Assn, restaurants, cafes and a children's play area.

After 13 years of operation, Eurovea became the largest shopping centre in Slovakia as its extension opened on 25 May. The centre reports an occupancy rate of 95 per cent and it has brought new brands and innovative concepts to the area. Developed by J&T Real Estate, the extension has added 26,000sq m to the existing GLA of 59,000sq m, bringing to a grand total of 85,000sq m which is home to 320 stores and restaurants, cafes and other food outlets. Prior to the expansion, 13.5 million people visited the shopping centre annually. The outlets in the extension, as well as some which have been refurbished include Cinema City, which expanded the number of its movie theatres to 17 and opened in August.

An official bolt tightening event has taken place to celebrate a major construction milestone in the first phase delivery of West Bar in Sheffield city centre. West Bar is a £300m, award-winning development that is transforming a strategically important gateway site in Sheffield to provide one million square feet of mixed-use space. This includes 500,000sq ft of new Grade-A workspace, residential apartments, new high quality public realm, multi-storey car parking, together with new retail and leisure uses. As well as providing much needed new housing, it will deliver the city's largest office floorplates whilst supporting up to 8,000 new jobs. Being developed by Urbo (West Bar) Ltd, a joint venture with Peveril Securities, the first phase is due to open next year.



Landquart Fashion Outlet, Landquart, Switzerland  
Developer: VIA Outlets

STAND P-1 F26, THE RETAIL VILLAGE

# ARANYANI

Inspired by Nature. Handcrafted by Tradition.



21 Bruton St, London W1J 6QD

[www.aranyani.com](http://www.aranyani.com)

VIA Riyadh, Saudi Arabia  
Developer: Takamul Project Management Company

New Murabba, Riyadh, Saudi Arabia  
Developer: New Murabba Development Company



### Middle East & North Africa

Bahrain Marina Development Company has announced that work has started on its \$525M mixed-use project located on Manama's eastern coastal strip. Spread over a 256,000sq m area, the Bahrain Marina project will offer a unique blend of living, shopping, scenic beaches and diverse water sports activities. It will boast a total of 274 residential units as well as 192 retail outlets in addition to a 68,637sq m hotel that will have 304 rooms. The Bahrain Marina masterplan was designed by Benoy, a global leader in architecture and master planning. The project is aimed at fortifying the tourism sector, aligning with the overarching goals of the national tourism strategy and asserting its stature as a global tourism hub. It augments tourism's contribution to the domestic economy said Najibi, adding these concluded agreements signify a pivotal commencement for project construction. The marina will have 1,769 underground parking spaces along with 235 berths for yachts and boats.

Solitaire by developers Al-Marqab Investment Company is set to be Riyadh's newest multi-use lifestyle destination and will consist of three aboveground levels of retail, food and beverage, entertainment, wellness and sport offerings and three levels of basement parking. Within the city of Riyadh, Solitaire will occupy a 60,000sq m area bordered by King Abdulaziz Rd, Al Imam Saud Ibn Faisal Road and Al Thumamah Road. With views to the south revealing the prestigious King Abdullah Financial District, affirming this prime location within the city. The North Ring Road is just 2km away, making the asset easily accessible from Riyadh's outer suburbs. As a multi-use lifestyle destination with design work by Benoy, Solitaire's focus is on providing a unique, 360° lifestyle offering encompassing the key areas of retail, dining, entertainment, wellness and sport. An opening date has not yet been announced.

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. Under development by Unified Real Estate Development Co. the scheme does not currently have an opening date.

Back in May this year, the VIA Riyadh project was unveiled by developer Takamul Project Management Company and became a new addition to Saudi Arabia's entertainment and tourism portfolio. Representing a new era of luxury, the luxurious destination marks a significant milestone in Saudi Arabia's journey to enhance its entertainment offerings. VIA Riyadh is situated near the Diplomatic Quarter and the development intermingles iconic names, from the globally renowned St. Regis hotel, to resplendent designer brand stores and top-level restaurants, to the Renaissance cinema that offers lavish levels of comfort and exclusivity. An architectural masterpiece inspired by the Salmani architecture and urban style, VIA Riyadh was designed to work in perfect harmony with the local identity of the capital, preserving the unique identity of the city.

Scheduled to open this quarter, The Warehouse Kuwait by developer Tamdeen Group is the country's first premium mainstream destination. Blending the possibilities of contemporary architecture with a traditional

streetscape feel, the 106,640sq m project will include over 170 retail stores, vehicle showrooms, seven movie theatres and over 2,300 parking spaces. Centrally located in one of Kuwait's most dynamic areas, the shopping centre serves as one of the prime destinations in the Al-Ahmadi Governorate, easily accessible from the King Fahd Bin Abdul Aziz Highway and the Fahaheel expressway. Strategically located in South Subahiya, visitors all across Kuwait can enjoy seamless and convenient access to the shopping destination. In terms of household retailers, the shopping centre will be anchored by the multinational furniture conglomerate IKEA who will be opening its doors to its largest store in Kuwait, as well as the Kuwait-based Middle East furniture chain ABYAT.

Being developed by Azad Properties and on course to fully open this year after the initial launch ceremony took place earlier this year, the Souq7 development in Jeddah, Saudi Arabia celebrates legacy and culture in an entirely reimagined souq setup. It reflects modernity and innovation in line with Vision 2030, while also embracing the Middle East's originality, stimulating the senses and inciting a sense of discovery. Following the "one-stop-shop" motto where shoppers can find anything and everything they want under one roof, Souq7 will be divided into seven main zones coming together in a beautiful mosaic that forms an all-encompassing lifestyle and retail space. The zones are food stuff zone, the family entertainment zone, an electronics zone, furniture & home supplies zone, building material zone, automotive zone and a multi-use zone. Spreading over 728,000sq m of space, Souq7 will feature 4,000 shops, around 7,000 parking spaces, 108 buildings and five mosques.

Red Sea Global is behind The Red Sea, another giga-project in Saudi Arabia with a focus on eco-tourism. Formerly known as the Red Sea Project, The Red Sea is on track to welcome its first visitors in 2023. It is

billed as the world's most sustainable luxury tourism destination. Directly employing 35,000 people, the project showcases the landscape and rich cultural heritage of the Red Sea Coast. Upon completion in 2030, the destination will comprise 50 resorts, 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. The project is being developed over 28,000sq km along Saudi Arabia's west coast including more than 90 islands. The destination will include hotels, residential properties, leisure, commercial and entertainment amenities, as well as supporting infrastructure that emphasises renewable energy and water conservation and re-use.

Meanwhile NEOM is a region in the north west of the Kingdom of Saudi Arabia. NEOM means 'new future' and with more than 3,600 staff – from 97 countries – already living and working here onsite, it is already a home for people who dream big and want to be part of building a new economic model for the country and the world. NEOM, also the developer, is already under construction and the first destinations will come online in 2024. The project is phased, with OXAGON also getting its first residents in 2024 and TROJENA becoming a place to live, work and holiday in 2026. The first modules of THE LINE will also be activated in 2026 and by 2030, where some one million people will become residents in NEOM, rising to nine million in 2045. The Line is just one section of this ground-breaking development. THE LINE is set to be a cognitive city stretching across 170km, from the epic mountains of NEOM across inspirational desert valleys to the beautiful Red Sea. A mirrored architectural masterpiece towering 500m above sea level, but a land-saving 200m wide. THE LINE redefines the concept of urban development and what cities of the future will look like.

Zenata Mall, Casablanca, Morocco  
Developers: Al Futtaim, Marjane Holding, Sonae Sierra & Société d'Aménagement Zenata



The Avenues Project, Riyadh, Saudi Arabia  
Developer: Mabaneer



Expo City Mall, Dubai, UAE  
Developer: Emaar

The Line, NEOM, Saudi Arabia  
Developer: PIF



Jawharat Jeddah mall will be one of the modern centres in the city of Jeddah, which aims to establish a diversified centre as a new and integrated destination for entertainment and shopping with the latest international brands. Distinguished by its strategic location, its proximity to the important areas of the city and with a proposed land area of 170,746sq m, a GLA of 87,145sq m, an entertainment area of 17,475sq m and more than 200 stores, this exciting new mall is due to open in the first quarter of 2024 by developer Cenomi Centers.

The Avenues – Riyadh by developer Mabanee is expected to open by 2025 and it is located at the heart of Saudi Arabia in the North of Riyadh City. The Avenues - Riyadh is expected to become one of the largest commercial malls in the Middle East with a gross leasable area of 400,000sq m and will include five- and four-star hotels, residential apartments, medical facilities, offices and a parking lot for 15,000 vehicles, making it an ideal destination for shopping, entertainment, and accommodation in the Kingdom of Saudi Arabia. Additionally, it will contribute to strengthening the service and retail sectors and creating more than 20,000 job opportunities for Saudi nationals.

The Point represents a strategic partnership between the Red Sea Markets Company Ltd., Asir Investment Forum and the Tourism Development Fund. The Red Sea Markets Company, a member of the SEDCO Holding Group, owns one of the most important shopping and entertainment projects in the Kingdom, Red Sea Mall in Jeddah and it is working to replicate this success in Abha and position The Point is the Asir region's leading tourist destination for shopping, entertainment and recreation. The project is expected to contribute in generating 2,500 job opportunities in the region, with investment opportunities for small scale businesses. It will incorporate various activities in an urban architectural landscape complementing the identity of the Asir region, in line with its economic and

tourism requirements. Upon completion at the end of 2026 it will comprise of constructed areas of 150,000sq m, green areas totalling 50,000sq m, a 1,000sq m youth centre, a 6,000sq m hypermarket, two fountains and water attractions, a 3,000sq m health centre, 10 cinemas, 150 retail stores, 41 restaurants and cafes, 1,500 car parking spaces, a Hilton Residence of 100 hotel apartments & a Canopy by Hilton Hotel with 150 guest rooms.

Saudi Arabia will soon be home to the world's largest modern downtown in Riyadh, titled New Murabba, the Kingdom's Crown Prince Mohammed bin Salman bin Abdulaziz, Prime Minister has announced. The project is scheduled to be completed by 2030 and will add on to the Kingdom's roster of 15 upcoming giga-projects, set to transform the nation. The launch of the New Murabba Development Company (NMDC) aims to develop the world's largest modern downtown in Riyadh, which will contribute to the city's future development in line with Saudi Vision 2030, the Saudi Press Agency (SPA) reported. New Murabba will feature eco-friendly zones, walking and cycling paths and over 80 entertainment and culture venues. Spread across an area of 19sq km at the intersection of King Salman and King Khalid roads, the development will boast 104,000 residential units, 9,000 hotel rooms and 980,000sq m of retail space. In addition, the development will include more than 1.4 million square metres of office space, 620,000sq m of leisure assets and 1.8 million square metres of community facilities.

Place Vendôme is a multi-billion Qatari Riyal mixed-use development in Lusail City. Place Vendôme is a project of United Developers, a group of four Qatari investors who partnered to align their expertise in retail, real estate, construction and contracting. United Developers envisioned Place Vendôme as a groundbreaking example of the entrepreneurship, vision and energy of Qatari commitment to the nation's development. The project broke ground on 17 March 2014 and opened its doors to

the public on the 15 April 2022. The 1,150,000sq m development hosts two five-star luxury hotels, Le Royal Méridien and Palais Vendôme, a Luxury Collection Hotel, Le Royal Méridien Residences, a mall featuring up to 560 different retail outlets with an exclusively luxurious wing dedicated to top designer labels and a central entertainment component showcasing constant attractions. The hotels and residences are operated by Marriott International, delivering a luxurious and authentic experience that aligns with the Place Vendôme brand.

DAMAC Group, the leading UAE-based business conglomerate, has announced the opening of DAMAC Mall, adding a new retail and leisure destination to Dubai's luxury landscape. The mall was officially opened on 1 September 2023. DAMAC Mall presents an expansive 110,000sq ft space that seamlessly integrates retail, hospitality, leisure and entertainment offerings. The mall was envisioned as a hub for unique shopping experiences. The mall, located within DAMAC Hills features major international and local brands across various categories, including 30 retail stores and 10 F&B outlets. The inaugural ribbon-cutting ceremony was followed by the opening of a sprawling 28,000sq ft Spinneys supermarket in addition to the grand opening of Starbucks, Papa John's, Vietnamese Foodies, American Wax, Al Jaber Opticals, Al Ain Pharmacy and Lingo Play Area for children. A 9,000sq ft Fitness First gym and a dedicated 8,000sq ft MEDCARE medical facility are believed to open soon.

Expo City Mall by developer Emaar is on course to open its doors in 2024 in Dubai, UAE. The upcoming 385,000sq mall is set to be situated in Dubai's Emaar South project and feature a large-scale offering of over 190 shops and F&B outlets. Nestled within the progressive Dubai Expo City, this upcoming mall will offer an unparalleled experience. With a focus on providing an immersive shopping experience, the mall will be home to an extensive collection of fashion, electronics, home furnishings and speciality

stores. With its impressive array of offerings and a commitment to providing exceptional experiences, Expo City Mall will be a must-visit destination for shopaholics, foodies and those looking for entertainment venues.

Spanning over 45,000sq m by developer Al-Futtaim Real Estate Group, Festival Avenue will soon take Cairo Festival City Mall's celebratory experience to the next level of luxury and fashion. Set to be Cairo's ultimate fashion forward destination welcoming international renowned brands, this top-of-the-line extension will open its doors in 2023 introducing a series of 80 first-to-the-market luxury men's and women's fashion brands together with jewellery and watch brands that will call Festival Avenue their first address in Egypt. Festival Avenue will also offer an entertainment destination for all ages and an assortment of restaurants with indoor and alfresco outdoor seating.

Set to open in 2025, Al-Futtaim Malls looks ahead to Zenata Mall opening in Morocco with 120,000sq m of gross leasable area. The mall is set to be anchored by a 26,000sq m IKEA and is also poised to become the largest mall in North Africa. Over the past year, the teams at Al Futtaim, Marjane Holding, Sonae Sierra and Société d'Aménagement Zenata (SAZ) have collaborated to develop an innovative retail, marketing and branding strategy ready to position Zenata Mall as Morocco's most attractive shopping, family, leisure destination with a differentiated Food Hall. Zenata Mall, located within the innovative, ecologically healthy Zenata Eco-City, will blend the contemporary and traditional zones with an 8,350sq m hypermarket, 10,000sq m leisure and entertainment zone, 5,500sq m multiplex Cinema, a first to Morocco Food Hall and a comprehensive portfolio of over 300 stores. With roughly 15 per cent of Morocco's total population concentrated in the immediate catchment area of Zenata Eco-City, the mall is set to place the development on the retail investment map.



The Red Sea  
Developer: Red Sea Global



1364AH, Riyadh, Kingdom of Saudi Arabia  
Developer: Unified Real Estate Development Co.

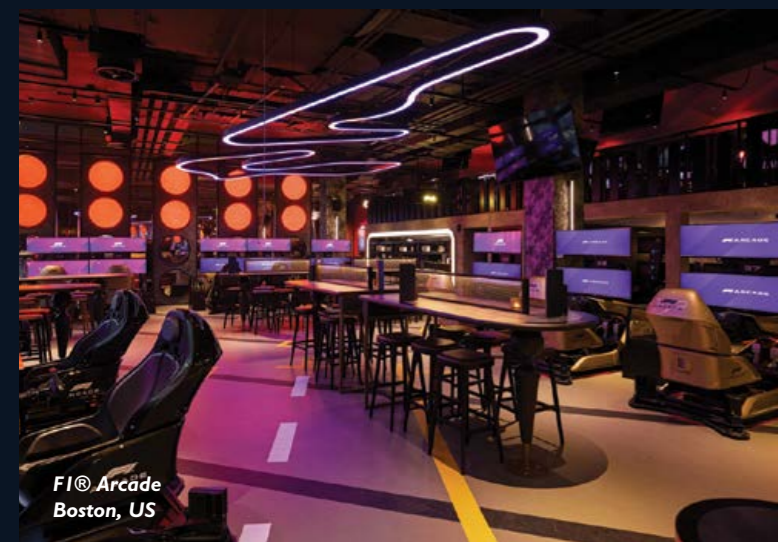
**SPECIAL FEATURE - GLOBAL ENTERTAINMENT CONCEPTS**



Bounce Farringdon  
London, UK



Gravity MAX, Wandsworth  
London, UK



FI@ Arcade  
Boston, US



Vquarium, 11 Skies  
Hong Kong



Frameless  
London, UK



Meow Wolf, Grapevine  
Texas, US

# Elevating the Experience

**While Covid-19 has not completely been eradicated from our day-to-day lives, the ending of its global emergency status this year has gone a long way to ensuring the entertainment and leisure sector is on the rise once again. People around the world do not want to be sat at home and would rather be out experiencing the latest concepts and trying to beat the latest games with friends, family and colleagues.**

LeisurUp is the leisure event dedicated to accelerating location-based attractions in lifestyle destinations including retail sites, urban areas, transport hubs and travel destinations. This year LeisurUp will be hosted by MAPIC in Cannes from 28 to 30 November. LeisurUp has been created by MAPIC in order to provide its clients with the right platform to turn traditional sites in modern lifestyle destinations into something new by building vibrant location-based entertainment experiences.

Attendees to LeisurUp this year will be in the best position possible to identify their next business partner, find new business models and learn about the latest and more unique leisure experiences. The LeisurUp exhibition area will feature more than 60 companies who will be showcasing the most dynamic leisure concepts, equipment and solutions in a dedicated area at MAPIC. The conferences will feature a full and dedicated program of six sessions covering the latest trends and new business models of location-based entertainment. Finally the leisure workshop will allow people to join leisure operators and other key leisure players for open talks about new business models and the

latest locations-based entertainment trends.

Ahead of the LeisurUp at MAPIC event, over the next few pages RLI will highlight a selection of global entertainment concepts that are making a name for themselves in this new era of entertainment. A couple of them will even be exhibiting at LeisurUp later this month.

In four permanent locations across the US, Meow Wolf opens portals of possibilities, redefining the paradigm of art and storytelling to make a positive difference in the world. It all began in 2008 as a small collective of Santa Fe artists sharing an interest in publicly displaying their works and developing their skills together. This collaborative approach blossomed into Meow Wolf's distinctive style of immersive, maximalist environments that encourage audience-driven experiences. From here, its first permanent site launched in Santa Fe in 2016, followed by Las Vegas and Denver in 2021 and the Grapevine opened earlier this year. Launched in July this year, reality is unreal-ing at the fourth permanent addition to the Meow Wolf universe, aptly titled The Real Unreal. When an ordinary family encounters the extraordinary, an inspiring tale of

creativity, community, and the power of imagination unfolds within a mesmerizing, interactive artscape.

Launched last month by world-renowned celebrities Tiger Woods and Justin Timberlake, T-Squared Social is the golf and bar destination everyone has been waiting for. In a fairly unusual but welcomed partnership between the two, their new concept is complete with golf simulators, darts, duckpin bowling and 38 flat-screen televisions, one of which holds the distinction of being the largest indoor flat-screen in the city at 200-inches in size. The 22,000sq ft space is also a behemoth bar that features craft, cocktails and upscale pub food to round out the experience on offer to guests. Look-wise, the sleek destination boasts 24-foot open ceilings, a beautiful green-tiled bar and according to an official press release, "personal touches" from the two celebrity owners, including photographs of Woods on a golf course and Timberlake performing on stage, plus golf bags with their names on them and general branded merchandise.

FI@ Arcade, the world's first official Formula 1@ simulator racing experience to put socialising at its core, is to open its first US location in Boston's Seaport district early 2024. The first-of-its-kind hospitality concept has seen more than 8,000 fans and non-fans visiting its flagship London venue each week to enjoy competitive socialising at its finest since it opened late last year. Boston Seaport will be the first to bring the excitement and thrill of FI@ Arcade across the Atlantic as part of an ambitious plan mapped out across the US, targeting more than 20 permanent venue locations in the next five years. Covering 16,000sq ft, the new FI@ Arcade takes inspiration from the world of Formula 1, with 69 racing simulators designed especially for the venue, each equipped with cutting edge motion and audio-visual effects to fully immerse guests in the race. Combined with a premium food and drink offering, the

venue promises to match the famous FI hospitality enjoyed at Grand Prix's around the world.

A US company that has expanded to have a global presence, Top Golf is an entertainment experience that features a high-tech golf game that everyone can enjoy. With an outstanding food and beverage menu, climate-controlled hitting bays and music, every Topgolf has an energetic hum that you can feel as soon as you walk through the door. The concept features a lot of things that make it feel like golf, i.e. clubs, balls, tees, turf, a cart collecting balls etc. There's also a lot of things that's very much no golf, i.e. loud music, giant targets, giant TVs and a hand crafted menu. Put this all together and you have Top Golf, a concept with over 80 sites in the US and another 10 around with the world, with an additional 10 in the works.

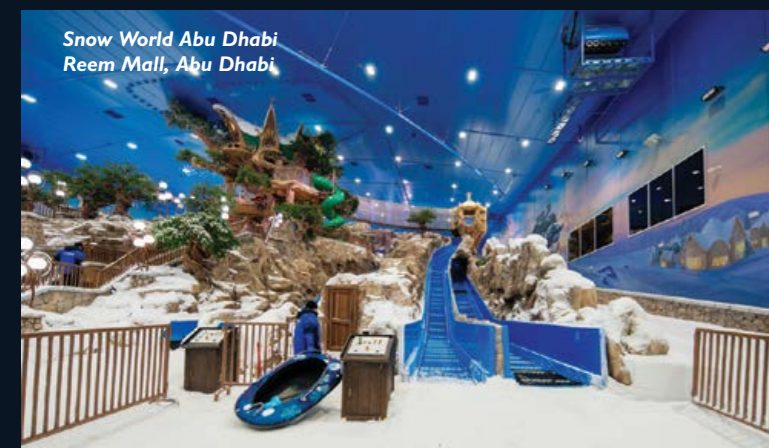
Global entertainment enterprise Falcon's Beyond and Hong Kong-based cultural commerce giant K11 Group plan to launch new entertainment franchises and attractions across China. The first new attraction experience being developed by Falcon's under the joint venture is the underwater adventure themed Vquarium™. Providing a science fiction-like experience that is rooted entirely in the natural world, Vquarium will be a story-driven interactive adventure that explores oceans and waterways around the globe in a wonder-filled narrative that offers intimate and empowering encounters with virtual sea life to entertain, educate, and inspire. Vquarium will be introduced through an interactive attraction that allows visitors to simulate going on an immersive undersea voyage. A multi-room, multi-level experience, the attraction will also provide creative food and beverage offerings, along with retail components. The first Vquarium immersive LBE is expected to launch in 2025 at K11 Group's heralded 11 SKIES retailtainment destination.



**KOEZIO PARKS, Cergy  
Paris, France**



**Topgolf  
Philadelphia, US**



**Snow World Abu Dhabi  
Reem Mall, Abu Dhabi**



**Nerf Action Xperience  
Trafford Palazzo, Trafford Centre  
Manchester, UK**



**Monopoly Lifesized, Boulevard World,  
Riyadh, Saudi Arabia**



**Sparkx  
Hasselt, Belgium**

Attending the LeisurUp event in Cannes this year is KOEZIO PARKS – the French-based innovative family entertainment centres where guests can play, share, connect and repeat. Large mazes, high ropes courses, game modules, Virtual Reality experiences, escape rooms, action games, arcades, F&B, you name it and Koezio has it. Above all else, KOEZIO is about fun and team spirit, visitors will discover surprising, unusual and challenging experiences, adapted to everyone's desires and where the unique objective is to enjoy a timeless moment with someone.

Another company exhibiting at LeisurUp this year is Sparkx Sportainment Group. A story that began with a spark and turned into Europe's largest sports theme park. Sparkx Hasselt in Belgium is the biggest sportainment park in Europe. Perfect to visit with your partner, children, family and friends it offers more than 50 sports across 36 adrenaline-inducing attractions. Suitable for both experienced and inexperienced athletes, everyone can come together under one roof to discover new sparkx or rediscover old ones, whether it be trying a climbing wall for the first time or rediscovering your love of dodgeball.

Social Darts is an experience which brings you and your friends together for unexpected, ridiculous, joy.

The company behind Fight Club have reinvented darts for the twenty-first century, developing a range of fast and exciting multi-player games, built to bring people together and designed to keep you unexpectedly hooked, insatiably entertained and full of joy. Whether you're an expert darts sniper or a total beginner, everyone has a chance to win when they step up to one of our multiple throw lines. In 2012 Co-Founders, Steve Moore and Paul Barham, were catching up in a Devon pub where a young crowd were going crazy over a game on the dartboard in the corner. This wasn't like traditional darts, it was loud, fast and exciting – and they saw an opportunity. Fast-forward to today and it is an international company operating across the UK, US and Australia and it

shows no signs of slowing down.

Meanwhile The Social Gaming Group, a global player in the entertainment and leisure sector, has a rapidly expanding gastro-gaming franchise network of Oche venues worldwide. They deliver a compelling offer for today's experience-hungry consumer, serving up a winning combination of interactive tech-driven darts and high-end food and beverage. The Social Gaming Group also brings more than a decade of experience building international shuffleboard communities to its market-leading portfolio of inclusive competitive socialising concepts, featuring: the original shuffleboard brand Play SHUFL with its unique Curve; and new for 2023, interactive, tech-driven brands SHUFL Tech and Play FLYBY interactive darts.

Positioned in the Trafford Centre in Manchester, the NERF Action Xperience (NERF AX) is a huge indoor attraction dedicated to all things NERF, where children, families and adults alike can experience a non-stop, heart-pounding, fun-fuelled adventure! Visitors are able to explore various immersive zones, including a skill-testing training ground, a heart-pounding sports arena and multiple thrilling, thematic blaster arenas.

Opened just after the NERF Action Xperience and on the floor above it, Kingpins is the brand new bowling experience for all the family has arrived at Trafford Palazzo. Inside, visitors will find state-of-the-art Ten Pin bowling and Duck Pin bowling lanes, plus ice-free curling, shuffleboards, air hockey, arcades, karaoke booths and more.

Situated in Marble Arch in a stunning 30,000sq ft permanent location, Frameless features award-winning galleries and showcases some of the world's greatest works of art, presented on a scale and in ways never seen before. Frameless is an art collection of the surreal and spectacular, where visitors are not only in the art, they are part of it. Our multi-dimensional galleries are transformed with a 21st-century interpretation of the classic masterpieces, designed to delight. Opening

its doors back in October, the site is home to four unique galleries that harness the different types of projection technology to bring art to life. Visitors will take a unique journey as they travel through masterpieces, having an intimate view of every brushstroke, seeing details in a fluid, moving dimensional way bringing these artworks to life. Thoughtful music composition triggers emotion through the highest climactic moments, as well as very peaceful self-reflective interludes. It is a digital playground for all ages!

Bounce has been delivering unforgettable nights out for groups for the past 11 years and in doing so State of Play Hospitality has created an entirely new entertainment category. Ping pong remains hugely popular and accessible for all ages and it is best experienced with friends or colleagues hosted by one of Bounce's Games Gurus. Bounce also offers its own proprietary tech enabled game, Wonderball, which uses projection mapping technology to create various interactive games, both competitive and collaborative. Wonderball 2.0, which adds to this technology, was launched last year. Bounce was the first concept launched by State of Play and its third site opened just a few weeks ago at the groundbreaking Battersea Power Station site in London.

The home of experiential leisure, Gravity maximises the time you spend with your friends and family, combining the best elements of entertainment into one place. From adrenaline seekers to fitness fanatics, from family fun to social shenanigans, Gravity Active Entertainment is looking to take your leisure time to new heights. Beginning life as a single trampoline park in Yorkshire, the business is now home to multiple sites in the UK, one in Germany, one in Saudi Arabia and one on the verge of opening in Mauritius. Their game-changing site at Wandsworth in London led the way to a 100,000sq ft site in Liverpool ONE which opened this summer and the 70,000sq ft

unit in Westfield Stratford.

Launched in Riyadh at Boulevard World in November last year, the 1,550sq m CoComelon Playdate concept began life as a kids and family-oriented YouTube channel specialised in music and nursery rhymes helping pre-schoolers learn life lessons. In Riyadh, its physical presence is a place where imagination comes to life. The vision of the site is to develop an educational and friendly environment where kids can enhance their learning and let their imagination go wild. It allows them to develop a creative mind-set and it has been designed as safe space where parents feel confident leaving their little ones.

Another entertainment scheme launched in Riyadh in November last year was that of Monopoly Lifesized, an 80-minute, physical version of the world's favourite board game. Challenging for all ages, families, friends and children can enjoy racing around life-sized Monopoly boards, with real-life representations of the Tokens from the legendary board game acting as the players' guides. A permanent attraction which is also located at Boulevard World, it is the first-of-its-kind in the MENA region, the second Monopoly Lifesized attraction following the launch of the first site in London and many other locations are set to follow in the near future.

Snow Abu Dhabi at Reem Mall opened to visitors on 8 June this year. It is a sub-zero snow and ice park, operated by Majid Al Futtaim, which maintains a temperature of minus two degree Celsius. The indoor attraction, which spans nearly 1,000sq m, features 12 rides and 17 attractions. Snow Abu Dhabi's main attractions include two huge slides called Ice and Floes Toboggan Race and Grauppel's Summit Escape. Other rides include The Entry Plaza, the Polar Express Train, the Flight of the Snowy Owl, the Magic Carpet, and the Crystal Carousel. The attraction will also feature restaurants inside the park, including Ice Café, Grotto Amphitheatre and The Lodge Restaurant.

## SPECIAL FEATURE - F&B CONCEPTS & TRENDS

Chotto Matte, St. Michael's, Manchester, UK

# Heighten Your Senses

Alongside the entertainment and leisure sector, the hospitality industry has undergone a period unlike any other, with a world of new opportunities out there for those willing to move with the times and offer something unique and innovative to its customers as demand is returning and experience remains one of the top trends in F&B.

Running alongside MAPIC and LeisurUp on 28-30 November is The Happtite Forum by MAPIC, an international F&B industry forum that works to accelerate the expansion of restaurant chains into retail and urban destinations.

The Happtite will feature a dedicated programme of conference and networking events, featuring some of the fastest-growing international restaurant brands; will enable participants to discover the latest trends, from the ever-increasing focus of consumers on sustainability and ethical practices to the evolution of dining concepts and formats. Sessions will provide valuable insight on how major brands are developing their offer and how destinations are adapting to meet these changing needs.

Over the coming pages, RLI will highlight a number of global food and beverage concepts that are standing out from the crowd and driving people back to restaurants and spaces that present a whole new take on the world of F&B.

International Dairy Queen Inc., (IDQ), based in Minneapolis, Minnesota, is the parent company of American Dairy Queen Corporation and Dairy Queen Canada, Inc. Through its subsidiaries, IDQ develops, licenses and services a system of more than 7,000 locations in over 20 countries. The first Dairy Queen site opened all the way back in 1940 in Joliet, Illinois and their mission of creating positive memories for all who touch DQ has not stopped since. It has been recently announced that International

Dairy Queen, Inc. (IDQ), through its wholly owned subsidiary American Dairy Queen Corporation, a leader in the quick-service restaurant (QSR) industry and CFB Group, through its wholly owned subsidiary Shanghai Shida Catering Management Co., Ltd., a franchise ownership company based in Shanghai, has announced plans to open 180 food-centric DQ@ restaurants in China by 2034. CFB Group is expanding its footprint by committing to open the first food-centric DQ restaurants in China. To learn more about this global powerhouse, be sure to read our Cover Story on Dairy Queen in the next edition.

Panera Bread, a leader and innovator in the fast casual restaurant segment, announced the opening of its updated urban store format in New York last year, the newest of several new formats targeted at more densely populated and non-traditional trade areas. With digital sales at Panera now representing 50 per cent of total system sales, Panera now offers a portfolio of store formats designed to cater to the needs of an increasingly digital and off-premise guest. With more than three million average transactions each week from digital channels including the app, kiosk and web, Panera guests continue to seek freshly-prepared menu items with the increased convenience, customisation, speed and ease that the digital experience enables. Operating more than 2,100 bakery-cafes worldwide, the company continues to expand around the globe.

Jollibee is the flagship brand of Jollibee Foods Corporation, the largest



and fastest-growing Asian restaurant company in the world. With 70 stores in North America, 1300 stores across the globe and many more yet to come, our mission is to spread the joy of eating. In each market we call home, we serve up our great tasting food with the warm and friendly service we have come to be known for. The fast food giant is expanding its global presence by opening up to 600 new stores this year. The quick-service restaurant chain's expansion plan this year could be the biggest in its history, exceeding the record 542 stores it opened last year. At the end of 2022 the company operated 6,480 stores worldwide.

These days, high-end brands are increasingly pairing their collections with caffeine and sweets to connect with more customers and drive engagement within brick-and-mortar spaces. An example of this is Maison Kitsune, a company that has successfully translated its cult brand into spaces that appeal to their target audience: a caffeine-obsessed cohort of millennials and Gen Z. Since the opening of the first Café Kitsuné in Tokyo, Japan, in 2013, Maison Kitsuné has since unveiled multiple outposts across Asia, with a particularly strong presence in Southeast Asia (Bangkok, Jakarta Manila), in addition to cafes in Shanghai and Beijing. The newest Café Kitsuné opened back in March in Taipei's Bellavista shopping mall, marking the brand's 17th store in Asia and 26th globally. As in other Café Kitsuné outlets, Café Kitsuné Bellavista features bright orange elements referencing the brand's orange fox logo.

Created back in 2013 and celebrating the best of authentic and innovative cuisine, Chotto Matte restaurants are set in stylish and contemporary architectural spaces, in the world's most inspirational cities. Offering a dining setting unlike anything else on the market, Chotto Matte displays urban flair and avant-garde design features to deliver an unforgettable ambience that is both vibrant and electric. From the theatrics of the sushi counter and flaming robata grill, to live entertainment and DJs, the concept offers visitors a wholly immersive experience that will stay with them long after the meal finishes. The six locations that they operate to date are Soho and Marylebone sites in London, UK, Miami Beach in Florida and San Francisco in California, US, Toronto in Canada and the Doha site in Qatar. Its most recent opening took place last month in San Francisco and features a 400-seat rooftop restaurant, a sushi bar, DJ lounge and

spectacular views of the city skyline.

Robuchon International has inherited the precious legacy of Robuchon. Our mission is clear, to steadfastly uphold his core beliefs of excellence, simplicity and consistency in every culinary endeavour. Delivering excellence, simplicity and consistency in every culinary endeavour, Robuchon London, part of JR International, is led by a team of experts many of whom worked alongside Joël Robuchon for decades. With L'Atelier Robuchon Mayfair, the team are embracing Joël Robuchon's desire to open an accessible and intimate restaurant in Mayfair, one that is also in line with his much lauded philosophy of contemporary, convivial dining. Le Deli Robuchon Mayfair and Le Deli Robuchon Chelsea draw from the variety of more casual Robuchon offerings in existence adapted for the prestigious areas of London. The team are delighted to continue the legacy of one of the most influential chefs of our time.

Meanwhile, Jamie Oliver Restaurants celebrate the joy of food by creating unforgettable meal-time experiences all over the world. Part of The Jamie Oliver Group, they are proud of their innovative dishes, industry-leading food and nutrition standards; award-winning kids' menus, welcoming staff and setting new heights for delivery-only food. As the Group looks to the future, they have plans to have a global estate of more than 200 sites by 2027. They are looking to increase their portfolio by 25 to 30 sites next year, adding to its current portfolio of 72 sites.

The Caprice group encompasses London's favourite restaurants, from some of the oldest and most classic establishments in London to its most exciting and innovative new openings. There is, of course, a lot more to the Caprice group than history. Covering a variety of atmospheres and clienteles, this restaurant group ranges far and wide through the cuisines of the world – traditional and modern British, Italian, French and Asian included – in some of the best restaurants London has to offer. Far from resting on its laurels, the Caprice group is always looking for new ways to innovate and entertain. Since Richard Caring took over as Chairman in 2005, there have been acclaimed ventures in 34 Mayfair, Sexy Fish – Mayfair's iconic late-night restaurant, Scott's Mayfair, Scott's Richmond, Bacchanalia, an indulgent feast for the senses in addition to international ventures such as Sexy Fish Miami and Nōema Mykonos.



Time Out Market, Chicago, US



Jamie's Italian, Dubai Mall, Dubai, UAE



Arcade Food Hall, Battersea Power Station, London, UK



BOXPARK, Birmingham, UK

Bujairi Terrace, Diriyah, Riyadh, Saudi Arabia  
Developer: Diriyah Company



Scott's Richmond, London, UK



Speaking of Sexy Fish, it has established itself as one of the globe's leading restaurant concepts, serving delectable Asian-inspired cuisine, award-winning cocktails and has garnered acclaim for its sophisticated late-night experiences. Presently, their prestigious venues grace London's exclusive Mayfair, Miami's Brickell district and Manchester's Spinningfields is their most recent unveiling. Each of the restaurants brings a sense of indulgent familiarity through striking artwork by the likes of Damien Hirst, Frank Gehry, Michael Roberts and Paul Clifford, along with a diverse range of menus, carefully crafted by their acclaimed Chef Director, Bjoern Weissgerber. They are looking to launch their fourth venture in the opulent city of Dubai in 2024.

EL&N is the leading Instagram café and lifestyle brand. Everything they make is irresistibly chic, pink perfection. Their products help their customers create that picture perfect moment – every time. With its brand name standing for Eat, Live and Nourish, all that they create is informed by these three guiding touch points and these most delectable food and drink offerings are presented in stunning settings featuring products for living a stylish life and a positive ethos to nourish the soul. Unveiled in 2017, the brand was originally meant to be just one small café in Mayfair. They began life by wanting to create a safe space where people could come and relax, enjoy delicious food and drink and stay late without the need for anything alcoholic. Today the company operates more than 30 locations around the world and is on course to continue growing for years to come.

Founded in London in 1999, Little Venice Cake Company is synonymous with understated elegance and offers bespoke cakes for Celebrity, Private and Corporate celebrations, as well as TV, Film and Media. The company's enduring classical style combines intricate craftsmanship with indulgent cakes. Having had a bespoke Studio in London for 15 years, the company has now expanded overseas and diversified to provide solutions working across the hospitality, retail and food service sector. This expansion includes the launch of the Little Venice Cake Company Atelier within Atlantis The Royal – the world's most ultra-luxury experiential hotel. Exquisitely designed by Jeffrey Beers, the Atelier captures every essence of personality, quality, red carpet British glamour and a serene sophistication. There is also a retail

area that serves a selection of fresh baked goods and a carefully curated collection of homewares that are all exclusive to Dubai. With award-winning innovative design, heritage and excellence, Little Venice Cake Company remains at the forefront of its profession as it looks forward to celebrating its 25th anniversary next year.

The UK's award-winning hospitality and leisure operator BOXPARK has announced plans for its next BOXPARK-branded development in Birmingham. The new site, scheduled to launch in 2025, will follow the opening of new sites in other major UK cities as well as London and will be the first BOXPARK in the Midlands. BOXPARK has agreed a 15-year lease with landlords The Arch Company for the Floodgate Street Arches site, which is situated in Digbeth, Birmingham's growing creative quarter. Formerly an industrial zone, Digbeth has now established itself as one of the UK's key creative hubs with a large and growing cluster of creative industries, offices, restaurants, bars and leisure units opening in the area over the last 10 years. The site, which sits under four 12m railway arches, was previously used for industrial purposes. Spanning nearly 17,000sq ft, the proposed plans for the site will see it transformed into a stunning food hall and events destination featuring a large, covered structure with around 10 kitchen units and four internal bars set across two floors. In addition, there will be just over 10,500sq ft of external space to offer al fresco dining and events.

In 2007 James and Martin started BrewDog with a mission to make other people as passionate about great craft beer as they were. In April 2007, in a godforsaken industrial estate in North East Scotland, BrewDog came howling into the world. Since then, BrewDog has consistently been considered one of the UK's fastest growing companies. After an incredibly successful history to date, today the company operates over 110 locations globally, including four hotels. Their portfolio started with their first bar launch in Aberdeen city centre in 2010 and now consists of more than 65 sites in the UK, 16 across Europe and the Nordics, nine in the US, five in India and four in Australia. In the last couple of years a slew of openings took place, with two of their most high-profile sites opening their doors in Waterloo and Las Vegas. The company has also launched three franchise locations recently with brand new partners. Upminster is their first opening in Essex and the other two opened in Australia in Penrith, Melbourne and South Eveleigh, Sydney. They are

also expanding in the US with their partner and have a growing pipeline of bars launching in the travel sector.

Arcade Food Hall & Bar is now open in the heart of Battersea Power Station and the 24,000sq ft space offers a modern approach to dining, houses a 500-cover food hall, two bars, three restaurants and a private dining room, all set in the buzzing atmosphere of the Power Station. Guests can experience 13 different cuisines made up of new brands such as Phed Power; fiery stir fries and salads from Isan, Thailand. Siu Siu; Cantonese comfort food inspired by the roast meat restaurants of Hong Kong Leccami Gelato; authentic Italian gelato. Existing brands such as Hero; Indian fast food, Sushi Kamon; Japanese sushi, Tipan Tapan; Nepali street food Shatta & Toum; Middle Eastern shawarma kitchen also form part of the line-up of global cuisines on the menu. The new food hall has two bars; Tap Room and ABC Bar. Tap Room showcases a wall of 32 taps, serving cocktails using locally sourced ingredients and a host of beers from international and South London breweries. ABC Bar, inspired by classic cocktail culture, offers a concise menu of the world's most famous cocktails.

The brand Eataly is the combination of two English words: EAT and ITALY. Eataly is about eating Italian food, but not it's not just about Italian food. Eataly's main goal is to demonstrate that high-quality products can be made available to everyone: easy to find and at affordable prices, but that's not all. Eataly wants to communicate faces, production methods and stories of people and companies who make the best Italian high quality food and wine. Since its first store opening in Turn in 2007, Eataly has been able to offer the best artisan products at reasonable prices by creating a direct relation between producers and distributors focusing on sustainability, responsibility and sharing. The brand's newest upcoming site is set to open at the base of 200 Lafayette Street at the northeast corner of Broome Street in the Soho neighbourhood of downtown Manhattan on over 18,000sq ft of space on the ground floor and lower levels.

Time Out Market brings the best of the city together under one roof: the best chefs, drinks and cultural experiences – all based on Time Out's editorial curation. It is the world's first editorially curated food and cultural market, bringing the Time Out brand to life with the best

local food and drinks complemented by cultural activities. Next year, the food and cultural market will open in the heart of Manama. It will be located on the top floor of the City Centre Bahrain, making it a key food and cultural destination in the region and fulfilling the mall's motto of offering its communities hyper localised, joyful experiences. With more than 35,000sq ft, Time Out Market Bahrain will offer plenty of space to showcase an editorially curated mix of the best local and home-grown talents from award-winning chefs to up-and-coming restaurateurs and artists. There will be eleven kitchens offering a variety of cuisines, a dessert counter, a coffee shop, two bars, one exhibition space, one stage and an al fresco rooftop. With more than 900 seats on two levels, guests will come together at communal tables in a uniquely designed space and get a true taste of Bahrain.

Located in the heart of Riyadh and focused on exceptional experiences not only to its customers but also its employees, MJS stands for Making Jobs and Smiles, a shared vision brought to life by their Chairman and Co-Founder, Mr Mohammed Jawa. MJS Holding, an international restaurant operator, is recognised for developing and operating high quality restaurants throughout the Kingdom. Last year they partnered with Sunset Hospitality to launch Black Tap in Saudi Arabia within the King Abdullah Financial District (KAJD) and in 2023, the company launched and operated additional award-winning restaurants, such as: Mr. Chow, which serves authentic Beijing cuisine with creative original recipes; Zuma, which offers a sophisticated twist on the traditional Japanese izakaya style of informal eating and drinking; Amazonico, a rainforest-themed restaurant serving Latin American flavours and sushi; and Ruya. More restaurant openings are planned in the coming years.

Jerry Inzerillo, a titan of the hospitality industry is the current CEO of Diriyah Company, the company spearheading the transformation of Diriyah, the iconic tourism destination in Saudi Arabia. As part of its development, the destination last year launched the world-class dining district Bujairi Terrace which houses 21 restaurants featuring a mix of world-famous brands and home-grown favourites. The historical area and the birthplace of the Kingdom houses the exciting new restaurant hub and meshes together rich culture, modernity and some exceptional food across 15,000sq m.



Café Kitsuné Yelaa, Bangkok, Thailand



L'Atelier Robuchon Mayfair, London, UK



Eataly, Soho, New York City, US



EL&N London, Park Lane, London, UK



**WORLD TRAVEL MARKET LONDON**  
6 - 8 NOVEMBER 2023  
ExCeL, London  
London, UK  
www.wtm.com/london

**IAAPA Expo**  
14 - 17 NOVEMBER 2023  
Orange County Convention Center  
Orlando, Florida, US  
www.iaapa.org

**MAPIC**  
28 - 30 NOVEMBER 2023  
Palais des Festivals  
Cannes, France  
www.mapic.com

**ICSC NEW YORK**  
6 - 7 DECEMBER 2023  
Javits Center  
New York, US  
www.icsc.com

**RLI CONNECT MENA 2024**  
4 - 6 FEBRUARY 2024  
Riyadh  
Saudi Arabia  
www.rliconnect.com/mena

**RLI MENA AWARDS 2024**  
7 FEBRUARY 2024  
Riyadh  
Saudi Arabia  
www.rli.uk.com/menaawards

**RETAIL LEADERS CIRCLE MENA**  
19 - 20 FEBRUARY 2024  
The Ritz-Carlton  
Riyadh, Saudi Arabia  
www.mena.retailleaderscircle.com

**MIPIM**  
12 - 15 MARCH 2024  
Palais des Festivals  
Cannes, France  
www.mipim.com

**THE RETAIL SUMMIT**  
23 - 24 APRIL 2024  
Atlantis Dubai  
Dubai, UAE  
www.theretailsummit.com



**COME  
AS  
YOU  
ARE**



**For global  
reservations**



**BOOK NOW**  
chotto-matte.com



LONDON | MIAMI | TORONTO |  
DOHA | SAN FRANCISCO

@chottomatglobal





## BECOME A PART OF **ASEER'S FUTURE**

**The Point** represents a strategic partnership between the Red Sea Markets Company Ltd | Asir and the Tourism Development Fund. The Red Sea Markets Company a member of the SEDCO Holding Group, owns one of the most important shopping and entertainment projects in the Kingdom, Red Sea Mall in Jeddah and it is working to replicate this success in Abha and position The Point as Asir Region's leading tourist destination for shopping, entertainment and recreation.

Asir region has become one of the most important tourist attractions in the Kingdom, which aims to attract more than 10 million tourists by the year 2030.

**Book your space now in Abha's most attractive tourist destination.**

**GET IN TOUCH WITH US**

