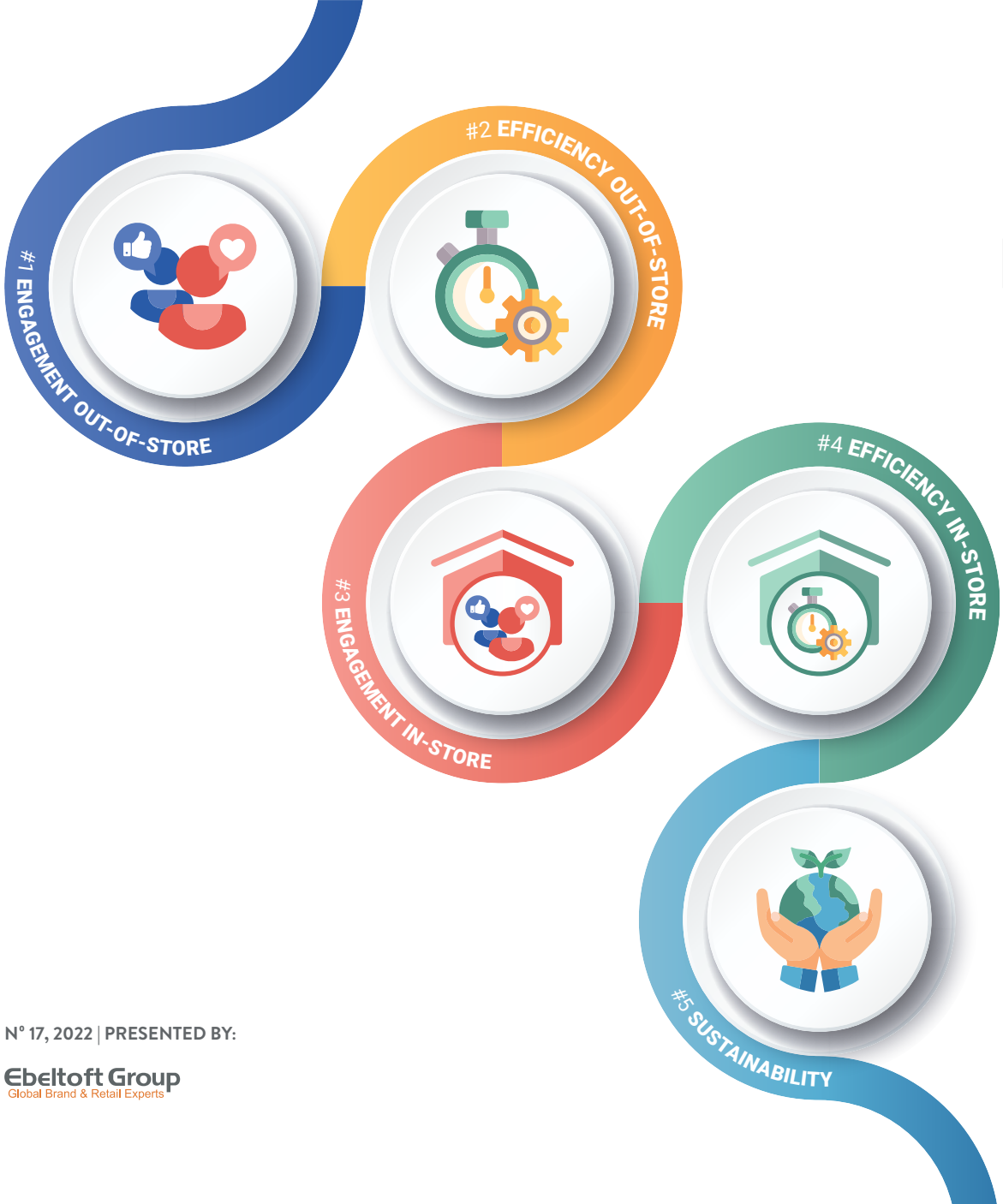


Retail Innovations **17**

N° 17, 2022 | PRESENTED BY:

Ebeltoft Group
Global Brand & Retail Experts

Ebeltoft Group

Global Brand & Retail Experts

We are a global alliance of retail and brand consultants with 18 members that are active in 20 mature and emerging markets.

With more than 25 years of experience and a vast global network, Ebeltoft Group brings together global expertise and local experts to assist retailers and brands to develop market-relevant solutions. Since its founding, Ebeltoft Group has been analyzing global retail innovation trends. Since 2005, the Retail Innovation book has been part of our yearly publications. It focuses on emerging trends and the most interesting innovation cases worldwide.

Ebeltoft Group´s global studies and publications include:

- Channel Strategies for Brands & Retailers (2021)
- Global Consumer Report (2020)
- Consumer Trust in the Time of Covid (2020)
- Phygital Project (2019)
- Digital Impact to Retail (2018)
- Horizontal Retail (2017)
- Services at Retail (2017)

AMERICAS

GOUVEA ecosystem

J.C. Williams Group

McMillan Doolittle

ASIA-OCEANIA AND AFRICA

agency china

fernridge SOLUTIONS

RetailDoctorGroup

RXG

EUROPE

ABS

DIAMART GROUP

Führer & Hotz

Gruppe Nymphenburg

IMR

inquiry

KIKI LAB

KISSretail

pattern

Q&A

Retail Institute Scandinavia

Retail Innovations

Our alliance has the goal to improve awareness of global trends of the future retail landscape.

With almost two decades of experience in global retail trend analyses and more than 25 years of experience in our national communities around the globe, Ebeltoft helps retailers and manufacturers to prepare for upcoming trends and rapid changes.

By studying and implementing innovative retail concepts and ideas, we can help our clients to adapt fast to the ever-changing environment. It is easy to spot these changes when we reflect on retail history. It is more difficult, but ultimately more important, to understand and react to these changes as they are happening now. By uniting our knowledge and insight, we are more powerful and better prepared to help our local clients. Ebeltoft Group members are experts in the following key concerns:

- What are the main game-changing ideas that are propelling retail forward?
- How does this apply to me and my local retail market?
- How can I incorporate elements of cross-channel retailing?
- How do I incorporate new technologies into my retail concept?
- How can I think about my business model in a new way?
- How can I blend the online and offline experiences?
- How can I increase the role that the customer plays in creating and determining products?

In addition to presentations and workshops, Ebeltoft Group also provides customized trend-tracking services for your company or retail sector.

Retail is ever-changing

How can we prepare our business to be ready for the future?

In 2021, retailers and brands are asked to consistently exceed customers' expectations. The 'New Retail' is the new normal: customers expect omnichannel experiences. They want to engage with the brand both digitally and in-store. At the same time, customers value efficiency and fast solutions to their needs. Another trend that was accelerated by the pandemic is buying local and expecting social responsibility from retailers and brands. Therefore, offering sustainable solutions to customers is more important than ever before. How can retailers respond to these high expectations?

Ebeltoft Group has been monitoring brand and store innovations for more than a decade, uncovering trends both underlying and emerging in modern retail. Our retail experts around the world join forces to share insights from their local markets that will inspire you to innovate and prepare your business for future trends. We have evaluated 50 innovative cases from 19 countries all around the globe. Let's get inspired!

To help you with this, we developed the 'New World' matrix. All innovative concepts are clustered in the categories "Engagement / In-Store", "Engagement / Out-Of-Store", "Efficiency / In-Store", "Efficiency / Out-Of-Store" and "Sustainability". For each innovation case, we indicate on a scale from 1 (low) to 5 (high) how well the innovation tackles the five categories. In addition, we selected the best winning case for each of the five categories.



Change is here. Retailers must adapt to survive, which will be a major challenge for everyone. But it is also an opportunity to reinvent yourself. The moment for innovation is now.

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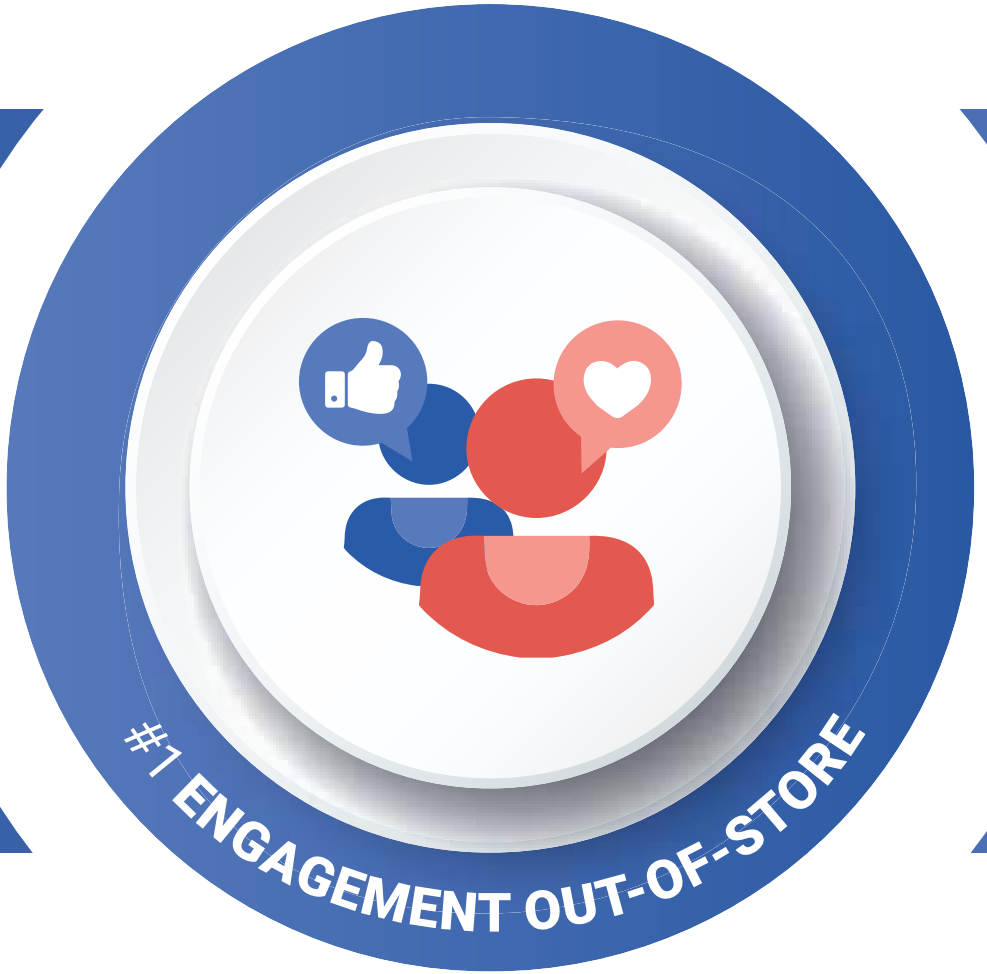
Green Pea 90
Coop 92
Mercato Itinerante 94
dm Refilling Station 96
FLAX&KALE 98
Good Sammy Enterprise 100
Green Up 102
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Monoprix 108
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Category #1

Engagement Out-of-Store

TRENDS TO WATCH IN 2022

- Live Streaming Shopping
- Special unboxing experiences at home
- Personalized experiences
- Virtual Personal Shoppers
- Influencer & social media engagement
- Virtual reality experiences
- Metaverse experiences


#1 ENGAGEMENT OUT-OF-STORE

Walmart x Mashable

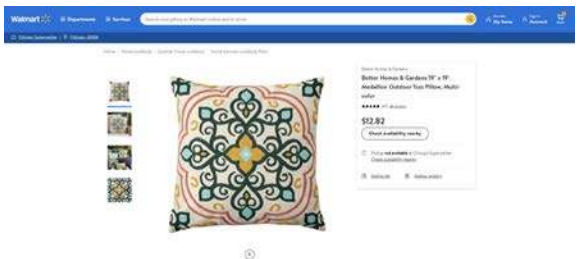
Virtual Home

In 2021, media and entertainment brand Mashable launched a completely virtual 3D Home experience presented by Walmart, offering users shoppable content from Walmart and its spring collection across a variety of categories. The Home, which users can discover via self-guided tour, features high-concept rooms, shoppable hotspots, live and on-demand programming and games. Mashable's core content pillars including Social Good, Digital Culture, and Entertainment are highlighted through the interactive experience.

The six rooms of the home include a kitchen, living room, bedroom, outdoor space, flex space, and garage. Each space engages users through art, editorial content, videos, and shoppable areas. The rooms also feature lifestyle programming such as cooking videos in the kitchen with a famous Instagram influencer in which they use Walmart groceries and kitchen tools. The innovative approach aims to create a holistic backdrop for organic brand content, uniting affiliate and brand goals, and driving sales.

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■■■
Efficiency Out-of-Store	■■■■■
Efficiency In-Store	■■■■■
Sustainablity	■■■■■





KEY DATA

Country: USA
Retailer: Walmart
Major Innovation Category: Engagement Out-of-Store
Format(s): Virtual Showroom
Website: omnisightinc.com/virtual-tours/ziff-media/mashable-home-360-virtual-tour/

Why is it innovative?

- **Virtual Experience.**
  The interactive, virtually-rendered experience looks real, and creates a shoppable environment for users to explore, navigating at their own pace.

- **Consumer Interaction.**
  Walmart's investment in digital consumer-facing platforms has driven further engagement with and awareness of the brand.







Ebeltoft Group Expert Comment

The virtual home platform creates a video-game-like experience for users to navigate through and interact with products in a new way. New digital initiatives that Walmart has continued to invest in including virtual reality as well as other examples such as shoppable livestreams have continued to drive brand awareness and engagement across a variety of consumer touchpoints. These initiatives set Walmart apart as a leader in digital retail innovation.

Shein

Taking Fast Fashion to the Next Level

RATING

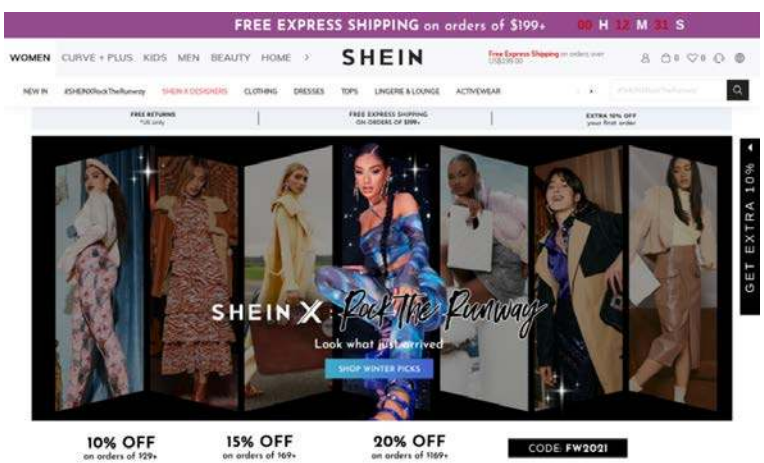
Engagement Out-of-Store	■■■□□
Engagement In-Store	□□□□□
Efficiency Out-of-Store	■■■□□
Efficiency In-Store	□□□□□
Sustainablity	□□□□□

The fastest-growing eCommerce company in the world, Shein is a trend-forward, direct to consumer brand based in China selling fast-fashion merchandise to nearly every major market in the world. The brand has grown over 100% over each of the past eight years and pulled an estimated $10 billion in revenue in 2020. Building strong partnerships with celebrities and influencers on TikTok and Instagram and offering their products at exceptionally low prices, the brand caters to a Generation Z customer base.

This year, Shein ranked number 1 in the iOS App Store's Shopping category for 56 countries, and surpassed Amazon as the most downloaded shopping app in the US. The brand consistently beats competitors on price and frequently adds on average, almost 3,000 new styles to its site each week. The brand now ships to 220 countries and is the largest online-only fashion company in the world.

KEY DATA

Country: China
Retailer: Shein
Major Innovation Category:
Engagement Out-of-Store & Efficiency Out-of-Store
Format(s): Online Fast-Fashion
Website: us.shein.com

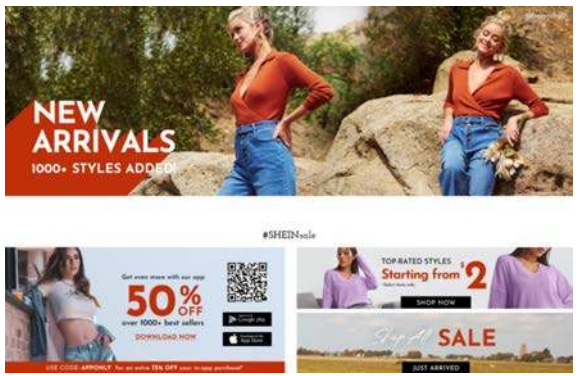


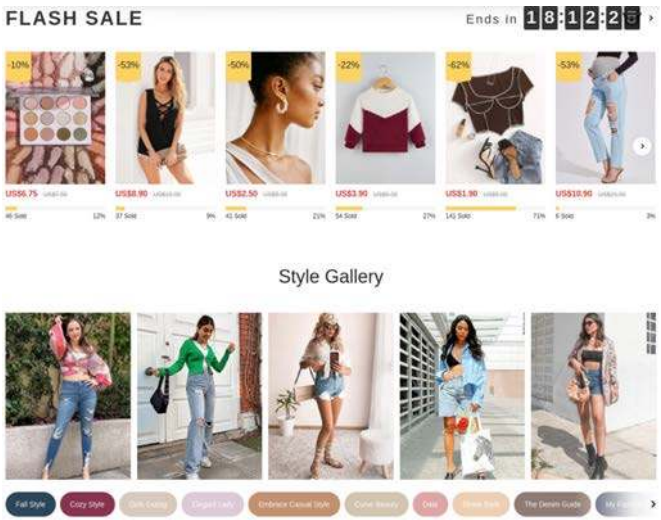
Why is it innovative?

- **Production Efficiencies.**
  Production times have been reduced to one week; products are first produced in small batches of about 100 items and production is only ramped up when the product sees demand from consumers.

- **Maximizing Data Science.**
  The brand uses algorithms and data science to identify new trends. Production facilities use Shein's supply-chain management software, allowing Shein to monitor the production process and share customer data with suppliers to guide design and production.

- **Influencing Target Consumers.**
  Shein partners with celebrities and influencers to drive target consumer engagement on social media platforms.





Ebeltoft Group Expert Comment

Shein has utilized its data science to garner a deep knowledge of their consumer to understand how to best attract them through their trend-forward product and through engagement with them via the most relevant social influencers. The brand is approaching the customer in new ways, using influencers for customer acquisition and to drive demand. The entire business model functions around consumer demand, from trend, to design, to production, to distribution.

Alohas

On-demand manufacturing: reducing overproduction while offering trendier fashion

Alohas is an on-demand fashion brand based in Barcelona. Founded in 2015 by Alejandro Porras, Alohas' big innovation was to change its operating model to an on-demand manufacturing model in January 2020 for two reasons:

- He was appalled by the news of fashion and luxury brands burning their overstock and decided to find a way to reduce overproduction.
- He observed most sustainable clothing companies went for atemporal, neutral-colors styles and he wanted to keep offering edgy and trendier styles in a sustainable way.

Their operating model now is launching new product capsules every two weeks before they are produced. For two weeks, customer can pre-order the styles they want with a 30% discount. Based on demand, Alohas decides whether to manufacture just the ordered products or, if demand has been high, manufacture slightly higher quantities; in that case, during production (which takes five weeks) styles can be bought with a 15% discount. Once the products are manufactured, it can be ordered without any discount while stock lasts.

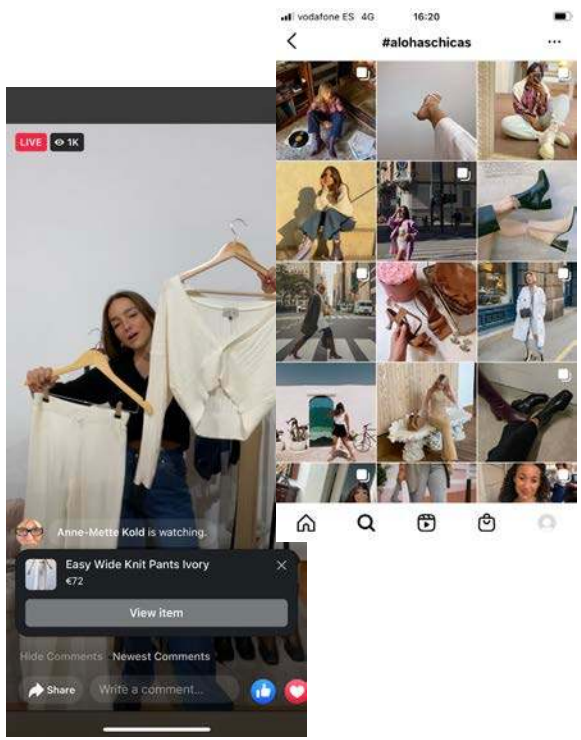
They first started with shoes and their on-demand range now includes clothing, jewels and handbags. Their materials and production methods are conscious with the planet and the people involved.

KEY DATA

Country: Spain
Retailer: Alohas (Brand)
Major Innovation Category: Engagement Out-of-Store, Sustainability
Format(s): e-commerce, social commerce and B2B distributors
Website: www.www.alohas.io

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■■■
Efficiency Out-of-Store	■■■■■
Efficiency In-Store	■■■■■
Sustainablity	■■■■■

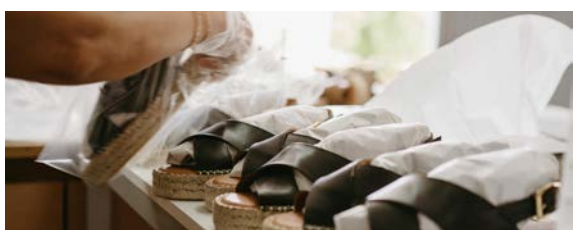


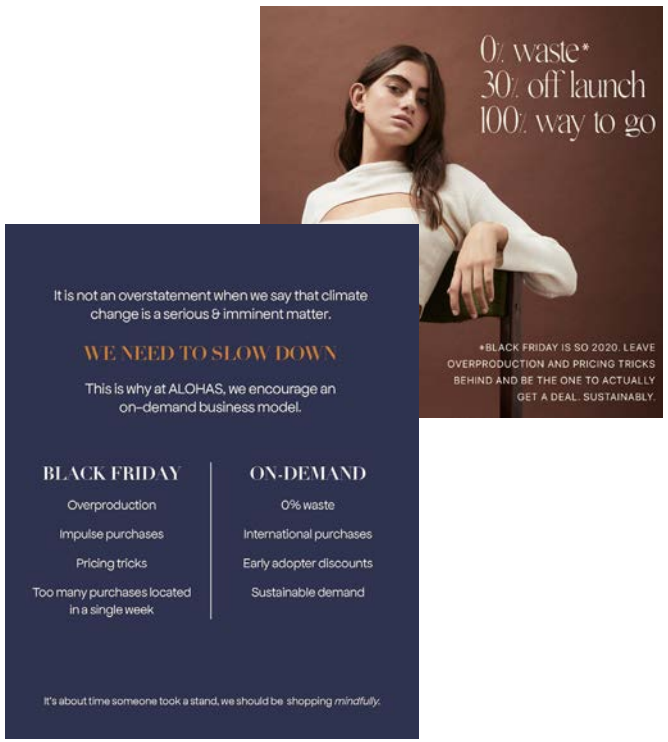
Why is it innovative?

- **On-demand "fast" production allows testing.**
  Manufacturing is made in Spain and Portugal, close to headquarters so production and reaction to new trends can be quick. Being able to launch new product proposals every two weeks, Alohas can design edgier fashionable products and see if customers want it or not before producing.

- **Born global.**
  lohas has been launched with no boundaries; digital tools allow the company to reach and be reached from any part of the world. They deliver all over the world and declare that 96% of sales are from outside Spain and 40% of sales are from the USA.

- **Social commerce.**
  Alohas makes an incredible use of social media to raise brand and product awareness. Its Instagram page and #alohaschicas is a collection of international cool girls that every fashionista wants to be part of. Alohas also does weekly live shopping events to introduce new products. Of course, it has affiliate programs and Customer get Customer incentives.





Ebeltoft Group Expert Comment

Alohas's main achievement is to prove customers are willing to buy fashionable products (with a discount) weeks in advance if they are able to make a more sustainable choice.
They have standardized an on-demand production process and developed a system to manage it. As other start-ups, part of their business could be to sell their know-how and software to other companies as a service. Those companies would be able to offer more sustainable fashion through mass on-demand production that reduces overstocks.

Balbisiana

Online bakery goes viral when pandemic changed its business model

Balbisiana has become a very successful and notorious online bakery in a very short time. Their customers could be called followers, because of their active engagement on Instagram with the target audience.

It was founded 4 years ago by Paula Babiano to bake and deliver high quality homemade cakes to restaurants. When pandemic arrived, restaurants closed, forcing a change in Balbisiana's business model. They decided to sell and deliver directly to final consumers. They set up an e-commerce business, defined a very clean and cute brand image and maintained the same product approach as when B2B: homemade, high quality, only natural ingredients, with a gluten-free range and low sugar products. They deliver to anywhere in mainland Spain.

What truly sets Balbisiana apart is its used of instagram as a communication tool; it is possibly the main reason it has become so well known in such a short time.

In December 2021, a physical bakery and cafe opened. Of course, Paula announced it on instagram in a very emotional story. The shop is an updated tearoom, with excellent service and enlarged range of products, including individual versions of Balbisiana's cakes and savory treats. Balbisiana's new shop brings to life its Instagram posts, with a simple and cute decor: lots of white, marble and touches of the brand's light blue shade.

KEY DATA

Country: Spain
Retailer: Balbisiana
Major Innovation Category: Engagement Out-of-Store
Format(s): e-commerce, pastry shop (Dec 21) and B2B
Website: www.balbisiana.com

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■■□
Efficiency Out-of-Store	■■■■□
Efficiency In-Store	■■■□□
Sustainablity	□□□□□



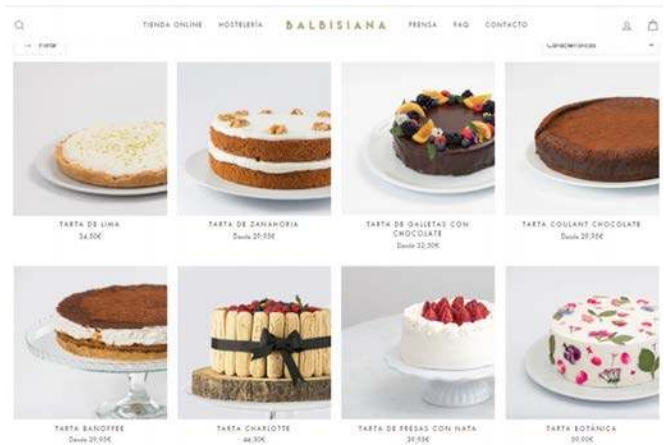
Why is it innovative?

- **Instagram marketing.**
  Exceptional and clever use of instagram as marketing and communication tools. The content is fun and engaging: Paula, the founder, acts as an entrepreneur/influencer posting stories about products, recipes, the clothes she is wearing, anything! Also, "Open question day", "Happy Mondays"(customer's good comments), contest among followers, questionnaires to vote for new flavors and more

- **Transformation from a B2B to a D2C omnichannel player.**
  Achieving success by using new channels to generate customer interactions; social media to create Brand and engage consumers, online sale transactions to generate business and soon a bakery shop to experience the brand.

- **Delivery warranty for cakes.**
  Constant trials to assure new products arrive perfectly to destination. Having two ranges of products because of this: local (Madrid) and nation wide (mainland Spain).





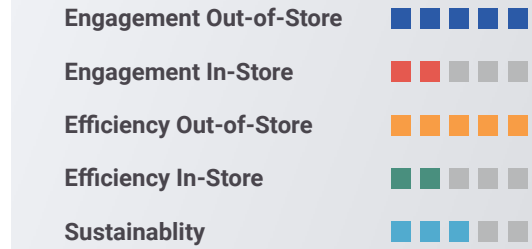
Ebeltoft Group Expert Comment

Both, the image and product appeal perfectly to its target group: young busy trendy families. Instagram has been the perfect tool to engage with decision makers of those families. The tone used is personal, close, transparent, fun and natural. And having Paula, the founder, as the face and narrator has been key for the success, creating a personal engagement with the brand and turning her into an influencer/friend/entrepreneur whose followers want her to succeed.

Matas

Beauty- and cosmetic brand goes digital

RATING



The well-established danish beauty- and cosmetics retailer Matas, has incorporated several digital and virtual services to improve the customer experience across their channels. Matas has around 2.500 employees in 263 stores in Denmark and was established in 1949. The last couple of years, with the corona crisis as a final source of motivation, Matas has taken some essential steps towards both engaging their customers and making it easier to navigate the webshop and shop from the comfort of their own home. For example, it is now possible to try on products virtually when the consumers decide to shop online.

KEY DATA

Country: Italy
Retailer: Motivi
Major Innovation Category: Engagement Out-of-Store
Format(s): Webshop
Website: www.matas.dk

They can use the camera on their phone to try on different makeup products as for example shades of eyeshadow or lipstick, or they can upload a picture of themselves to the website and try out the products on the picture. At the same time, the customers can use pictures to search for specific products on Matas' website, when shopping by phone. They just take a photo of the product they want to buy, and upload it, whereafter the webshop quickly and easily find the matching product to buy. In this way, the customers can easily find a product they need to restock, one they got recommended or have seen, without having to search the whole webshop or type in long and complex brand names. After entering the picture, they can easily order it right away and get it delivered within 1-2 days or pick it up in a store close to where they live. Furthermore, during the pandemic Matas has introduced live shopping, which is still going strong after the reopening of society.

The concept is simple: Matas hosts live sessions at specific times with specific themes, such as skin care, hair care or makeup, and the consumers participate via a link and watch the session online. Influencers, experts, and celebrities are guest hosting, giving advice and answering question, and during the live session, the participants can interact, ask questions, comment and – of course – buy products. It is also possible to watch a live session after it ended, so that the consumers that were not able to participate at the specific time, can still watch and learn. Besides that, the employees at Matas are specially educated so-called "omni materialists", and they are able to advice the customers and show them around the store through a 1-on-1 live session as well, if needed.

Why is it innovative?

- **Eliminates the pain point.**
  Because Matas eliminates the pain point from shopping online (such as not being able to try out products or not being able to talk to employees and get advice), in a time where online shopping is more and more important.

- **Embrace digital.**
  They use digital and virtual technology to make the shopping experience more convenient, more fun and more personal – even though it means meeting the customers at home, and not necessarily attract them to the physical stores. They embrace the possibilities the rise in online shopping and technology development has brought.

- **Events.**
  They host online events, which are possible to organize even during a pandemic, and make them convenient and easy for customers to attend wherever they are.

- **Be where the client is.**
  The use of personalization tools create an even more engaging shopping experience online. And further, Matas meet the customers where they are. When they shop at home, they still have the same opportunities, or similar ones, as in the store, with personal help and relevant expert advice.

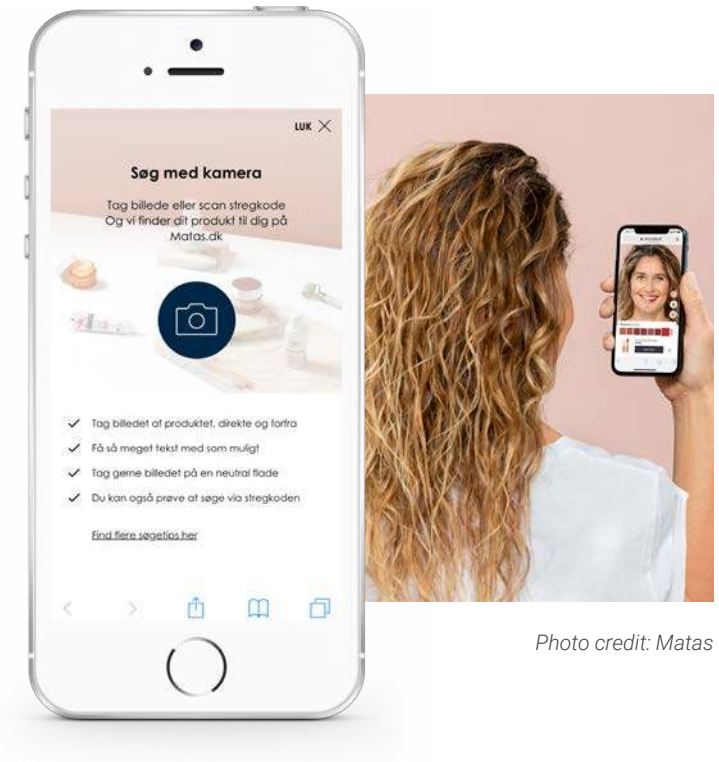


Photo credit: Matas

Ebeltoft Group Expert Comment

Matas' omnichannel initiatives meet the new consumer needs and demands both online and offline via digital engagement and tools, allowing for a frictionless, personal and engaging shopping experience no matter where and how the customers decide to shop. The personalized experience with expert advice, that Matas' is well know for in their physical stores, has successfully been transferred to the digital and online spheres.

Motivi

Live Stream Shopping

Motivi is a brand of Italian fashion Retailer Gruppo Miroglio, active in 20 Countries with 35 companies. Motivi has developed a Live Stream Shopping platform that integrates a tool for analyzing data in motion with live video streaming services, the first retail-into-digital sale format in Europe. The result is the creation of a new online sales process: an interface and a direct synergy between the store, the e-commerce channel and the consumers at home. The shopping sessions are set and conducted within the Motivi stores, where the store assistants present new collections and new products as specialized streamers.

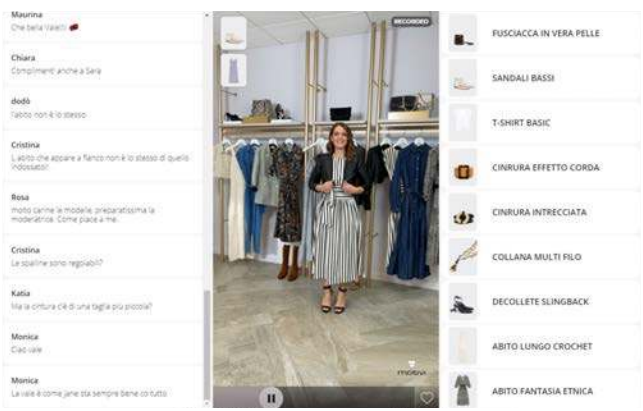
Customers can chat live with the store assistant in order to obtain advices. The smart interaction offered by the platform also allow the instant sale of the items presented thanks to a simple click on the images that will scroll on the background of the screen. The selected products will end up in the virtual cart connected to the eCommerce of the brand on which transactions are finalized.

KEY DATA

Country: Italy
Retailer: Motivi
Major Innovation Category: Engagement Out-of-Store
Format(s): Platform
Website: www.motivi.com/it/motivi-live-stream-shopping

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■■□
Efficiency Out-of-Store	■■■■□
Efficiency In-Store	■■■■□
Sustainablity	■■■□□





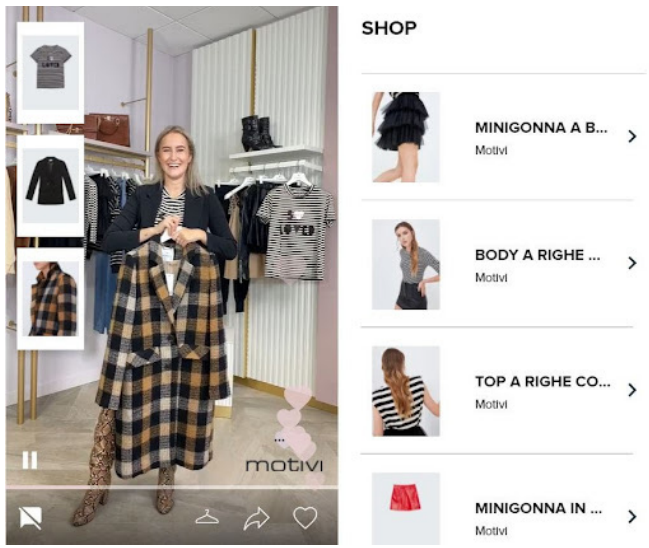
Why is it innovative?

- **Remote sessions.**
  Simple, quick, engaging remote sessions for video-selling

- **Live Chat.**
  During the sessions, customers connected can chat live with the store assistant to ask advice or specific details, just like during shopping in store always in real time

- **Customization.**
  Customization is a key element of this sales system, artificial intelligence and data analysis allow the brand to address customers with targeted products, based on individual tastes, provided through the CRM program

- **Instant sales.**
  The platform allow the instant sale of the items presented by clicking on the images at the bottom of the screen





Ebeltoft Group Expert Comment

An innovative, powerful and engaging tool that reinvents the shopping experience, giving the brand the opportunity to reach a large number of customers directly from home.

O Boticário

Metaverse Store

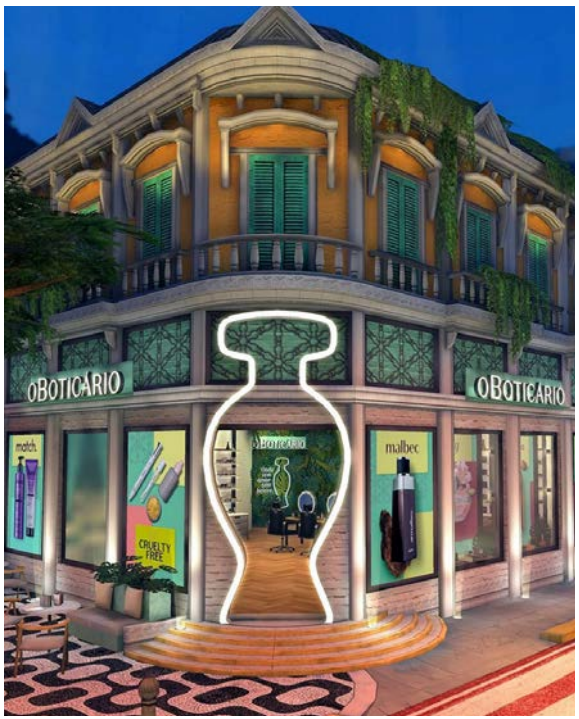
O Boticário is a Brazilian cosmetics manufacturer and retailer. Founded in 1977, the company is the largest retailer in Brazil in terms of number of stores with over 4.000 locations, operating multiple brands and formats in several countries . The family-owned company is recognized by the market as being one of the most innovative retailers in Brazil.

Exploring the metaverse trend and aiming to connect with young consumers, O Boticário innovated to create a store inside a popular game called Avakin life. In this virtual store players can "visit" the location, redeem real-life and virtual gifts, as well as buy and learn about the products. Inside the metaverse store consumers participate in beauty quests engaging and learning about the brand and its' products in order to gain BotiCoins to redeem prizes. Several prizes are a digital version of real products, allowing customers to apply the makeup on their game avatars and also redeem/ buy the exact same products in real-life.

It's a very innovative and pioneering initiative, exploring new technologies and defying physical barriers to connect with consumers.

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■□□□□
Efficiency Out-of-Store	■□□□□
Efficiency In-Store	■□□□□
Sustainablity	■□□□□



KEY DATA

Country: Brazil
Retailer: O Boticário
Major Innovation Category: Engagement Out-of-Store
Format(s): Webshop
Website: www.boticario.com.br

Why is it innovative?

- **Metaverse.**
  One of the first retailers exploring (and being successful with) the metaverse trend.

- **Reaching new generations.**
  Innovative and engaging initiative to connect with young consumers.

- **Merging online and offline.**
  Players can redeem real life gifts in the game, interact online with AI and real-life sales personnel directly from the metaverse store, collect virtual presents (ex: avatar skins), participate in game quests, join events, lives, makeup courses, etc.









Ebeltoft
Group Expert Comment

Metaverse became one of the strongest trends this year due to the investments of major tech companies such as Facebook and Microsoft. While most retailers are still figuring out the impacts of metaverse on their business, O Boticário is already testing, learning and engaging with customers through this new channel.
It is a very successful initiative, the virtual location received more than 9 million visits only in the first month of operation.
One of the factors for this huge success was the marketing strategy engaging digital influencers to drive traffic to the game.

Category #2

Engagement In-Store

TRENDS TO WATCH IN 2022

- Community building & creating fans
- Personalization options
- Entertainment and events in the store
- Brand storytelling & total brand alignment in the in-store design
- Gamification in stores
- Added services
- Availability of experts to guarantee excellent advice in products and services


#3 ENGAGEMENT IN-STORE

BEST IN CATEGORY

House of Rituals

An Immersive Brand Experience

Rituals is a well-established Dutch beauty & cosmetic company that has 800 stores in more that 27 countries. For their 20th anniversary Rituals opened a four-story flagship store in the heart of Amsterdam: the House of Rituals. The flagship store embodies what the brands stands for: 'We are not here to sell you beauty, we are here to make you feel good'. Next to an extensive collection of all products, Rituals offers many personalization options: You can create your own shampoo and even your own fragrance. It has a Body Spa including services like massages.

Especially unique is the Mind Spa to create more awareness about mindfulness and relaxation. The store offers customers an opportunity to de-stress via the Breathing Bubble or Brain Message studios. The Mind Studio on the top floor can be booked for meetings. On the ground floor you can find restaurant Rouhi which is aligned with the philosophy of Rituals to nourish the body, relax the mind and nurture the soul.

KEY DATA

Country: The Netherlands
Retailer: Rituals
Major Innovation Category: Engagement In-Store
Format(s): Flagship store
Website: www.rituals.com/en-nl/house-of-rituals.html

RATING

Engagement Out-of-Store	■■■□□
Engagement In-Store	■■■■■
Efficiency Out-of-Store	■■■□□
Efficiency In-Store	■■■■□
Sustainablity	■■□□□







Why is it innovative?

- **Body & Mind Spa.**
  The 'Breathing Bubble' and Brain Message studios extend the experience beyond traditional services to include offerings focused on mental and emotional wellness.

- **Luxury Perfume Bar.**
  Enhances engagement by providing each customer the option to create a personalized fragrance.

- **Mind Studio.**
  Conference room to at the top floor for booking (business) meetings.

- **Mind Compass.**
  Unique experiences like the mind compass that gives you advice on how to slow down and follow your purpose.

- **Restaurant Rouhi.**
  In-house excellent cuisine in line with the philosophy of Rituals.



Ebeltoft
Group Expert Comment

House of Rituals extends the traditional flagship experience by including a focus on both mind and body. The company has created a series of well-planned immersive experiences throughout the store that tell the Rituals story in new ways to help the customer understand and fall in love with the brand. The entire store establishes a memorable, emotional connection with the customer and makes their brand philosophy come to life: 'We are not here to sell you beauty, we are here to make you feel good'.

Dom's Kitchen & Market

Inverting the Traditional Grocery Store Model

Dom's Kitchen & Market is an innovative, upscale concept developed by grocery industry veterans who have a demonstrated track record of success. Dom's turns the traditional grocery store model inside-out: elevating and moving the traditional perimeter categories to the main stage as the center of the store. Prepared foods (The Kitchen) are the focus here. The traditional center of the store categories appear in a smaller, more locally and curated perimeter (The Market). Opened this year on the North Side of Chicago, the store is 17,800 square feet. The concept features a café, multiple restaurant/kitchen concepts, a butcher/deli, a wide selection of wine and spirits, a bar, a grocery offering, and more, providing for a well-rounded and interactive customer experience. Customers are welcome to explore the space, which offers multiple seating areas including a "Backyard" to enjoy food and company. Dom's quality foodservice offering was ranked as one of 'The 10 Hottest Restaurants in Chicago' by Chicago Magazine.

RATING

- Engagement Out-of-Store
- Engagement In-Store
- Efficiency Out-of-Store
- Efficiency In-Store
- Sustainablity



KEY DATA

Country: USA
Retailer: Dom's Kitchen & Market
Major Innovation Category: Engagement In-Store
Format(s): City Store, Supermarket, Restaurant
Website: www.domschicago.com

Why is it innovative?

- **One-Stop Food Experience.**
  Combines premium, unique, and local products with theater, education, and a great team to deliver a differentiated and immersive experience targeted at customers who enjoy food. Dom's offers options to eat on site, grab food and go, or purchase ingredients to prepare meals at home.

- **Extreme Curation delivered with Authority.**
  Many of the products are new or exclusive and presented by a team that can educate the customer on why it's best or how to use it.

- **Community Connection.**
  Dom's is a neighborhood destination by offering their well-crafted, locally-sourced, globally-inspired food in a warm environment of discovery and hospitality. They align their unique promotions and in-store events with neighborhood happenings.

- **Pandemic Friendly Design.**
  The offering focuses on individually wrapped grab and go items or service food bars like the "Plant Butcher" rather than less hygenic self service hot bars or salad bars.





Ebeltoft Group Expert Comment

Built by a team that knows and loves food, Dom's has quickly become a destination for customers looking for unique and delicious meal solutions. The team inspires customers to try new products and recipes in a high energy and engaging setting. They feature constantly changing events with demonstrations and sampling that provide a reason for customers to return often. The hospitality spaces attract small groups by offering a convenient and comfortable meeting location. Digital elements including the loyalty program and ecommerce provide a unified platform to collect and leverage data to serve customers more effectively while providing the data required to continuously evolve and improve the concept.

Natura

Phygital Store

Founded in 1969, Brazilian Natura&Co became the 4th biggest beauty company in the world after the acqusition of iconic players like The Body Shop and Avon.

The brand is known for its direct sales model with millions of consultants selling door to door. Recently Natura began to explore the physical store channel with more than 500 stores supporting their omnichannel strategy.

KEY DATA

Country: Brazil
Retailer: Natura
Major Innovation Category: Engagement In-Store
Format(s): Flagship
Website: www.natura.com.br

Natura opened a world class flagship store in Brazil in order to connect with consumers, located in the very same address of their first store opened in 1970. The location is a mixture of store and art gallery with a phenomenal brand storytelling and atmosphere. The store is a representation of the brand itself, using digital technologies to enhance the customer experience such as virtual reality to visit the communities where they source products' raw materials, digital instruments to scan skin tone, skin health and hair conditioning, customization station, digital parfum scent (dry parfum), intelligent mirrors and reverse logistics to recycle products packaging (every 5 empty products customers redeem a free product).

In addition, data collected in the store such as skin tone can also be used to improve and customize customers online shopping experiences.

RATING

Engagement Out-of-Store	■■■□□
Engagement In-Store	■■■■□
Efficiency Out-of-Store	■■□□□
Efficiency In-Store	■■□□□
Sustainablity	■■■■□



Why is it innovative?

- **Leveraging channels**
  Using store channel to leverage door to door and digital sales.

- **Brand values.**
  brand values and positioning through digital and physical experiences.

- **Sustainability.**
  The whole store is built using sustainable materials and it is a important link in the companies recycling and circular economy programs.

- **Offline digital experiences.**
  The store offers several experiences to consumers using digital tool to leverage their engagement and connection with the brand, becoming a link between the online and offline world.







Ebeltoft Group Expert Comment

Natura's flagship is an immersive experience that successfully translates the brand's purpose and values in a physical location. The stores support the companies' strategy to strengthen their brands and create a strong connection with consumers. The location seeks to achieve a strong connection between digital and physical, at the same time the storytelling and art installations transform the store into the brand's temple.
Natura's core distribution channel still is the millions of door to door consultants across Brazil and many countries in the world, therefore the importance of creating a strong ecosystem (stores, digital and digital tools for the consultants) to build brands equity and to support the consultants.

Pick-Me-Ups

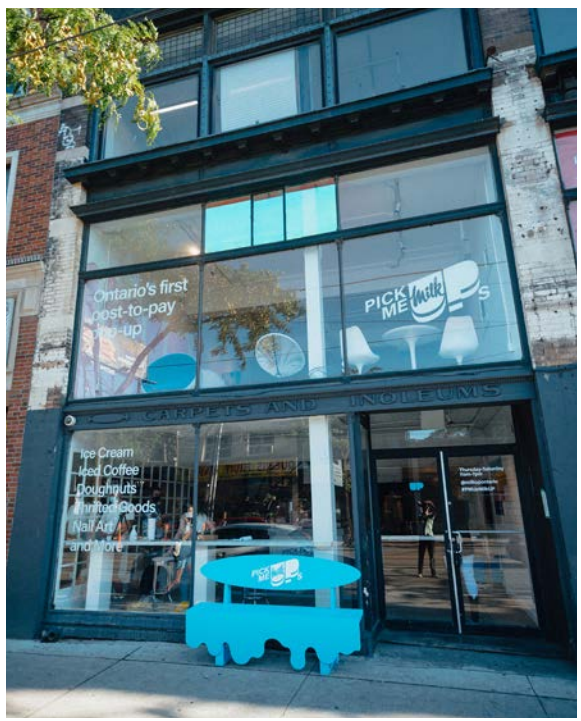
Hyperlocal, Post-To-Pay Pop-Up

Pick-Me-Ups is a "post-to-pay" concept pop-up located in Toronto, Canada, which was developed by the Dairy Farmers of Ontario. Running in 2021 in the trendy Queen Street West neighbourhood of Toronto, the store did not accept any form of currency for payment; instead, only Instagram and TikTok posts. The space had various products from Toronto vendors and an event space for local artists and musicians. To enter the space, you first needed to follow @ MILKUPONTARIO on Instagram.

Once inside, if you were interested in "purchasing" any product, you needed to post on either TikTok or Instagram, tagging the associated vendor. All of the products being sold, like tote bags, nail art and food, had a milk theme and the majority were only available at Pick-Me-Ups. The store had very long lines, and they are currently looking for a new space in the Canadian province Ontario to host their next pop-up with a similar strategy.

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■■■
Efficiency Out-of-Store	■□□□□
Efficiency In-Store	■■■□□
Sustainablity	■■□□□



KEY DATA

Country: Canada
Retailer: Pick-Me-Ups
Major Innovation Category: Engagement In-Store
Format(s): Pop-Up Store
Website: www.new.milk.org/In-the-Community/Our-Campaigns/MilkUP-Campaign

Why is it innovative?

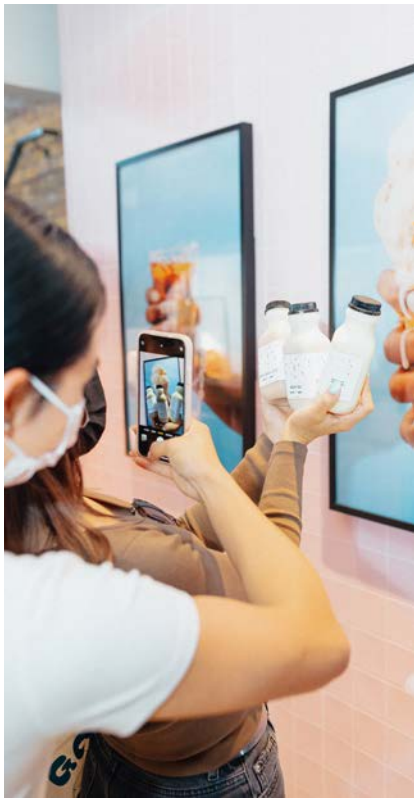
- **Follow to Enter, Post-To-Pay.**
  Requirement to follow on social media to enter the store, and requirement to post about brand to receive product.

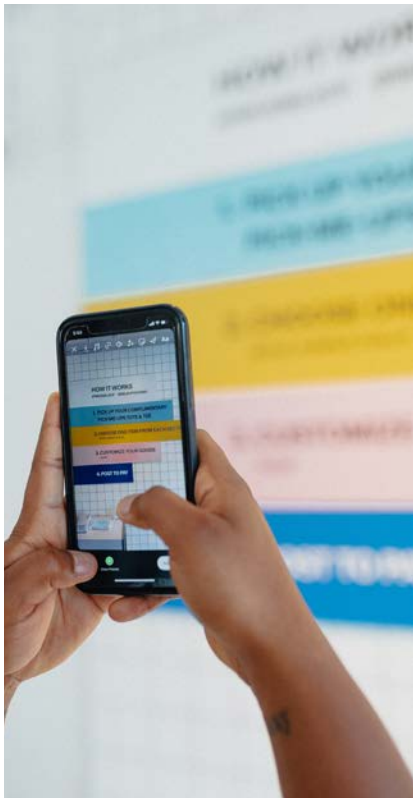
- **Live Events and Exclusives.**
  Experiential store with live events and workshops. Products being sold are exclusive to the pop-up.

- **Lack of Online Store.**
  There was no service or product available online.

- **Segmented Store.**
  Store was segmented to move people through the store in a specific pattern. The negative was the store was so popular, lines were sometimes hours long.







Ebeltoft Group Expert Comment

Pick-Me-Ups concept of posting on Instagram/TikTok as a form of payment is very innovative. With all local vendors being present at the store, it gives them invaluable social media exposure and engagement. The fact that this idea was created by a non-traditional retailer is also interesting. The Dairy Farmers of Ontario are a very wealthy union, in which case they have the capital to test out new concepts and create awareness for this hyper-local pop-up.

Sally's Welt Flagship Store

In the Kitchen of an Influencer – Online Goes Offline

Saliha "Sally" Özcan is one of the most successful cooking and baking bloggers in Germany with 1.6 million followers on her YouTube channel. Her own products, including kitchen gadgets, tools and food products, have so far only been sold online. In March 2020, the first brick and mortar store of the "Sally's" brand has opened in a shopping center in Mannheim. The new flagship store features Sally's Welt cooking and baking products, as well as home furnishings and cooking/baking books. QR codes on the products lead the customer to further information about the product, including entire explanatory videos. In addition, third-party brands such as Kenwood or Kitchen Aid make up 30 percent of the assortment, while the remaining 70 percent are Sally's items. To create a link to the well-known YouTube channel, the blogger's kitchen was recreated one-to-one in the store. In addition to the sale of products, events with the blogger will also take place in the store. The store literally makes the blogger's digital world "walkable" for customers.

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■■■
Efficiency Out-of-Store	■□□□□
Efficiency In-Store	■■■□□
Sustainablity	□□□□□







KEY DATA

Country: Germany
Retailer: Sally's World
Major Innovation Category: Engagement In-Store
Format(s): Flagship Store
Website: www.sallys-shop.de/flagship-store-q6q7

Why is it innovative?

- **Omni Integration.**
  The concept is seamlessly merging the online and offline world of the YouTuber for the customer. Customers can also experience the online world in the store and take advantage of the benefits brick and mortar stores have.

- **Credibility.**
  The popularity of the influencer provides attractiveness and credibility for the products.

- **Customer Experience.**
  For the customers and especially the fans / followers of the influencer, the store offers the opportunity to experience Sally's world. The act of shopping thus becomes a real experience.

- **Customer Engagement.**
  The concept promotes interactive exchange with the customer. This not only promotes customer engagement with the brand, but also improves customer understanding from the corporate side.









Ebeltoft
Group Expert Comment

The concept of Sally's Welt Flagship Store is a prime example in merging the online and offline worlds: The Store promotes interaction with the brand and makes it touchable for customers. In a world, where cooking / baking / DIY is popular and classes concerning that are well-liked, the store perfectly addresses their target group.

Sook Space

Pop-up at the right time

Sook is a space rental agency which provides spaces as a service and allows anyone to rent high street shop space by the hour. It was founded in early 2020

Sook transforms empty shops into adaptive physical spaces. Using the Sook fit out the empty space is transformed into a digitally enhanced rentable space. The ability to design your space online and the fit-out being digital removes the inefficiencies and cost of fitting out physical space.

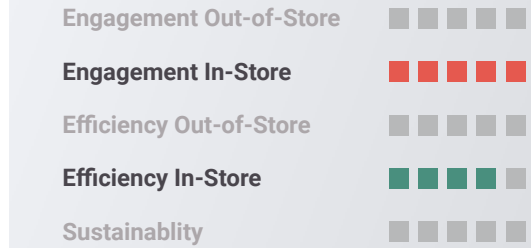
KEY DATA

Country: United Kingdom
Retailer: Sook Space
Major Innovation Category: Engagement In-Store
Format(s): Retail Store
Website: www.sook.space

As a result, a Sook space is able to host a number of different occupiers, with a wide variety of uses throughout the space of one day in a serial tenancy model. This allows occupiers to only take the space when it suits them.

Using Sook's analytics platform occupiers can find out exactly when and where the best place for them to be is. With Sook, long term inflexible leases are a thing of the past and so too are the days where an occupier has to pay to occupy a shop in unprofitable/ unwanted times of the week. Instead, Sook allows retailers to take physical space at times which work for them. This then allows for a whole number of different occupiers to find times which work for them and activate the space at all times, not just standard retail hours. The ability to rent flexibly allows those who never before could afford physical space to occupy it.

RATING



Sook spaces blend physical locations with technology and allow for occupiers to deliver a great experience for their customers. Sook has developed proprietary technology which allows anyone to design their store online and then preview this instantly in a 3D model or in Virtual Reality. This further removes barriers to taking physical space as it allows anyone, anywhere to design their Sook. Sook's digital fit out allows for occupiers to be sustainable with their fit-outs as the fit-out is done digitally and therefore can be re-used multiple times.

Why is it innovative?

- **Design Tool.**
  Customers can customise their retail space design by simply uploading images and videos.

- **Flexible Shelving.**
  Sook works on a model of transforming empty shops into flexible, adaptive, and digitally interactive spaces, which are then rentable by the hour. Thus, retailers don't need to go for long term commitments and expensive fitouts.

- **Digital Windows.**
  Digital Signage screens are adaptable window which can be adjusted by retailers to grab consumer attention







Ebeltoft
Group Expert Comment

Sook is disrupting the retail spaces by allowing retailers to rent flexibly and avoid expensive design and set up costs while creating bespoke spaces for their brands. Offering several slots over a day, Sook enables multiple businesses to use its space within 24 hours, helping communities to engage with more brands.

Artikel København

Slow fashion engaging through purpose

Artikel København is a danish fashion brand that provides customers with the opportunity to witness the production of the products they buy in store. The interior of the store is very minimalistic, and besides that being a characteristic for Scandinavian design, it highlights the purpose of the concept of Artikel København: less is more. The front of the store features the products displayed in a very subtle and clean minimalistic way, few colors and therefore the quality of the garments and the "less is more"-vision is highlighted. In contrast, the back of the store features a full (and openly accessible) production area, where sewing machines, steamers, cutting tables and more fills the space. Here, the customers can witness the garment they bought "come to life", and the idea is, that the customers will be more involved and have a greater sentiment towards the product when they have seen and are aware of the complexity of the production process. The hope is, that after acknowledging the hard work that goes into every piece of clothing, the consumers will take more care of their garments, and it will last longer, reducing the need to buy more clothes more often. A very sustainable and purpose driven concept and approach to consumerism and fashion.

KEY DATA

Country: Denmark
Retailer: Artikel København
Major Innovation Category: Engagement In-Store & Sustainability
Format(s): Physical store
Website: www.artikelkbh.com

RATING

Engagement Out-of-Store	■■■□□
Engagement In-Store	■■■■■
Efficiency Out-of-Store	□□□□□
Efficiency In-Store	□□□□□
Sustainablity	■■■■■





Photo credit: Artikel København

Why is it innovative?

- **Purpose driven.**
  Artikel København has a very purpose driven approach to consumerism, which taps into todays biggest trends: purpose, meaningfulness, sustainability and for companies "to care" about the world, not only focusing on profit.

- **Transparency.**
  They are transparent and let their customers into an area that are typically very closed of – especially in the clothing industry, where the production part of the supply chain is often a "dark spot" associated with repression and exploitation of labor. They take production into own hands and turns it around.

- **Local.**
  It is very local, that the customers can watch the garments come to life in front of their own eyes, right there in the store, where they buy it. The supply chain is very short and transparent, which is also positive for the very conscious consumers that care about both the environment, the exploitation of workers in third world countries and the quality of the products they buy.





Photo credit: Artikel København

Ebeltoft
Group Expert Comment

This concept is unique because of the opposition to the rest of the fashion industry – especially the popular fast fashion category. Slow fashion takes courage, and with this concept Artikel København taps into some of the biggest and most important trends and topics of the time: Sustainability, quality over quantity, supply chain transparency and over consumption.

Bridge

Migros Zürich

BRIDGE is an initiative introduced by Migros (one of the most popular food retailers in Switzerland). The founder of Migros, Gottlieb Duttweiler, saw himself as the bridge between the producers and consumers of food. Migros wanted to reintroduce this concept in a new way, so they opened BRIDGE on the 8th of April 2021. BRIDGE offers the opportunity to connect delicacy shopping and eating on site all in one place.

You can find a variety of food from different cultures such as Japanese, Mexican, Italian, and more. In a space of 2,000 m2 you can buy food, visit the market, and meet people. Regularly a new guest chef is introduced and allows you to taste the dish in a whole new way. You can enjoy versatile gastronomy such as the «Bistro», the coffee bar «ViCafé» and the «Blended Bar». To represent their name, they created the largest in-house bridge in Europe.

KEY DATA

Country: Switzerland
Retailer: Migros Zürich
Major Innovation Category: Engagement In-Store
Format(s): Supermarket / Restaurant
Website: www.bridgezurich.ch

RATING

Engagement Out-of-Store	
Engagement In-Store	■■■■■
Efficiency Out-of-Store	
Efficiency In-Store	■■■
Sustainablity	■■■■





Why is it innovative?

- **On-site eating and buying products.**
  You have the opportunity to buy your fresh product and a chef prepares your food right there.
- **Pop-up stores.**
  BRIDGE creates a big community by helping pop-up stores advertise at BRIDGE.
- **Environmentally friendly.**
  Every three months they also change their theme of the store. That's why BRIDGE makes sure that their scenography is 100 % reused material.
- **Events.**
  People can also plan their private event at BRIDGE.









Ebeltoft
Group Expert Comment

No retailer in Switzerland has yet combined retail and gastronomy in this way.
Buying products in the supermarket and having them prepared on site for a small extra charge is unique.
The location in the trendy Europaallee with a view on the main train station is also very special.

Drinks & Co

Paris

Pernod Ricard launched, in the middle of the lockdown, on November 2020 a concept store in Paris called Drinks & Co.
This new concept store of 500 square meters presents itself as an experiential location where customers have access not only to a boutique, but also to a bar, a restaurant and masterclasses around wine, spirits, cocktails and soft drinks. Open 7 days a week, from 11 to midnight, the boutique transforms itself into a social location at night where people can gather and have a drink around the 15 meters long bar surrounded by 12 bartenders.

The store offers more than 1000 references from the Pernod Ricard portfolio as well as from the partners of the Drinks & Co's marketplace. Additionnally, this innovative concept allows customers to taste every products before buying it! In this concept store, each piece of furniture, with a design inspired by travel trunks, can be closed and/or stored when the teams need space for master classes or other events.

KEY DATA

Country: France
Retailer: Pernod Ricard - Drinks & Co
Major Innovation Category: Engagement In-Store
Format(s): Concept Store
Website: www.store.drinksco.fr

RATING

Engagement Out-of-Store
Engagement In-Store
Efficiency Out-of-Store
Efficiency In-Store
Sustainablity



Why is it innovative?

- **Size of the store.**
  500 m2 dedicated to wine, spirits, cocktails & soft drinks.
- **Mixed concepts in one.**
  A bar, a restaurant and a shop within all in one.
- **Customer service.**
  You can taste everything before buying it.
- **Experience driven.**
  Various masterclasses available in store.
- **Personalization.**
  Engraving bottles services.







Ebeltoft
Group Expert Comment

A very innovative and ambitious concept. Nevertheless, some adjustments are still required on the commercial model before a global roll-out, such as more consistency in the range, which today goes from mass-market products to outstanding premium ones.
As many "multi-functional" locations, Drinks & co struggles to make it fully clear to new clients what they can expect about it: is it a shop, a bar, a restaurant, a social place? Beyond those remarks, Drinks & co is a very original concept with no equivalent in the European market. Once again, this innovation retail concept has not been invented by a retailer. And once again, manufacturers trying to become retailers - acknowledge how complex this business.

H&M Amsterdam Flagship Store

Embracing modern shopping and beyond

Hennes & Mauritz (H&M) is a renowned Swedish fashion brand, founded in 1947, currently operating over 5000 stores in 74 countries. In November 2021, the renewed Amsterdam flagship store opened with the goal of providing a 'unique, comfortable and sustainable shopping experience'. The store is pioneering new features such as a rental service, a repair-and-remake sewing station where staff will also handle non-H&M apparel, and a print-on-demand personalization service which features collaborations with different local initiatives and artists such as the Moco Museum. H&M embeds an increased focus on sustainability throughout the store, allowing customers to hand in their old items (also from other brands) in return for discounts in the store. Digital technologies such as self-checkout, the H&M-app and a pick-up station for online orders (in collaboration with Budbee) are widely integrated throughout the store. The store also houses an interactive AR-driven Disney space for children as well as a nursery corner.

RATING

- Engagement Out-of-Store
- Engagement In-Store
- Efficiency Out-of-Store
- Efficiency In-Store
- Sustainablity





KEY DATA

Country: The Netherlands
Retailer: H&M
Major Innovation Category: Engagement In-Store
Format(s): Flagship store
Website: www.hm.com/co/store-locator/netherlands/amsterdam/h-m-amsterdam-flagship-store/

Why is it innovative?

- **Rental service.**
  This service speaks to the modern customer by offering the opportunity to temporarily own clothing and nourishes the sustainable nature of H&M's new concept.

- **Repair & remake.**
  Going beyond their own brand focus, H&M taps into the increased interest in upcycling and vintage clothing, extending the lifecycle of clothing items. The helpful staff produces a refreshing in-store experience.

- **Print-on-demand.**
  With an increased need for personalization, H&M capitalizes on the opportunity to co-create and collaborate with local initiatives to create a more engaging product experience.







Ebeltoft
Group Expert Comment

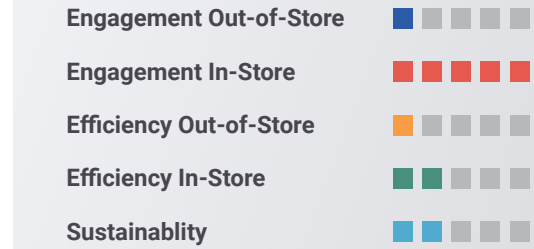
The renewed H&M Amsterdam Flagship Store embodies H&M's effort to enhance the end-to-end shopping experience, from co-creation and efficient omnichannel touchpoints, to elaborate repair and recycle initiatives. Combining a sustainable focus with technology and innovative services, H&M has created a space fit to speak to the 'modern customer'. Pioneering in areas such as rental and repair, H&M has found a way to extend their brand experience beyond the attitude of the fast-fashion sales to create a more engaging brand and product experience.

House of Schwarzkopf

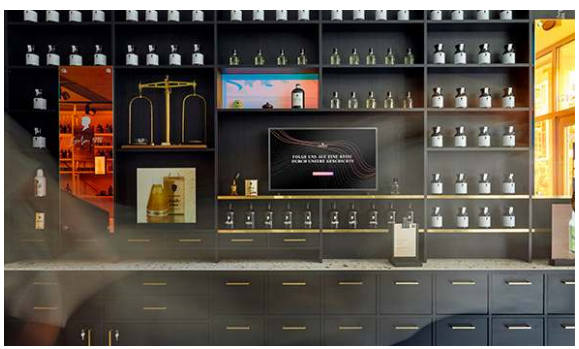
A Store to Craft Your Beauty

The hair beauty brand Schwarzkopf from Henkel in Germany has just opened its first flagship store in Berlin in October 2021: House of Schwarzkopf. The store is intended to be a meeting place, learning space, experience and inspiration all at the same time. Personalization is the central element in the House of Schwarzkopf: At various interaction points, Schwarzkopf invites its visitors to discover and actively shape their own beauty. From trying out new hair colors in the Magic Mirror thanks to state-of-the-art AR technology, to sensory experience of Schwarzkopf fragrances at the Fragrance Table and personalized Schwarzkopf products, to a unique selfie room. The store opening is accompanied by the opening of the virtual House of Schwarzkopf. The online experience is thus linked to the offline experience in the store. In addition to discovering points of interaction in the House of Schwarzkopf, customers can register for exclusive events, book an appointment at the in-house hair salon, or order products by the exclusive "House of Schwarzkopf" brand.

RATING







KEY DATA

Country: Germany
Retailer: Schwarzkopf (Henkel)
Major Innovation Category: Engagement In-Store
Format(s): Flagship Store
Website: www.henkel.com/press-and-media/press-releases-and-kits/2021-09-30-berlin-we-re-back-schwarzkopf-s-first-experience-store-is-open-from-october-onward-1352838

Why is it innovative?

- **Customer Engagement.**
  The concept encourages the customer to interact with the brand, the products, with the staff or other customers at several interaction points.

- **Personalization.**
  The central aspect at the House of Schwarzkopf is personalization. As beauty is a very personal concept of body and mind the activities in store perfectly match with the idea to encourage customers to experience their personal beauty.

- **Omni Integration.**
  The virtual twin of the House of Schwarzkopf allows customers to continue the experience outside the store and interact with the brand.







Ebeltoft Group Expert Comment

The House of Schwarzkopf concept opens up a rich world of experience for the customer. In the process, customers are more visitors in a whole new world than customers in a store. The interaction ranges from personal interaction with the brand to interaction with other customers and store employees, allowing for valuable social engagement. The customer journey is further enriched with online elements, making it a unique and durable experience.

JD

Online Retailer JD Opens Mall in Xi'an, China

JD is a Chinese e-retailer, headquarted in Beijing. It is China's largest retailer and e-retailer by revenue, and it is China's second-largest e-commerce platform by transaction volume. JD is well-known for its extensive fulfillment network, which covers 99% of China's population and provides same-day or next-day delivery as standard. On 30 September 2021, JD opened its own mall in Xi'an, a city in north-west China with a population of over 7 million inhabitants. The mall, called JD Mall, is JD's first mall in China. JD Mall was developed as part of JD's strategy to operate different kinds of physical stores to provide a multi-store experience to customers.

JD is expanding its portfolio of physical stores. JD Mall consists of a total area of 42,000 square meters across five floors. JD is well known for its strengths in consumer electronics and appliances. JD Mall leverages these strengths, housing 150 name-brand electrical appliance brands and 200,000 products. These brands and products are arranged according to theme. JD MALL has 11 themed areas and 29 interactive experience areas. The experience areas are designed to allow shoppers to experience and interact with displayed products.

KEY DATA

Country: China
Retailer: JD
Major Innovation Category: Engagement In-Store
Format(s): Mall

RATING

Engagement Out-of-Store
Engagement In-Store
Efficiency Out-of-Store
Efficiency In-Store
Sustainablity



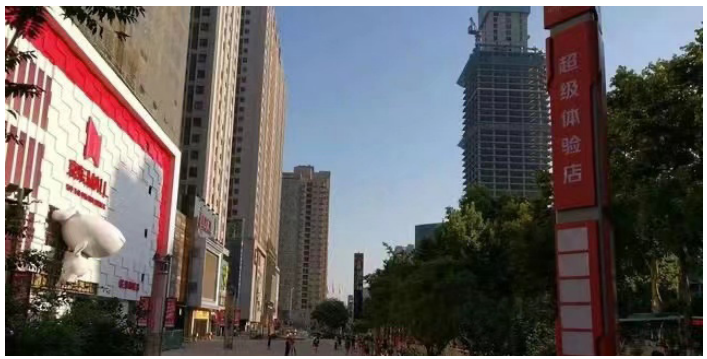


Why is it innovative?

- **Experience Zones.**
  Appliances arranged such that users can trial products in authentic scenarios.
- **Seamless Delivery.**
  Products feature two-hour delivery and 24-hour installation services.
- **Showroom and Warehouse.**
  The JD Mall acts as a dispatch center for inner-city delivery.
- **Expanding Omnichannel Capability.**
  JD Mall is one of an increasing number of offline concepts to complement JD's status as China's largest e-tailer.









Ebeltoft Group Expert Comment

JD will use the JD Mall as the start of a seamless customer journey for appliances and whitegoods. Experience zones allow shoppers to design, select and arrange product installation for appliances and whitegoods. In many cases, products feature two-hour delivery and 24-hour installation services. If the JD Mall concept is successful and rolled out to further locations, it will strengthen JD as China's go-to destination for appliances and whitegoods.

LEGO

LEGOs retailtainment concept engages through special, entertaining and personal experiences

In 2021, the popular toy brand LEGO, that produces colorful building blocks and thematic sets among other things, has opened an experiential flagship store in Barcelona in Spain. The flagship store is 800 square meters and features both a strong visual connation to the identity of the city of Barcelona, and several engaging and entertaining experiences in the store. For example, the store features a so-called Mosaic Maker, which is a photobooth, where the customers can take their picture, whereafter it is turned into a custom LEGO-mosaic.

KEY DATA

Country: Spain
Retailer: LEGO
Major Innovation Category: Engagement In-Store
Format(s): Flagship store
Website: www.lego.com/es-es/barcelona-store-opening

A Minifigure Factory makes it possible for customers to design and print the label for the body of their own minifigure, and they can pick and mix pieces of LEGO from a great wall to create their own customized LEGO-set to build. Besides that, the classic boxed LEGO sets are accessible in the store, and the customers can both touch and play with them. The Decor of the store mimics the iconic surroundings of Barcelona and recreates among other things the iconic church La Sagrada Familia in a detailed LEGO-artwork, and a giant car in Legos with a driver, that looks like he/she is going to the beach, is placed in the store for the customers to interact and take pictures with. Furthermore, a big rainbow colored and very detailed tree stands tall in the middle of the store and represents both the company's vow to take care of the environment and be inclusive. This tree is present in several of the LEGO flagship stores.

RATING





Why is it innovative?

- **Quality.**
  Very special and high tech-experiences that are unmatched anywhere, besides LEGOs own stores.

- **A local touch.**
  A very special and fascinating local adaption to the surrounding of the city, which is both relevant and fun for the locals and the tourists.

- **Next-level personalization.**
  Personalization and customization of products are taken to the next level with special technology and possibilities to choose your own Legos.

- **Unique.**
  Exclusivity and one-of-a-kind experiences makes the store an attraction and worth a visit for tourists, which will ensure a continuous flow of purchase, as the audience is always changing, as well as locals will keep coming back to try out experiences.









Ebeltoft
Group Expert Comment

LEGOs retailtainment concept focus on experience and entertainment with the products in the center of these experiences. At the same time, the experiences drive the customers into store, where products are available, accessible and touchable, encouraging purchase. Furthermore, the store is an attraction for tourists and LEGO lovers!

Mercato Centrale

Milano

Mercato Centrale is a concept of food court focused on high quality small independent quick restaurants and resto-retail. This 5th opening is a flagship of 4.500 sqm on 2 floors in the Central Station in Milan. Opened in September 2021, it has contributed to revamping both the retail at the station and the neighborhood. The space gathers 29 kiosks mostly selected among the regional food excellences, from Lombardy (Milan region) and other Italian regions. More than 1,000 sqm are dedicated to fish: a large shop, a fish market where fresh fish is on sale to take away or to be cooked and eat in The Fish Kitchen, and a Fish Bar, where customers can taste raw fish and innovative seafood pastries. A minor space is also devoted to foreign food and 'stars': the kiosk 'I Ravioli Cinesi' combine ancient Chinese traditions with the Italian ingredients, with handmade and cooked on sight dumplings; the "American Barbecue' is run by the well known TV / influencer chef Joe Bastianich, partner of Eataly in the US. The offer mix includes several natural food spots, with an organic market, cold pressed juices, natural smoothies, salads and fresh foods. A florist fills the market with green and animates it with her flower designers equipped with wheelbarrows to sell flowers and plants à-porter. Services include a restaurant, a radio laboratory, a cooking school, an event area and an eco-compactors to give new life to PET bottles.
Mercato Centrale is characterized by a theatrical atmosphere (there's also a small mill), warm casual design and it is a destination where food and culture meet, generating strong social-media sharing.

KEY DATA

Country: Italy
Retailer: Mercato Centrale
Major Innovation Category: Engagement In-Store
Format(s): Flagship store
Website: www.mercatocentrale.it/milano/

RATING

- Engagement Out-of-Store
- Engagement In-Store
- Efficiency Out-of-Store
- Efficiency In-Store
- Sustainablity





Why is it innovative?

- **High quality.**
  Only high quality small independent quick restaurants and resto-retail, unusual for a railway station

- **Niche specialties.**
  Such as French chef seafood pastries

- **A healthy mix.**
  Mix of innovative and traditional food, including healthy food (organic and fresh)

- **Education.**
  The Cooking School is a space for training and in-depth study, including cooking classes and thematic events.

- **Events and courses.**
  Events and courses, labs also in English and for kids: interviews, meetings and debates with artists and musicians, book presentations, small art exhibitions, cultural workshops. The events are free and open to all.

- **Skip the queue.**
  The Service Zerofila that allows customers to order online and then quickly collect to consume the food at the market or on-the-go or take them away, skipping the queue





Ebeltoft Group Expert Comment

The Milano flagship is a new evolution step of the Mercato Centrale strong positioning for high quality food court. This new location is becoming a crucial protagonist for the regeneration project both of the railways station and of the area around the station and is proposed as a new meeting place, sharing and production of cultural contents.
The format is attractive both for travelers and Milan citizens living in the area or passing by and is open 364 days a year, every day from 7am to 12 am. 1st month was beyond expectations, with 15k people a day.

Twinings

Home of discovery

Originally opened by Thomas Twining in 1706, the 216 Strand store is London's oldest tea shop. Today, it's a popular tourist destination and Twinings' sole-owned direct-to-consumer store worldwide. The brief was to transform the store from a transactional retail space into the true spiritual home of the Twinings brand. With a broad set of customers visiting the store, we identified shoppers through their mindset - from the 'tea tourist' through to the 'tea aficionado' - with the aim of always delighting the curious.

Twinings' flagship store has reopened with a motive to transform transaction retail space into true spiritual home of the brand, focussing not only on its rich heritage but also on innovation, wellness, lifestyle and ethical sourcing. The brand has designed four 'Moments of Curiosity' which punctuate the customer journey, using interactive display and storytelling. To elevate the sensory aspect of the customer journey, a tasting bar is developed surrounded by large-scale digital screens that act as an immersive window into the tea plantations where Twinings source exquisite teas. For a more in-depth immersion into the world of Twinings, the basement has been transformed into a private tea-tasting bar where customers can pre-book a masterclass or hold private events.

KEY DATA

Country: United Kingdom
Retailer: Twinings
Major Innovation Category: Engagement In-Store
Format(s): Retail Store
Website: www.dalziel-pow.com/news/twinings-unveils-new-store-experience-as-the-home-of-discovery

RATING

Engagement Out-of-Store	
Engagement In-Store	■■■■■
Efficiency Out-of-Store	
Efficiency In-Store	■■■■■
Sustainablity	



Why is it innovative?

- **Experiential Retail.**
  Digital screen to elevate the customer experience.
- **Store Design.**
  Lighting has been designed to highlight products in way which makes them look fresh and accessible.
- **Upsell offer - Gifting Offer.**
  New look gifting tags, takeaway cards with notes on wellness & lifestyle.
- **Personalised tea experience.**
  Customers can book in appointments for their family & friends to hold private events
- **Sensory marketing.**
  Customers are allowed to come and see, smell and taste during the entire brewing process display.







Ebeltoft
Group Expert Comment

The quaint 80m2 space is designed to encourage customers to learn more about the brand in a way that is relevant and adds value to their experience in an intriguing and surprising way, giving customers more reasons to visit the store and spend more time instore.

Wells

Well's is a Sonae brand that specializes in health, well-being and optics. The brand has over 300 stores in Portugal and offers over-the-counter medicines, dermocosmetics, childcare, oral hygiene, orthopedics, food supplements and optical products. In addition to offering the most recognized brands at the best prices and a wide range of exclusive brands, Well's is committed to professional and specialized advice. The new Wells store, which opened in 2021 in Amadora, Portugal, is the first in the country to integrate a broader beauty concept with perfumery, make-up, cosmetics and professional hair care. With an innovative and unique concept in the market, this new Wells store brings together the best beauty brands from the four channels: parapharmacy, perfumery and selective cosmetics, large consumption and professional. One of the great novelties of this store is the Hair Studio, a space inside the store where you can make a hair diagnosis, with personalized advice to find a care adjusted to the hair's needs. By appointment, it is also possible to carry out protocols and rituals for the Kérastase and Shu Uemura brands and specialized services such as cutting and coloring. In the same store it is also possible to access optometry, audiology, nutrition and aesthetic.

KEY DATA

Country: Portugal
Retailer: Sonae
Major Innovation Category: Engagement
Format(s): City store
Website: www.wells.pt

RATING

Engagement Out-of-Store	■■■□□
Engagement In-Store	■■■■■
Efficiency Out-of-Store	■■■□□
Efficiency In-Store	■■■■□
Sustainablity	■■□□□





Why is it innovative?

- **Bringing it together.**
  The only store in Portugal that brings together, in one place, areas related with parapharmacy, optics, perfumery and specialized services.

- **Variety.**
  There are more than 180 major luxury brands.

- **Personalization.**
  Personalized service by Beauty Advisors.

- **Diagnosis.**
  Possibility of making capillary diagnosis.

- **Consultations.**
  Optometry, audiology, nutrition and aesthetic consultations.





Ebeltoft Group Expert Comment

The new Well's store in Amadora offers two innovative concepts in a single store space. First, a set of channels that have not been aggregated until now in the same place of supply: perfumery and selective cosmetic products; and parapharmacy combined with mass consumption and professional products. Simultaneously, it offers services in different areas, such as: cosmetics, professional hair care, make-up and perfumery. One of the biggest innovations in the concept's offer is clearly found in the hair area, where the client can receive assistance from professionals specialized in daily hair care and even a personalized diagnosis of their hair situation.

Category #3

Efficiency Out-of-Store

TRENDS TO WATCH IN 2022

- Fast (same day) delivery
- Curbside delivery
- Smart orders
- Subscription options
- Virtual product experiences
- Added services, such as installation options for electronics


#2 EFFICIENCY OUT-OF-STORE

MobeeWash

Online Car Wash Booking Service

MobeeWash is an online (waterless) eco friendly car wash booking service which is free and available to book from an Application in the App Store and Google Play Store. It is currently available in Melbourne, Australia and in South Africa with only a presence in Cape Town and Johannesburg for South Africa but looking to grow in other cities soon.

The potential customer just need to download this App and complete their personal and vehicle details online. The next step is to log on to find a certified MobeeWasher in their area.

The option is then to either have a car wash at home or to book a wash at an operator nearby. The date, time and price option is to your own choice with a convenient scheduling tool whereby you can follow the entire process on your smart phone. It is very convenient that the MobeeWash App allows you to track the progress of your wash and keeps you posted throughout. This process ranges from 30minutes to 2 hours with an Express, Deluxe or Premium option as washing types. When completed, you will receive a notification to let you know when your vehicle is ready. You can use a credit/debit card for a streamlined and secure payment or pay your MobeeWasher in cash depending on your preference.

KEY DATA

Country: South Africa
Retailer: MobeeWash
Major Innovation Category: Efficiency Out-of-Store
Format(s): Website & App available on Google Play Store / App store
Website: www.mobeewash.com

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■■■
Efficiency Out-of-Store	■■■■■
Efficiency In-Store	■■■■■
Sustainablity	■■■■■



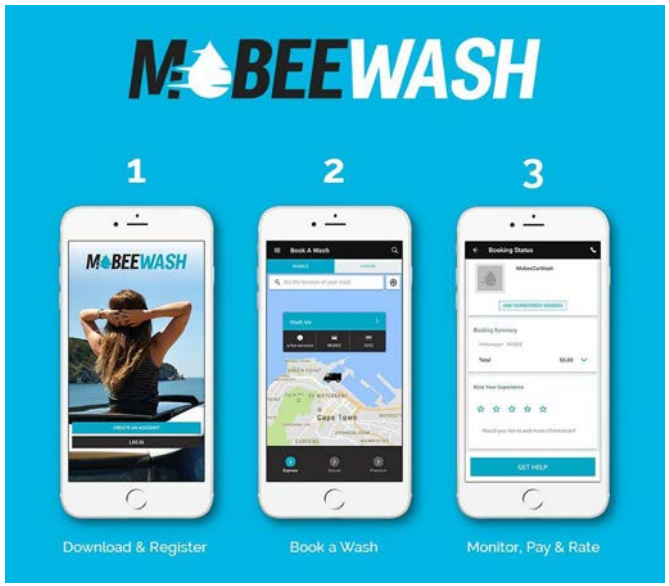


Why is it innovative?

- **Safety First.**
  It can be done at the safety of your own home, considering the associated risk for covid-related patronage patterns. Also being in isolation and still wanting to cater for your basic needs is addressed with this App. The process & progress is monitored online through the App so that you have a full view of what is happening with your car.

- **Convenience.**
  Pending your available time, your budget and your location, these options makes this platform very versatile, transparent and convenient. They have developed 3 primary wash types that you can choose from to suit your requirements (not just a one-dimensional deliverable).

- **Eco-Friendly.**
  The cars are washed by hand using eco-friendly water-wise technology with no water wastage or pollutants left behind to harm the environment.



Ebeltoft Group Expert Comment

Covid related lockdowns have resulted in many people working from home and turning to online ordering and buying from applications. This car wash service caters for a basic need in a country which largely relies on private transport. The ability to arrange and track this very affordable service online is also very convenient. So, you do not have to leave the safety and isolation of your home to conduct this service.

Foxtrot

Reimagining Convenience Retail, Tailored to the Gen Z Consumer

Founded in 2013, Foxtrot is an elevated convenience store concept based in Chicago that seamlessly blends the digital and in-store shopping experiences. The brand offers many digital purchase channels to their customers via their website and app, and also welcomes consumers to their in-store café and convenience shops. The stores transform throughout the day, designed around the consumer's daily routines, from a coffee shop in the morning, to a lunch spot in the afternoon, to a wine bar at night.

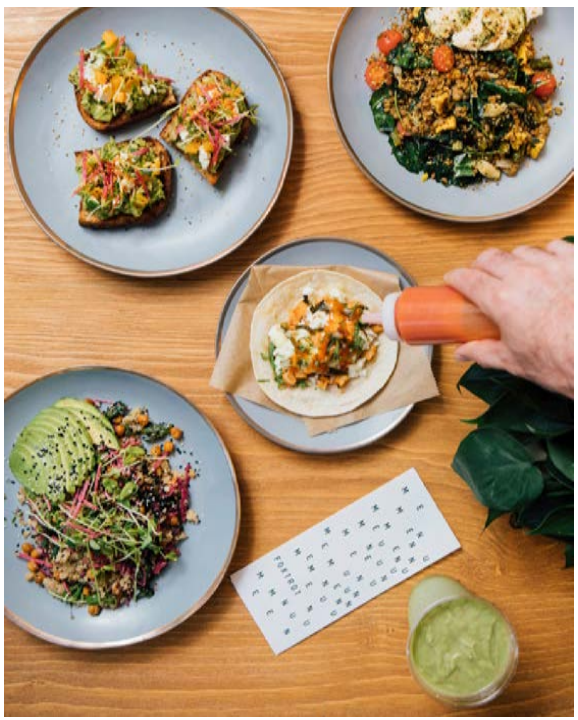
KEY DATA

Country: USA
Retailer: Foxtrot
Major Innovation Category:
Efficiency Out-of-Store & Engagement In-Store
Format(s): Modern, Elevated Convenience
Website: www.foxtrotco.com

Digitally, Foxtrot offers Café Pickup, local delivery within 30 minutes, and $10 shipping in the continental U.S. Store formats that range from 2,500 to 3,650 square feet house a curated assortment of new, emerging, and trend-driven products within grocery, gifting, and health/home essentials geared toward a Millennial and Gen Z consumer. The brand carries relevant product categories such as wine, spirits, & other drinks, snacks & sweets, prepared meals, coffee, tea, and pastries. With 13 total stores in the US, spread between Chicago, Dallas, and Washington D.C., the brand plans to add 50 locations over the next two years through their $42 million round of Series B growth funding which closed in early 2021. About half of Foxtrot's transactions occur online, and half in-store and the same consumers shop both channels. Foxtrot successfully combines out-of-store efficiency and in-store engagement.

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■■■
Efficiency Out-of-Store	■■■■□
Efficiency In-Store	■■□□□
Sustainablity	□□□□□



Why is it innovative?

- **Elevated Convenience.**
  Foxtrot has focused their efforts on reimagining convenience retail. Their stores provide on-demand elevated convenience offerings across physical retail and omnichannel delivery.

- **Omnichannel Experience.**
  The Foxtrot app supports the shopping experience in and out of the store via tools such as mobile ordering and a loyalty QR code at checkout. Foxtrot works to enhance customer engagement through notifications on mobile and social platforms.



Ebeltoft Group Expert Comment

Foxtrot has a fully omni-channel experience making it easy for their customer to buy from them when ever and how ever they want to engage: Delivery, In Store Pickup, enjoy in store individually or with a group. Their store locations are in convenient locations close to where their consumers live making it an easy choice for any meal or occasion. The product offering is "just right" for this target with a carefully curated assortment. The digital platform enables connection beyond the store with personalized communications and promotions.

Rewe Snack Car

Autonomous Kiosk

In collaboration with a big German mobile provider, Rewe, one of Germany's largest food retailers, has developed an autonomous snack mobile. Using digital sensor and camera technology, the Snack mobile moves at 6 km/h and responds to hand signals from nearby passersby, who can also check the location of the Snack mobile via an app. The vehicle moves along a virtually predefined route and sends real-time data to the control unit. As soon as there is sufficient safety distance to the customer, the vehicle continues the journey.

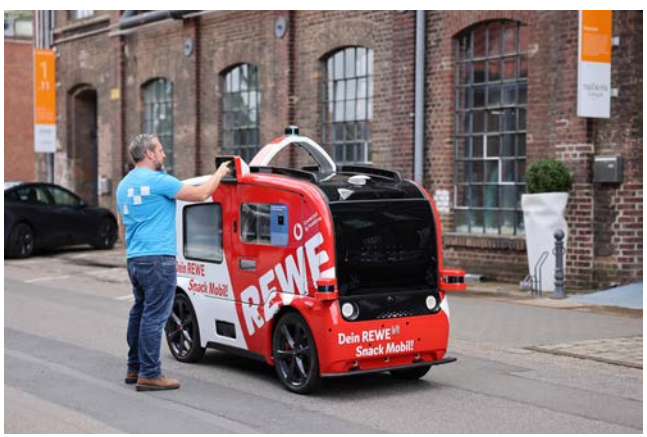
Customers can access the product range, counting 32 snacks and beverages, via a digital system and make contactless payments. The concept is currently still in the test phase, but will be rolled out if successful.

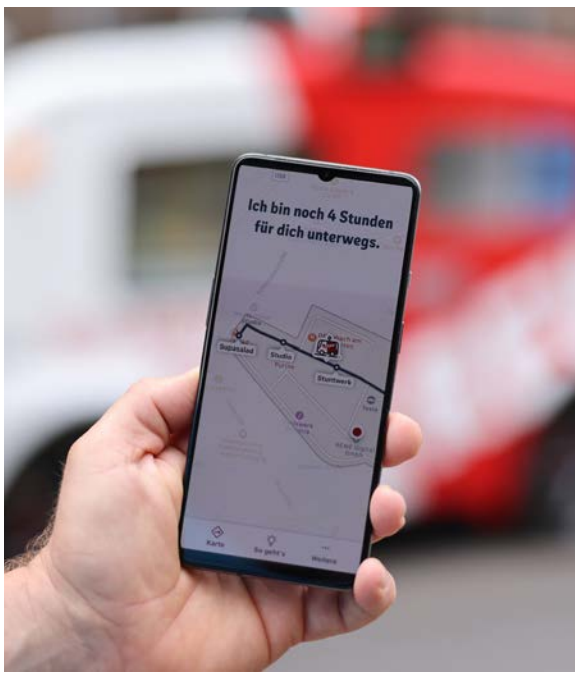
KEY DATA

Country: Germany
Retailer: Rewe
Major Innovation Category: Efficiency Out-of-Store
Format(s): Autonomous Snack Car
Website: www.rewe.de/service/snackmobil/

RATING

Engagement Out-of-Store	■■□□□
Engagement In-Store	□□□□□
Efficiency Out-of-Store	■■■■■
Efficiency In-Store	□□□□□
Sustainablity	■■□□□





Why is it innovative?

- **Innovative mobility.**
  The Snack Car leverages advances in autonomous driving technology to present an attractive sales format in urban, densely populated areas.

- **Snackification.**
  The Snack car pays tribute to the trends of snackification and convenience.

- **Safe shopping.**
  Hygienic, contactless and safe shopping in pandemic times is made possible by automated unmanned purchasing processes.





Ebeltoft Group Expert Comment

The Rewe Snack Car is a particularly innovative solution in terms of convenience. The offer is where the consumer is and lifts convenience to another level. By offering a small range of snacks and drinks the high demand for convenience on the go is fulfilled.

Favela Express

Democratizing Retail

Favelas is the Brazilian Portuguese word to describe communities where very poor families settle and live. These communities are unstructured with no formal addresses/zip codes, therefore the access to these areas by formal retailers and e-commerce is limited. This startup provides a solution for these customers by connecting them with on-line retailers that previously could not deliver their products to favelas due to security, logistics (extremely hard to access areas) and lack of formal addresses.

The company operates small distribution centers at the favelas entrance where retailers can deliver their orders, customers can give the distribution center as the address for their online orders and the startup is the one responsible to do the last mile fulfillment to the customer's home.

The personnel that work for this startup are people born and raised in the favela that they operate, knowing the place, the streets, families living there and know how to transit safely in these areas.

KEY DATA

Country: Brazil
Retailer: Favela Express
Major Innovation Category: Efficiency Out-of-Store
Format(s): Services
Website: www.favelabrasilexpress.com

RATING

Engagement Out-of-Store	■
Engagement In-Store	■■■■
Efficiency Out-of-Store	■■■■
Efficiency In-Store	■
Sustainablity	■







Why is it innovative?

- **Democratization.**
  Access to online shopping, deals and lower prices to favela residents.
- **Inclusion.**
  Job opportunity and economy activity being brought to low-income communities.
- **Partnership.**
  Deals with most of the biggest retailers and logistics companies in Brazil





Ebeltoft Group Expert Comment

The company addresses a real and relevant challenge: low-income families living at favelas couldn't shop online and didn't have access to the brands, retailers and deals only available online. Favela Express' was created by a community entrepreneur that saw the opportunity and realized that this solution could only be implemented by someone inside the communities, combining the retailers needs with valuable job opportunities in these communities. They already have contracts signed with all major marketplaces in Brazil and now are expanding their business models to other communities across Brazil.

GoPuff

Ultra-Fast Convenience D2C Business Model

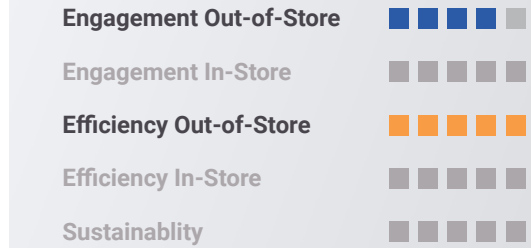
Founded in 2013, digital-first retailer Gopuff delivers consumers' daily needs right to their door – in minutes. The Gopuff motto is: "Order in seconds, delivered in minutes." Customers order via an app from 3,000 products at each Gopuff micro-fulfillment center (MFC). The product is delivered to their home or office within ten to twenty minutes for a delivery fee of just $1.95. Gopuff does not charge surge pricing because it is not a courier service, and delivery is extremely fast because it delivers direct from a local MFC instead of picking it up from a retailer. Unlike a store, an MFC is optimized to pick customer orders for delivery.

In just 8 years, the brand has grown to 500+ MFCs, more than 7,000 employees and recently acquired BevMo!, a liquor store chain in the U.S. In July of 2021, Gopuff was valued at $15 billion in its latest funding round. Now operating in the U.S. and the U.K., GoPuff plans to expand into other European countries through the resources gained via their acquisition of Dija in August of 2021, a leading delivery platform in Europe that also provides consumers daily essentials in minutes. Gopuff has a partnership with Uber Eats in the U.S. to expand access to customers. The brand is also looking to expand into physical retail via an omnichannel store in San Francisco in the near future.

KEY DATA

Country: USA
Retailer: GoPuff
Major Innovation Category: Efficiency Out-of-Store
Format(s): Online Convenience Retailer
Website: www.gopuff.com/go

RATING



Why is it innovative?

- **Network of MicroFulfillment Centers.**
  Optimized to support quick and cost-effective DtoC order fulfillment.

- **New channel for both National Brands and Emerging Local Products.**
  Enables these brands a direct connection with an attractive consumer segment.

- **Ad Platform.**
  Gopuff recently launched an Ad platform through CitrusAd to drive customer engagement with brands at the point of purchase through media placements. Brand advertisers can develop and manage campaigns that reach customers in creative ways including programmatic display and video ads, messaging campaigns, product sampling, and other experiential features. Gopuff has managed successful campaigns for PepsiCo, Mars Wrigley, Kraft Heinz, Unilever and more. During one week of the in-app pilot, companies saw an average of 3.1x return on ad spend with the top quartile of campaigns achieving 10.3x ROAS.



Ebeltoft Group Expert Comment

GoPuff started by targeting a Gen-Z consumer with a quick option for late night snack and beverages. They have evolved to provide a fuil quick-convenience solution with categories ranging from cleaning supplies, health and beauty , baby and pet in addition to core snack and beverage items. This has enabled the company to expand spend per customer as well as attract new segments of consumers like busy parents. The business model is attractive to national brands and provides a new way for start-up brands to build awareness and trial. Gopuff continues to invest in tech and talent to enhance its omnichannel presence and ad solutions while working with brands to develop creative campaigns that drive results. Gopuff's ownership of its supply chain and its platform integration allow for accurate measurement of customer behavior in an immediate consumption ecosystem, which provides its partnering brands with deep and unique insights.

Lynk&Co

An Automotive Community

Lynk & Co is a Swedish automotive company that was founded in 2016 and is active in Sweden, Germany, the Netherlands and Belgium. Their idea is that mobility can be managed better. Therefore, they offer memberships: you can lease their luxury hybrid car for €500 euro per month. It is also possible to share the car with friends, families or neighbors. All taxes and insurance issues are covered by Lynk & Co. You can cancel your membership every month.

Also, it is possible to buy the car if you really like it. To build a community among their customers, Lynk & Co. stores are unique, cozy spaces where customers can work, hang out at the bar and even explore clothing or other lifestyle products. The stores focus on excellent engagement of staff members with customers to emphasize the community feeling. Most shops can also host big events and company meetings.

KEY DATA

Country: Sweden
Retailer: Lynk&Co
Major Innovation Category: Engagement Out-of-Store
Format(s): Brand & community store
Website: www.lynkco.com/en/



RATING

Engagement Out-of-Store	■■■■□
Engagement In-Store	■■■□□
Efficiency Out-of-Store	■■■■■
Efficiency In-Store	■■■■□
Sustainablity	■■■■□



Why is it innovative?

- **Sustainable mobility.**
  You can lease a hybrid car yourself or share it with friends, family or neighbors.
- **Excellent service.**
  Taxes and insurances are covered by your membership which can be canceled monthly.
- **Community building.**
  In their stores you can work, hang out at the bar, hire meeting rooms or explore other brands.
- **Flexible stores.**
  The stores can be reorganized to host big events.





Ebeltoft Group Expert Comment

Lynk & Co provides a novel approach to mobility: flexible membership contracts and car sharing supported by a strong brand and sense of community. The company is a response to urban trends: a need for sustainable mobility with flexible methods to access mobility. The locations help to build awareness of the brand and educate customers on the benefits as well a build a sense of community among the members.

Mecca Maxima

Beauty Playground

Mecca (founded in 1997) is the largest player in the Australiasian beauty market in terms of sales and web traffic with over 90 stores in Australia and New Zealand. Mecca has strategically utilized social media, online services and in-store interactive technology to accommodate beauty customers at every step of their shopping journey specially during Covid-19 in 2020 when beauty retail industry was significantly impacted.

Mecca strengthened their online platform and community by introducing online beauty services through facetime with Mecca Virtual.

KEY DATA

Country: Australia
Retailer: Mecca Maxima
Major Innovation Category: Efficiency Out-of-Store
Format(s): Retail store
Website: www.mecca.com.au

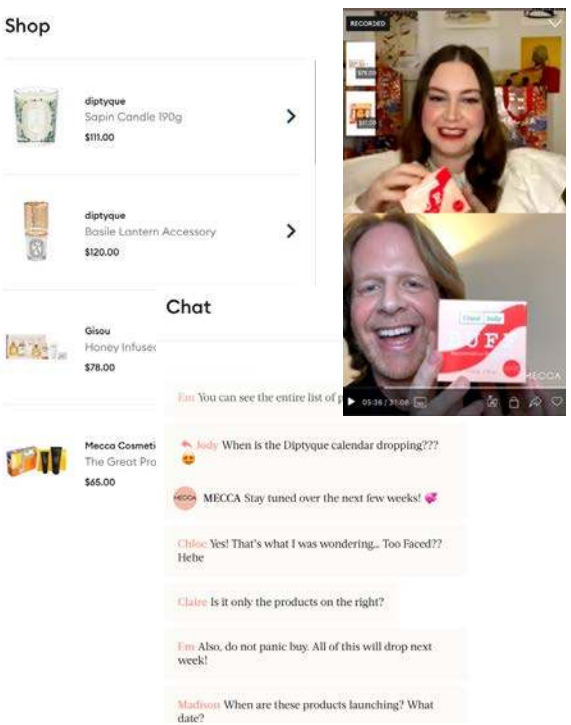
Whether consumers had a beauty question, need a foundation match, or want to learn how to get the most out of their skincare, they could book in with a MECCA expert over FaceTime with links on their website. This is a great attempt to replicate the experience customers would have when they come into a MECCA store using online channels.

Taking advantage of their strong Instagram follower base, they also utilised the platform's Live function for makeup tutorials and events throughout the pandemic to continuously engage their customers and beauty fans.

MECCA also integrate the series of #MECCABeautyJunkie YouTube videos into the in-store environment, with the use of the 10" displays that allow customers to view 'How-to' videos, which they could have previously seen at home, and simultaneously try the products before purchasing.

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■■■
Efficiency Out-of-Store	■■■■■
Efficiency In-Store	■■■■□
Sustainablity	■■■■■



Why is it innovative?

- **Virtual Appointments.**
  Customer can book in a complimentary, personalized skincare and beauty consultation. Consumers can choose from a 15-minute session to virtually try products or 30-minute lesson on make-up skincare or fragrance all conducted over video call.

- **Personalized recommendations.**
  During the appointments, Mecca experts will explain the benefits of each products, how to apply them and which product is best based on skin type and tone.

- **Virtual Shopping.**
  As consultants guide how to apply, and suggest beauty products, consumers can directly add them in their virtual cart and purchase later.

- **Makeup Live.**
  Mecca Live has video tutorials on make-up looks, skincare treatments and self-care routines. Consumers can also learn why lipstick texture matters, how to perfect your brows and how to dewy skin.





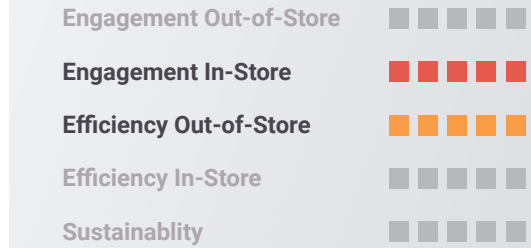
Ebeltoft Group Expert Comment

Mecca has elevated the beauty shopping experience to new heights by offering consumer multiple ways and reasons to interact with the brand with their new omnichannel strategy. Mecca allowed consumers to virtually book appointments and seek advice from beauty experts to solve their pain points before committing a purchase. As beauty retailers are vigorously striving to create a greater appeal to consumers across different platforms and build brand loyalty, while finding ways to maintain safety and hygiene due to the high-touch nature of beauty stores, MECCA has proven that understanding their community of customers and utilising what technology has to offer is the greatest way to sustainably attract customers and grow the brand.

PEP

PEP MONEY & PAXI SERVICE

RATING



PEP stores offer affordable, good quality clothing, footwear and homeware with a range of value-added services, cellular and airtime products. The first PEP store opened its doors in 1965 in De Aar, in the Northern Cape. Over the next 54 years, the PEP brand became a firm part of South Africa's history and culture. Today there is a PEP in virtually every town in South Africa, as well as several other African countries including Angola, Malawi, Mozambique, Nigeria & Zambia. PEP is the biggest single-brand retailer in Africa with 2 450 retail stores.

KEY DATA

Country: South Africa
Retailer: PEP
Major Innovation Category: Efficiency Out-of-Store
Format(s): Format
Website: www.???

PEP customers are budget-conscious and make purchase decisions that allow their families to live with dignity and pride. PEP aims to be the friendliest and most trusted retailer for this market, offering wanted products and services at the lowest possible prices.

By acknowledging and serving the lower tier of South Africa's economy PEP part of PEPKOR has solved a number of systems issues that might otherwise have been stumbling blocks to successful ecommerce in the country's unusual economy. By creating the PAXI parcel service, as an alternative to the very poor performing South African postal service, in which branches of Pepkor retailers such as PEP and Ackermans function as delivery depots using the groups extensive network to assist customers to send parcels from one PEP to another, at very low affordable rates. This has solved the problem of not having a formal delivery address for many SA residents as well as being able to send goods to very remote areas for most competitive pricing available.

PEPKOR has also been able to assist the unbanked who are able to take advantage of Pepkor's online offerings by buying Flash vouchers, which can be used for online purchases, in exchange for cash at till points in spaza shops (South African slang for a small shop in a township). These are just a few of the money services available for PEP customers who can create an account with there Cell phone number, and to be able to work in smaller denominations from R50 to R500+.

Why is it innovative?

- **Access to the Un-bankable.**
  Customers who do not have a bank account can go to any PEP store to purchase online vouchers that can be used to purchase goods and services online at any of the partners.
  These vouchers can be used to pay bills at various service providers, example Eskom or municipal accounts for electricity & water, airtime and insurance or funeral cover just to name a few.
  Anyone is also able to load money onto your account at any PEP location that then becomes available with an SMS.

- **No address – no problem.**
  Paxi services can reach most towns in South Africa through the extensive store footprint across the country. Easily get goods to family and friends where it is needed. Counter to counter service with delivery within 3 days.

- **Cost effective.**
  This is a cheap and convenient service allowing entrepreneur to effectively ship their goods to their customers. Enabling business builders to grow their businesses.





Ebeltoft
Group Expert Comment

- By diversifying the service offering at PEP stores, they have created new opportunities for engagement with the brand in-store and online, for themselves and their online partners, which ultimately also uplift the whole community that would otherwise have been left behind.
- The value of the PEP brand is clearly displayed, through innovative processes they have developed to assist the lower income segment of the economy to be able to engage in the online economy.
- This engagement in store creates greater exposure to in store goods as well as provide access to online goods and services.

Woolworths

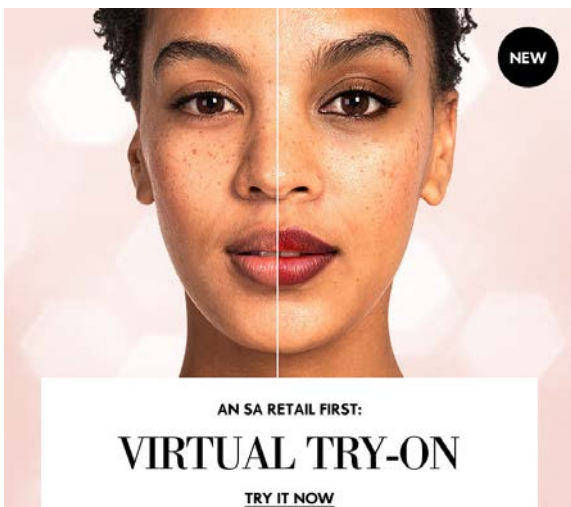
Virtual Try On

The Woolworths Virtual Try On is a virtual beauty service which allows customers to sample different make-up products online before purchasing it. The services makes use of augmented reality in order to visually illustrate and apply these beauty products to pictures and live videos of customers faces. This provides an opportunity for the customer to test different beauty products from brands like WBeauty, Smashbox, Bobbi Brown and Clarins, in the safety of their own homes. This virtual try on service is claimed to be the first of its kind from a South African beauty retailer.

Woolworths has not only introduced the Virtual Try On service, but also online beauty consultations where customers can have the opportunity to make a booking online and meet with brand advisors while at home. The safety protocols of testing make-up samples in store due to the Covid-19 pandemic, have created an opportunity to think differently and Woolworths have done just that with their unique beauty shopping experience.

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■□□
Efficiency Out-of-Store	■■■■□
Efficiency In-Store	■■■□□
Sustainablity	■■■■□



KEY DATA

Country: South Africa
Retailer: Woolworths
Major Innovation Category: Efficiency Out-of-Store
Format(s): Online on the Woolworths website
Website: www.woolworths.co.za/cat/Beauty/virtual-try-on



Why is it innovative?

- **Convenience.**
  The Virtual Try On service is easy to use and provides the opportunity to try on different make-up in the comfort of your own home. The service provides efficient virtual product try-on and great augmented reality display by using your laptop or mobile camera.

- **Safety First.**
  During the Covid-19 pandemic, consumers have resulted to doing more online shopping in order to avoid any associated risk due to Covid. The Virtual Try On can be done at the safety of your own home.

- **First in South Africa.**
  The service is said to be the first of its kind from a South African retailer. Following the initial rollout, the Woolworths brand will then consider extending the Virtual Try On experience into its stores. They aim on providing interactive screens for customers where they can test different beauty products before purchasing them.



Ebeltoft Group Expert Comment

The Covid-19 pandemic has had an impact on the retail industry, because a lot of consumers have turned to online shopping. The beauty retail industry has also been restricted by certain safety and health protocols, for example, beauty products that can not be tested in-store limiting the “confidence” of customers to try something on before they buy it. By thinking outside the box and by diversifying their retail offering, Woolworths has created a new beauty retail experience catering for this market.

Category #4

Efficiency In-Store

TRENDS TO WATCH IN 2022

- Live Streaming Shopping
- In-store digital tools such as smart navigation systems
- Smart Services
- Robotics in store
- Smart Shelves
- Omnichannel approach, such as pick-up points
- Cashierless payment & “just-walk-out” technologies


#4 EFFICIENCY IN-STORE

TYPY

Robotics meets Supermarket

TYPY is a brand-new supermarket concept, which was developed to meet the needs of today's urban customer. The first shop of the German startup opened in November 2020 in the city of Düsseldorf and more stores are to follow throughout Germany. The supermarket, open 24/7 and fully automized, offers its customers the opportunity to do their shopping in an exciting, fast and convenient manner. Orders are placed via the app or on site at the Pyramid computer order terminal. The digital robot solution in the background compiles the purchase in seconds and delivers it automatically to the output area.

The range includes not only everyday products, but also coffee-to-go from a regional roaster or fresh ready-to-eat meals from a local caterer. Thus, the concept combines a supermarket, café, bistro and kiosk all in one. Moreover, the company is concerned with the needs of modern urban society: regionality of products, avoidance of plastic packaging and recycling of food leftovers are taken into account.

KEY DATA

Country: Germany
Retailer: TYPY
Major Innovation Category: Efficiency In-Store
Format(s): Digitized Supermarket
Website: www.typy.de

RATING

Engagement Out-of-Store	■■□□□
Engagement In-Store	■□□□□
Efficiency Out-of-Store	■■■■□
Efficiency In-Store	■■■■■
Sustainablity	■■□□□







Why is it innovative?

- **Extreme Convenience.**
  High degree of convenience during the whole customer journey including ordering process, payment and pick-up.

- **Meeting the needs.**
  The concept strongly focusses on customers' needs. In addition to the high level of convenience, the company offers customers local and fresh products and meals to target the trend towards regionality and quality.

- **Flexibility.**
  The concept can not only be used flexibly in attractive city center locations, but can also easily align the assortment with the needs of the local target group.

- **Safe store environment.**
  An unmanned and contactless shop in pandemic times ensures a high hygienic standard.





Ebeltoft
Group Expert
Comment

The concept of TYPY presents a modern solution approach on how to serve the needs of the urban society. Convenience on the one hand is combined with the desire for regionality and sustainability on the other hand. TYPY was planned based on consumer needs and is constantly optimized in this regard. That demonstrates a unique dedication to meeting consumer needs in today's complex world.

Amazon Hair Salon

Beauty Salon

Amazon opened up its first hair salon in London in early 2021 where customers will be able to experiment with different virtual hair colours using augmented reality technology, enjoy entertainment on Fire tablets at each styling station and capture their new look in a dedicated creative area.

Showcasing a selection of bestselling professional hair care products, the salon will also test new point-and-learn technology, where customers can simply point at the product they are interested in on a display shelf and the relevant information, including brand videos and educational content, will appear on a display screen.

To order the products, customers can scan the relevant QR code on the shelf to visit the product detail page on Amazon.co.uk and purchase, with delivery direct to their home.

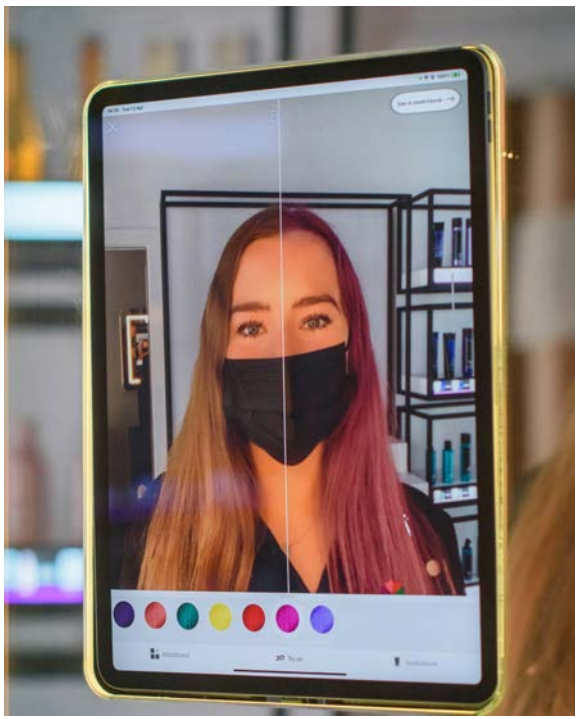
The salon is the latest initiative designed to support the professional beauty industry and follows the launch of the Amazon Professional Beauty Store on Amazon.co.uk. This new store gives hair and beauty businesses convenient access to Amazon's selection of more than ten thousand salon and spa products and supplies, from straighteners and clippers through to curlers and hair dryers. The store offers professionals benefits such as wholesale pricing and invoicing, no minimum order value, fast delivery and more.

KEY DATA

Country: United Kingdom
Retailer: Amazon
Major Innovation Category: Efficiency In-Store
Format(s): Retail Store
Website: blog.aboutamazon.co.uk/shopping-and-entertainment/introducing-amazon-salon

RATING

Engagement Out-of-Store	■ ■ ■ ■ ■
Engagement In-Store	■ ■ ■ ■ ■
Efficiency Out-of-Store	■ ■ ■ ■ ■
Efficiency In-Store	■ ■ ■ ■ ■
Sustainablity	■ ■ ■ ■ ■



Why is it innovative?

- **Customer Centric Approach.**
  With new point-and-learn technology, Amazon is reducing the friction in the customer's path to purchase. Customers can now simply point at the product they are interested in on a display shelf for relevant information and can add the product to cart further.

- **Augmented Reality.**
  Virtually try hair colour and style

- **Experiential Marketing.**
  Styling station to allow customers to capture their new style in a dedicated creative area before committing to a purchase.





Ebeltoft Group Expert Comment

With Amazon Salon, the company is coming closer to their customers by allowing them to experience salon in a new way with some best technologies.
With integration to Amazon Beauty Store, amazon is moving one more step towards omnichannel excellence by allowing customers to experience and purchase more than ten thousand products or get it delivered at their home.

Between the Flags

Adding a techno touch

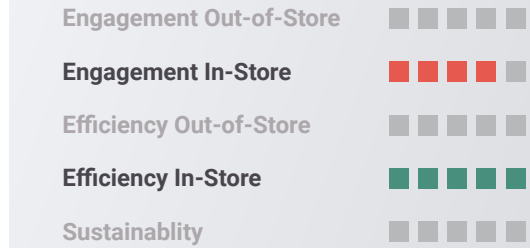
Since 1994, Australian retailer, BETWEEN THE FLAGS, has been designing and supplying classic beach and lifestyle apparel.
Amidst the turbulence in the retail landscape due to Covid-19 that affected the company's core customer base – international travellers – this business has found new ways to both improve their operational efficiency and empower customers coming into their stores with the strategic use of digital technology – powered by Tutch.

KEY DATA

Country: Australia
Retailer: Between the Flags
Major Innovation Category: Efficiency In-Store
Format(s): Retail store
Website: www.betweentheflags.com.au

Between The Flags replaced traditional POS stations with Queue Buster Stations and decentralised the check out counter redefining the retail environment. Zero-friction checkout eliminates waiting and gives valuable time back to staff and customers. These Queue buster stations allowed customers to self serve and take control of their journey giving them access to product information, product in stock and self-checkout. On implementing this, the brand managed to increase transaction rate from around 57 to 151 transactions per hour during peak periods while improving basket size by 14 and reported 50% increase in sales. Moreover, as the customer queues are effectively being managed, they were able to free up space in-store for additional stock holding. Being able to deliver a turnaround in sales during this difficult time and improving their efficacy has truly showcased a diligent effort and a strategic use of technology from the brand.

RATING



What is more, with these touchscreens, customers can continue their purchase journey where they left off online after signing up to the retailer's loyalty scheme, with relevant add-on offers introduced to them, depending on the category of the products in the basket. The brand has implemented the best of e-commerce for physical retail experience, making the journey more seamless and engaging to their customers.

Why is it innovative?

- **Seamless Customer Experience.**
  Queue Busters allowed customers to self serve and take control of their journey giving them access to products and self checkout without waiting in long queues.

- **Personalised Recommendation.**
  Customers are given relevant add-on offers while shopping on the screen.

- **Reducing Transactional Friction.**
  Customers are given digital screens for assistance when staff are not available.

- **Endless Aisle.**
  Customers are given digital screens for assistance when staff are not available

- **Targeting offers.**
  Brand is using customer behaviour through data and purchasing pattern and enhancing the relevance of their offers to improve their customer experience.







Ebeltoft Group Expert Comment

Between the Flags utilise advanced technology for better customer engagement and give customers the purchasing power they need, understanding that customers need a better reason than a purchase itself to come into a physical store.
The use of digital technology enables the brand to analyse their customers' behaviours through data and purchasing patterns, thereby enhancing the relevance of their offers and further improving their customer experience.

gooods

gooods by migrolino

The new concept of gooods was introduced on 2nd of September 2021. Their main target market are young women, which are modern, urban, good with technology and they live a healthy lifestyle. They carefully selected sustainable products that promise healthy, high-quality food to-go or to eat at home. Gooods was able to combine several modern elements of technology such as ordering via app, electronic shelf labeling, and digital signage. The gooods app not only offers to pay online you can also scan the products in-store and then pay by yourself.

Furthermore, it offers coupons which change every two weeks, and they inform you about news such as services, new products, and much more. You are also able to order your products via app and they deliver it to your home. An online order is delivered within 60 minutes. Gooods offers you a modern, tasteful shopping experience with a touch of exclusivity for the fast-paced, sophisticated and active lifestyle.

KEY DATA

Country: Switzerland
Retailer: migrolino / Migros
Major Innovation Category: Efficiency In-Store
Format(s): Convenience Store
Website: www.gooods.ch

RATING

- Engagement Out-of-Store
- Engagement In-Store
- Efficiency Out-of-Store
- Efficiency In-Store
- Sustainablity





Why is it innovative?

- **Connectivity via app.**
  Always connected via gooods app and introduced to new products and services. The app is easy to use.

- **Sustainable and local products only.**
  They carefully chose products and make sure they are sustainable and local.

- **Mobility.**
  People are on the way 24/7 nowadays which asks for a store like gooods. You can buy product on the go, but they are still healthy and fresh.

- **Interior design.**
  The interior design is tailored to the target group with feminine tones.





Ebeltoft Group Expert Comment

A concept fully geared to a very specific target group at a train station in the city of Zurich. Technology was used very cleverly and only where customers can be offered real added value. Migrolino has so far been able to score primarily with men and with its new concept Migrolino reaches the desired core target group (young women) with this unique concept.

Category #5

Sustainability

TRENDS TO WATCH IN 2022

- Circulair incentives
- Using sustainable materials
- Reparation services
- Increasing transparency
- Re-cycle & up-cycle
- Increasing local initiatives


#5 SUSTAINABILITY

BEST IN CATEGORY

Green Pea

The first concept in the world dedicated to 360° sustainability declined in the world of non-food, in a futuristic eco-building. Third entrepreneurial project of the Farinetti family (after Unieuro and Eataly), Green Pea, opened in 2020, is the first Green Retail Park dedicated treat our planet the right way and with a focus on two great Italian excellences: fashion and design. Its mission is to encourage customers to save the planet, but with an innovative approach. Their claim is 'from duty to beauty'. The goal is to shift the focus of the green from a sense of duty to a sense of beauty and style.

Outside the building there are a large wind turbine, and two large solar daisies (photovoltaic panels). The building is powered by geothermal wells and the whole project is explained in detail on the entrance floor, where visitors can also experience firsthand the possibility of generating energy in an unusual and green way, simply by walking on the piezoelectric floor. The surface of 15,000 m2 on 5 floors with 66 shop-in-shops, 3 restaurants, an educative gallery, a spa with a club and houses areas dedicated to energy, mobility, home, clothing and leisure, with an offer of products designed to last a long time and are recyclable.



KEY DATA

Country: Italy
Retailer: Green Pea
Major Innovation Category: Sustainability
Format(s): Green Retail Park
Website: www.greenpea.com

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■■■
Efficiency Out-of-Store	■■■■■
Efficiency In-Store	■■■■■
Sustainablity	■■■■■



Why is it innovative?

- **Sustainable building.**
  The entire design has a sustainability theme. The wood is recovered from trees felled by a storm.

- **Partners.**
  More than 100 partners selected for the project, each one involved and stimulated to create something unique. FCA, in addition to hybrid cars and aluminum electric bicycles, is exhibiting the first electric Ducato model. Among the fashion brands, Borbonese offers bags in leather treated with vegetable tanning, without lead and dyed with natural colors: the peculiarity is the leather that comes from the cows of a Piedmontese breeders association.

- **Information gallery.**
  With panels and videos on the numbers of the risks we are running, but also on little known positive data.

- **Membership & gamification.**
  CRM to encourage every visitor to become a member, many products with a significant discount for those who own the card. Members have access to the app, which offers advantages thanks to a gamification mechanism, as well as offering different content every day, ranging from advice on how to be green, to partner values and the production methods used.

- **Top floor.**
  Dedicated to 'creative idleness', with a swimming pool, a Spa and a Cocktail bar and houses an exclusive Club. There are four totems each dedicated to a 'great' of the Greek world. Club members can 'interrogate' the totem pole, receiving a print of one of the 'signs' left by customers.



Ebeltoft Group Expert Comment

Green Pea has the ambitious mission of directing retail towards new values useful for the environment and aims to demonstrate that there is the possibility of living in harmony with the planet without sacrificing beauty. The involvement of numerous brands of Italian excellence in fashion and design it should also be read in relation to the goals for the future which are oriented towards international development. Retailers of the caliber of Galeries Lafayette and Selfridges have already expressed interest in the concept. Challenge: to be able to convey to visitors the numerous details present to involve them in the project and in a more conscious visit.

Coop

Track your own climate footprint

The danish grocery giant Coop, which has around 1.200 grocery stores in Denmark, has launched a new feature in their app that allows the customers to track and trace their own climate footprint. When customers and members of the Coop Loyalty Club shops for groceries in one of Coops grocery stores, they can – after they are done shopping – click on a green button in the app, where their entire purchase is listed, and after they push the button, the app generates information about the purchased products' climate footprint.

The customers can get insight into which product that have the largest footprint, read about each products climate footprint and they can compare their own total climate footprint to other customers climate footprints. Furthermore, they can get advice in the app on how to incorporate more climate friendly habits in their everyday life. The footprint is based on production, processing, and transportation, as well as food waste from the production to the shelfs in store. The purpose is to help the climate conscious customers choose the products that have a smaller climate footprint.

KEY DATA

Country: Denmark
Retailer: Coop
Major Innovation Category: Sustainability
Format(s): App-feature
Website: www.coop.dk

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■■■
Efficiency Out-of-Store	■■■■■
Efficiency In-Store	■■■■■
Sustainablity	■■■■■



Photo credits: Coop Danmark

Why is it innovative?

- **Helping out.**
  It is a helping hand to the climate conscious consumers in a time where climate change and sustainability is one of the most important trends and topics.

- **Competitiveness.**
  Competitiveness is a genius detail – both individually (how little can I make my own footprint) and with other customers as well (how big is my footprint compered to others), which encourages the customers to come back to Coops stores.

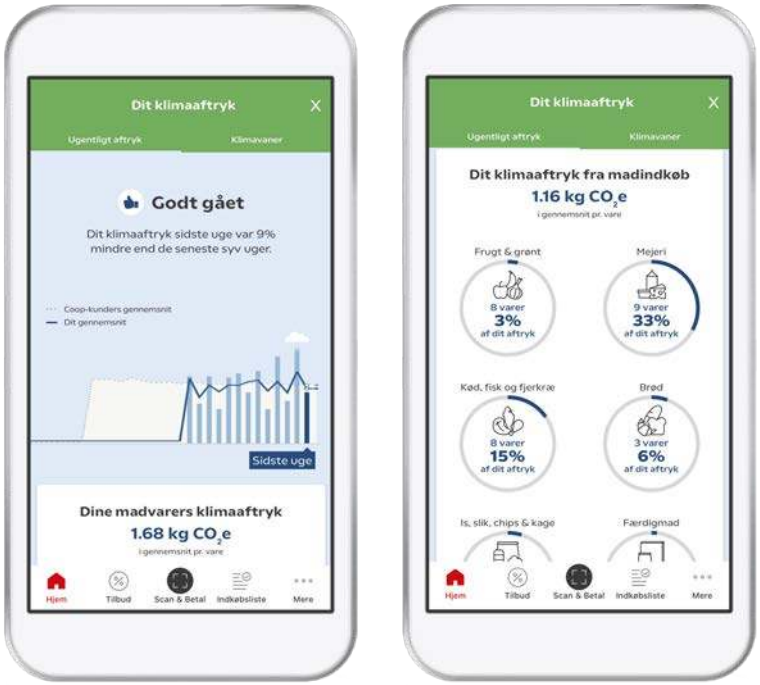


Photo credits: Coop Danmark

Ebeltoft
Group Expert Comment

The feature is a helping hand for the consumers to navigate this category when wanting to be more climate conscious. It is is an easy tool to use, and the embedded competitive element, where customers are able to view how well they are doing in reducing their footprint compared to other customers, makes it even more engaging. It also encourages the consumers to visit Coops stores, instead of the competitors' grocery stores.

Mercato Itinerante

Mercato Itinerante is a start-up that supports the local and circular economy, focusing on environmental and social sustainability. They partner with the small - independent retailers operating in the very popular food market of Porta Palazzo in Turin, helping them to sell also online their assortement. It is a marketplace where customers can simultaneously compare prices, quality, fruit ripening, cuts of meat and cheeses, fish cleaning, shelf life of products and finally buying what they want from different stalls.

There are 42 participating market stalls, over 3,500 products and more than 2,500 orders processed in just over a year of activity.

The platform allows each counter to manage its online showcase in an autonomous way and monitor its warehouse in order to reduce food waste and improve rotation of the selling, helping to offer very fresh products. Customers may also leave a feedback and recommend the preferred retailers. Delivery time is the next day: every morning Mercato Itinerante pickup previous day, collects the goods and deliver them to customers with sustainable cargo bikes, and also respecting riders (both from a personal and economic point of view). Mercato Itinerante are careful also to reduce packaging and optimizing the supply chain, using a warehouse within the Porta Palazzo location.

KEY DATA

Country: Italy
Retailer: Mercato Itinerante
Major Innovation Category: Sustainability
Format(s): Marketplace
Website: www.mercatoitinerante.it



RATING

Engagement Out-of-Store	■■■□□
Engagement In-Store	□□□□□
Efficiency Out-of-Store	■■■■□
Efficiency In-Store	□□□□□
Sustainablity	■■■■■



Why is it innovative?

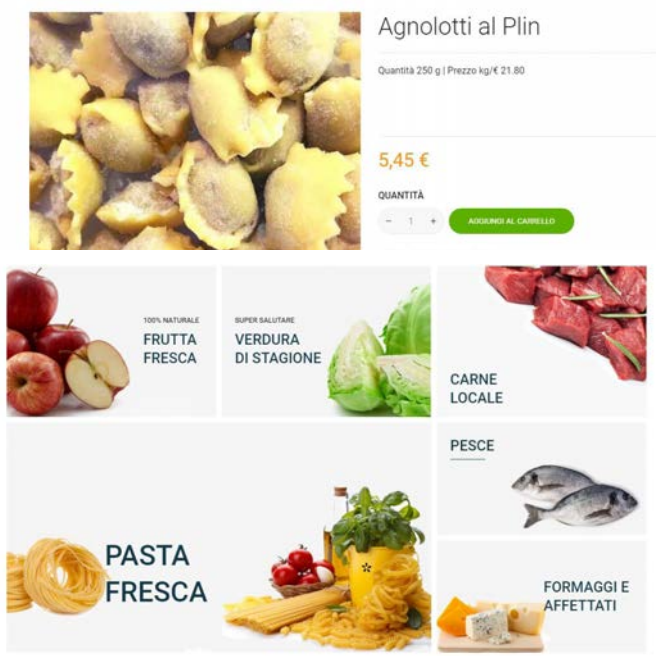
- **Modern marketplace.**
  Modern digital marketplace to support an hypertraditional business.

- **Partnerships.**
  Partnership with small independent retailers for enlarging their business and coaching them in the use of digital tools for an efficient integration of the ecommerce with their stall.

- **Scalable model.**
  Easy to adapt in any market.

- **Sustainable delivery.**
  Both green with use of bycicles and reduce packaging, and social, with respect for riders (conditions and wages).





Ebeltoft Group Expert Comment

Local buying is a growing trend, but opening hours of city markets are not convenient for most customers. The Mercato Itinerante marketplace allows to sell the hyperlocal food with a simple and efficient solution, that is also consistent with the sustainable DNA of the market: low environmental impact, respect for workers and local support.
A second market is opening in Turin and the company plans to activate another two by summer 2022.

dm Refilling Station

Save Packaging

Germany's largest drugstore chain has developed a concept to encourage customers to reduce plastic waste. Refill stations for a selection of drugstore products have been set up in several stores. Since the end of 2020 customers can try out the new refilling stations in 23 stores across Germany. Customers can refill different dishwashing liquids, detergents and body care products such as shower gel and body lotion. After the third time of refilling, the bottle should be returned for hygienic reasons.

The customer will then receive a new bottle and a free filling on top – both free of charge. dm not only does not offer its own brands only, but also cooperates with well-known brand manufacturers, like for example Nivea to convince even more customers to contribute to sustainability.

RATING

Engagement Out-of-Store	■
Engagement In-Store	■■■■
Efficiency Out-of-Store	
Efficiency In-Store	■■
Sustainablity	■■■■■

KEY DATA

Country: Germany
Retailer: dm
Major Innovation Category: Sustainability
Format(s): Drugstore
Website: www.dm.de/unternehmen/nachhaltigkeit-im-unternehmen/abfuellstationen-bei-dm-477916



Photo credits: dm.de, 2021

Why is it innovative?

- **Nudging the customer to act sustainably.**
  Attractive offer to encourage customers to reduce plastic waste for sustainability reasons.

- **Customer Engagement.**
  Some brands send specialized sales staff to advise the customers. This presents a great opportunity to engage the customer with the brand and to even learn about preferences and needs.

- **Customer Experience.**
  Special and interactive shopping experience to refill products in store are offered. Consumers engage more consciously with the product and recall the experience with the product much more clearly.





Photo credits: dm.de, 2021

Ebeltoft
Group Expert
Comment

Retailers have to deal with sustainability nowadays. By doing so, dm also found a way to increase interaction with the brand – a perfect example on how to combine sustainability with customer engagement.

FLAX&KALE

A Catalyst for Healthy Eating

Flax & Kale is a restaurant and healthy food company that began in 1979 as a family-owned vegetarian restaurant. In 2014 they opened the first Flax & Kale branded restaurant in Barcelona. The brand now operates 6 flexitarian restaurants and is preparing new openings. One of their restaurants is located at H&M flagship store in Barcelona.
Flexitarian diet is based in 80% vegetables/plant-based ingredients and 20% sustainable and healthy animal ingredients. It is a diet suitable for all types: vegans, vegetarians, flexitarians, omnivores, coeliac, lactose intolerant, nut intolerant, etc.

KEY DATA

Country: Spain
Retailer: Flax & Kale (Brand)
Major Innovation Category: Sustainability
Format(s): Restaurants, D2C platform and B2B distribution
Website: www.flaxandkale.com

In addition to the growth in its core business, hospitality, in 2018 they invested in an R&D&I and production center of 6,500m2 where ambitious projects are carried out in the categories of probiotic drinks, alternative protein and vegetable cheeses, among others. This focus on R&D has allowed the company to make the leap from restaurants to mass consumption to become a truly omnichannel brand, selling products directly to the consumer through an online platform, on the supermarket shelves of the main distribution chains in Spain and to the rest of the F&B channel through third-party distributors.
Flax & Kale's slogan "Eat better. Be happier. Live longer." describes the company dedication to trigger change and promote tasty, healthy and sustainable food.

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■■■
Efficiency Out-of-Store	■■■■■
Efficiency In-Store	■■■■■
Sustainablity	■■■■■



Why is it innovative?

- **Sustainability is in its DNA.**
  The group's R&D efforts are not only focused on the development of healthy and tasty products but is also on a strong commitment to sustainability, which has led them to become the first restaurant and healthy food group in Spain to achieve the B Corp. international certification.

- **Omnichannel reach.**
  Promoting healthy eating at their restaurants, through its ecommerce, and via 3rd party businesses (supermarkets and other restaurants). Excellent solutions to sell online: in addition to distributing through delivery apps, they also offer from their own website weekly meal plans, detox packs and packaged food towards an easy healthier living.

- **From restaurant to food brand.**
  Coherent and attractive brand positioning in all channels. Healthy and sustainable food becomes appealing through high quality and tasty food, recipes books as well as vibrant and excellent visual contents. Restaurants with great vibe and décor deliver a tasty experience and set the brand tone.





Ebeltoft Group Expert Comment

What started as a family-owned restaurant promoting healthy eating has become a successful omnichannel food Brand rapidly expanding in Spain and following to international markets.
Key to Flax & Kale success: Innovative as well as tasty and high-quality healthy food and drinks. Investing in foodtech and research to develop appealing healthy food products, with an exigent sustainable approach, plus a well managed channel and communication strategies to boost brand awareness, and product accessibility. As Jordi Barri, CEO of Flax & Kale, says "Going beyond our restaurants means continuing with our vision and mission to be a driver of change through healthy eating: Eat better, be happier, live longer. Consumers are increasingly asking us for more healthy products to consume quickly and not only in our restaurants."

Good Sammy Enterprise

Towards an Inclusive Society

GOOD SAMMY ENTERPRISES is a not-for-profit organisation that offers meaningful employment opportunities and development pathways for West Australians living with disability. By providing employment options and support for people with disability, Good Sammy has been able to help people who otherwise struggle to find work in today's job market, whilst creating an inclusive working environment for their employees. Moreover, the company has a strong dedication to protect the environment with most of their business activities involving reducing waste and helping the community recycle used goods with 27 charity shops (op shop).

KEY DATA

Country: Australia
Retailer: Retailer
Major Innovation Category: Sustainability
Format(s): Retail store
Website: www.goodsammy.com.au

Established in 1958, this organisation has spent years focusing on embedding their core values and aspirations in every campaign and everything they do as a business. Apart from operating their charity shops where they sell donated clothes and used goods, they are also an official collection organisation for the Containers for Change program, assisting the community in protecting the environment.

During the Covid-19 lockdown, when their charity-shops had to move online, the company saw this as a chance for their employees to learn digital skills, modelling, photography, packing and posting goods and more.

Their efforts do not stop there, as the company partnered with Curtin University to let fashion design students come in to work with, and show people with disability how to sew, think through the designs and visual merchandise.

RATING

Engagement Out-of-Store	■ ■ ■ ■ ■
Engagement In-Store	■ ■ ■ ■ ■
Efficiency Out-of-Store	■ ■ ■ ■ ■
Efficiency In-Store	■ ■ ■ ■ ■
Sustainablity	■ ■ ■ ■ ■



Why is it innovative?

- **More than offering a job.**
  At Good Sammy, the disabled are not only offered a job within the company but also assisted to build confidence, establish skill sets to later seek other career opportunities from elsewhere.

- **The impact goes beyond the disability community.**
  Good Sammy partners with different third parties such as Universities and local businesses to better connect the disabled with the community. This has a widespread impact and further amplifies the message of inclusivity.

- **Core values underpinning everything they do.**
  Good Sammy closely aligns all their internal and external activities to the purpose of empowering people with disability, embracing every chance to demonstrate their dedication to the cause, even through the hurdles of covid-19.



Ebeltoft
Group Expert Comment

Good Sammy's dedicating effort in bringing the vision of an inclusive and sustainable society to life, which has a positive impact on the community. They have successfully become an appealing destination for the local community to visit, buy from their stores, participate in their activities and lend a hand to support their causes.

Green Up

Sustainable department store

Green Up is a pop-up department store that only offers sustainable, circular or refurbished goods of diverse brands. The department store opened its doors in 2021. Sustainable brands can rent shelf space to show their products in one of the several shop-in-shop concepts. Each shop has its own style, its own story and its own contribution to a sustainable future.

The store has a large assortment of home and fashion accessories, fashion, textiles, beauty and care products, gift items, interior items, food-to-go and you can even find a botanical indoor garden with a sustainable restaurant and coffee bar. Most of the stylish interieur is sustainable or curricular, too.

RATING

Engagement Out-of-Store	■
Engagement In-Store	■■■■
Efficiency Out-of-Store	■
Efficiency In-Store	■■■
Sustainablity	■■■■■





KEY DATA

Country: The Netherlands
Retailer: Green Up
Major Innovation Category: Sustainability
Format(s): Department store
Website: https://green-up.eco/

Why is it innovative?

- **Sustainability is key.**
  The entire department store only offers sustainable, circular or refurbished brands and products.
- **Hire shelf space.**
  Brands can hire shelf space in the store to present their products.
- **Botanical garden.**
  The interieur is sustainable and has a botanical garden.





Ebeltoft
Group Expert Comment

100% sustainable and refurbished brands under one roof, this makes this department store unique. A good incentive to rethink sustainable shopping from several angles: upcycled materials, refurbished goods, local products, long- lasting materials.

IKEA Szczecin

Open for People and Planet

IKEA globally declared taking further steps towards becoming a fully circular and positive climate company in 2030. IKEA has committed to using only renewable materials or recycled products by 2030. An exemplary implementation of the sustainability strategy called People & Planet Positive was created in Poland. In May 2020, IKEA opened the new store which is „open for people and the planet". The store is located in the north of Poland, in Szczecin. The concept is based on the following pillars:

KEY DATA

Country: Poland
Retailer: IKEA
Major Innovation Category: Sustainability
Format(s): Store
Website: www.ikea.com/pl/pl/stores/szczecin/

Heating & cooling
Heating is provided mainly by the ground heat pump which was created by doing 192 boreholes.

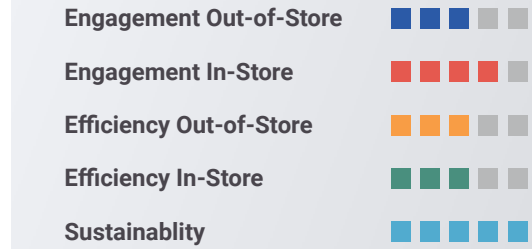
Lighting
The store is illuminated by natural light and also has elevation glazing and tubular skylights to provide it even more inside the store
Water – the store operates using mainly rainwater which comes from the roof and is stored in special tanks

Plants
IKEA in Szczecin is surrounded by (natural) flower meadows with houses for birds and other animals

Circular Hub
A special place inside the store where products are given a second life: instead of being thrown away, products are renewed. In the Circular Hub clients can also find spare parts for IKEA products in order to ensure their longer usage at clients' homes.

IKEA Home of Tomorrow
Absolutely new concept and a temporary project announcing the opening of the IKEA store, where customers could learn how to create more planet-positive homes. They could learn about the special role of plants, new ways of processing waste or zero-waste cuisine.

RATING



Why is it innovative?

- **Circular Hub.**
  Giving things second life

- **IKEA Home of tomorrow**
  Innovate way and temporary project to educate customers regarding planet friendly activities in everyday life

- **Renewed Energy.**
  New building mainly operating on renewed energy

- **Heat Pump.**
  Heating is provided mainly by the ground heat pump

- **The reuse of waste.**
  The brand is constantly expanding the scope and methods of using waste, currently using it to produce kitchen fronts and small accessories.







Ebeltoft
Group Expert Comment

IKEA Szczecin presents innovative sustainable solutions for buildings. It works in an almost closed circuit system, using as much renewed energy as possible. It additionally educates customers regarding planet-friendly everyday activities. These solutions are demonstrated in a specially designed space called Home of Tomorrow.
Positive impact on people, caring for the natural environment and the planet's diminishing resources, and the transition to a circular economy in 2030 are the main goals of the People & Planet Positive strategy adopted in 2012 by IKEA. The IKEA store in Szczecin, its infrastructure and offer, adequately implements these goals.

Mercedes-Benz

Mercedes-EQ Lounge

RATING



Mercedes-EQ Lounge is a 100% sustainable space. Designed by Mercedes-Benz using recycled and reused materials, this place aims to strengthen the brand's link to the area of sport, namely surfing (of which it has been a supporter), and to give greater visibility to its sustainability strategy, going beyond emission-free cars. Walls, benches, tables, gardens, doors, and windows, everything was built using recycled materials from the original construction from the beginning of the last century, or from the fishing community.

In addition, Mercedes-Benz received valuable tips from the local population regarding discarded materials and objects later reused in the EQ Lounge, such as wood from boats, the remains of nautical cables that washed ashore, as well as wood from sustainable forests, cork stoppers, and even old belts. The energy component also privileges the use of renewable energies. The interior is heated by a salamander and the water supply to the technical areas and for irrigation comes from the reuse of rainwater. The transition to a carbon-neutral economy is a major concern for Mercedes-Benz. Thus, the Mercedes-EQ Lounge has four charging stations for electric cars.

The electric circuit in the Mercedes-EQ Lounge comes from the reuse of four battery modules from one of the first units of the 100% electric Mercedes-Benz B-Class, which now allows to store the energy captured by photovoltaic panels. This energy storage system will power the entire building, including indoor and outdoor lighting. The remaining three points are independent and can charge any electric vehicle to 11 kWh on three-phase alternating current (AC).

KEY DATA

Country: Portugal
Retailer: Mercedes-Benz
Major Innovation Category: Sustainability
Format(s): Lounge
Website: www.mercedes-benz.pt/passengercars/mercedes-benz-cars/electromobility/mercedes-eq-lounge/

Why is it innovative?

- **Recycle.**
  Everything was built using recycled materials from the original construction or from the fishing community.

- **Renewable energy.**
  The energy component favors the use of renewable energy.

- **Meet and re-charge.**
  The space has four electric car charging stations. Meeting point for Mercedes-Benz events and experiences.

- **Environment.**
  Surrounded by a privileged landscape in Narazé, its main attributes are the mild climate, excellent natural light, hospitality and fishing traditions.







Ebeltoft Group Expert Comment

Integrated in the brand's sustainability strategy, this is a project that continues Mercedes' association with environmental protection, ocean preservation and Big Wave Surf. Recycle and Reuse were the keywords throughout the material selection process. From the wood used in the construction of boats, the remains of nautical cables that reach the coast, the wood from sustainable forest plantations, to cork, everything was designed with a focus on the concept of sustainability. Emphasis on the energy component designed for all current and future needs, favoring the use of renewable energies.

Monoprix

La Santé au Quotidien

The Fench supermarket Monoprix launched in France in April 2021 a new area called "La Santé au quotidien" (translation. "Everyday's Health") within two of its 700 stores. The retailer aims to deploy this new health area focused on prevention, healthy living and connected health progressively in a large number of stores. Designed around a dozen themes (healing, immunity, diagnosis, nutrition, sleep, etc.) the offer places particular emphasis on " made in France ", DIY (customised cosmetics), organic and natural products, in particular through ayurvedic ranges and CBD-based products. In fact, more than half of the exposed offer is " made in France " and more than a third is labeled organic.

The area was created not only to showcase healthy and organic product but also to bring into the supermarket a space dedicated to advice and expertise. In this area, pharmacists are present all around to help customers and advise them, customers can benefit from a free eye test at the optical corner, have a consultation with a general practitioner through the teleconsultation booth and also make an appointment with a practitioner specialising in alternative medicine.

RATING

Engagement Out-of-Store	■■■■■
Engagement In-Store	■■■■■
Efficiency Out-of-Store	■■■■■
Efficiency In-Store	■■■■■
Sustainablity	■■■■■



Photo credits: LSA, 2021

KEY DATA

Country: France
Retailer: Monoprix
Major Innovation Category: Sustainability
Format(s): City store (supermarket)
Website: www.entreprise.monoprix.fr/wp-content/uploads/2021/04/DP_La-Sante-au-quotidien_Monoprix-VF.pdf

Why is it innovative?

- **Made in France focus.**
  Half of the offer is Made in France with 1/3 of the products being organic.

- **Health experts available to help customers.**
  Pharmacists are present in store to help customers and answer their questions. A teleconsultation booth, an optical corner and the possibility of making appointment with a practitioner specialising in alternative medicine are available in a supermarket.

- **Health area in a supermarket.**

- **Space is organised around customers' main expectations.**
  physical activity, sleep, soothing, relaxation, diagnosis, nutrition, femininity, holistic beauty, sexuality, aging well, children and animals.







Photo credits: LSA, 2021

Ebeltoft Group Expert Comment

Monoprix is an iconic city supermarket chain, always trying to accompany new behaviors and trends. This project is another initiative towards the "new world of consumption": more sustainable, less focused on mainstream brands. Monoprix also tries to bring additional value by blending products and services. Its positioning (rather up market) and locations (mainly downtown Paris and big cities) makes it easier for Monoprix than for mass market chains to innovate and address emerging trends.

Natura

Natura was born from the desire to create a brand that conveyed a sustainable and multicultural concept, with a clear focus and concern for the environment and philanthropy. Natura sells women's clothing and accessories in addition to various decor and bodycare items, currently having a total of 56 stores in the country. Natura opened a new store in 2021 with a more clean, modern and sustainable concept, in one of the most emblematic streets in Lisbon, Rua Augusta. A space with an area of 150.70 m2, in which all the elements and details have been carefully thought out to receive customers with complete safety and concern for the environment.

Recognized for the specific DNA of its stores, with aroma, music and lighting that refer to exotic environments. In this new concept Natura focused especially on the concern for the environment, investing in wood-based products with PEFC™ certification (dedicated to promoting Sustainable Forest Management), state-of-the-art LED lighting solutions, ecofriendly air conditioning with a multi-split system and the use of water-based paints.
Natura is a brand with a unique concept, not only for its articles, but also for its values, always linked to Nature. One of Natura's main pillars is corporate social responsibility. Since its inception, Natura has implemented various social actions, seeking to improve the lives of people, animals and the environment, highlighting the Natura Awards, which in the last 24 years have awarded more than 1.4 million euros to 55 projects around the world.

KEY DATA

Country: Portugal
Retailer: Retailer
Major Innovation Category: Sustainability
Format(s): City store
Website: www.naturastore.pt

RATING





Why is it innovative?

- **A shopping experience in a sustainable environment.**

- **Saving energy.**
  Use of state-of-the-art LED lighting solutions throughout the space that guarantees not only energy savings but also helps to reduce CO2 emissions;

- **Certifications.**
  Use of wood-based products with PEFC™ certification (dedicated to promoting Sustainable Forest Management)

- **Eco-friendly.**
  Eco-friendly air conditioning with a multi-split system that implies a lower refrigerant charge;

- **Use of water-based paints.**

- **The Store Environment.**
  The music, the brightness, and especially the colors of the store (mostly due to the chromaticism of the clothing patterns) capture the consumers' attention. The store conveys tranquility, harmony, and is welcoming.





Ebeltoft Group Expert Comment

In Natura's DNA are values such as multiculturalism, sustainability and nature. Values that took shape in 2021 in a new store in Lisbon, located very close to its historic centre, on Rua Augusta, and also on the banks of the Tejo river. The brand, above all, known for its cheerful collections and references from different corners of the planet, has developed a new space in keeping with its values. The new space uses all the "environmentally friendly" regulations, both in the choice of its construction materials, but also in its own daily operation – two examples among many include, energy saving using LED lighting or ecological air conditioning , helping to reduce CO2 emissions.

Obor21.ro

The 21st century way of buying meat

Booking, or reserving product ahead of time, is not anymore about holidays only; it is the 21st century approach to more responsible consumption behaviors. Obor21 found inspiration in a pandemic year marked by increasing online experiences and merged two trends that are shaping our future in an undeniable way – online and food waste, giving life to the "meatbooking" concept and a platform that connects consumers with local producers.

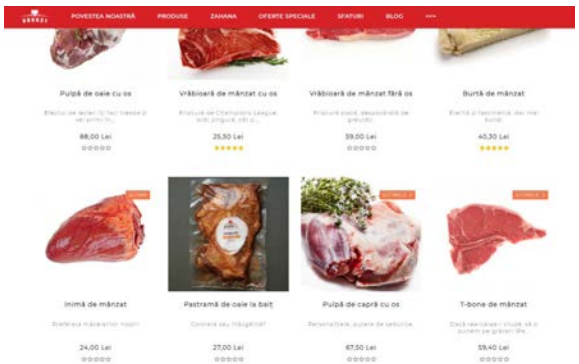
Obor21 platform is built on sustainability and food waste principles – the users book the meat and once a specific quantity is booked, the animal is slaughtered, and not before. Hence, the consumer enjoys fresh products, while the producer doesn't waste anything.

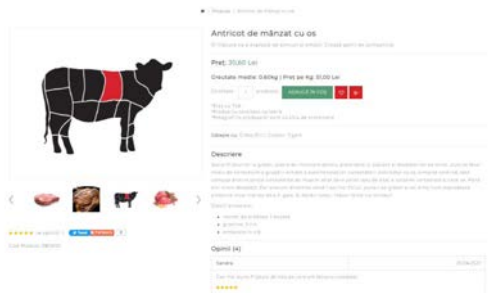
The name itself is a combination between two worlds – the old term "Obor", a place where people used to trade products and "21", coming from the 21st century, the symbol of a new world.

Obor21 works for meat only, but is planned to be extended for dairy and vegetables as well.

RATING

Engagement Out-of-Store	■■■□□
Engagement In-Store	□□□□□
Efficiency Out-of-Store	■■■■□
Efficiency In-Store	□□□□□
Sustainablity	■■■■■





KEY DATA

Country: Romania
Retailer: Obor21.ro
Major Innovation Category: Sustainability
Format(s): Online platform
Website: www. obor21.ro

Why is it innovative?

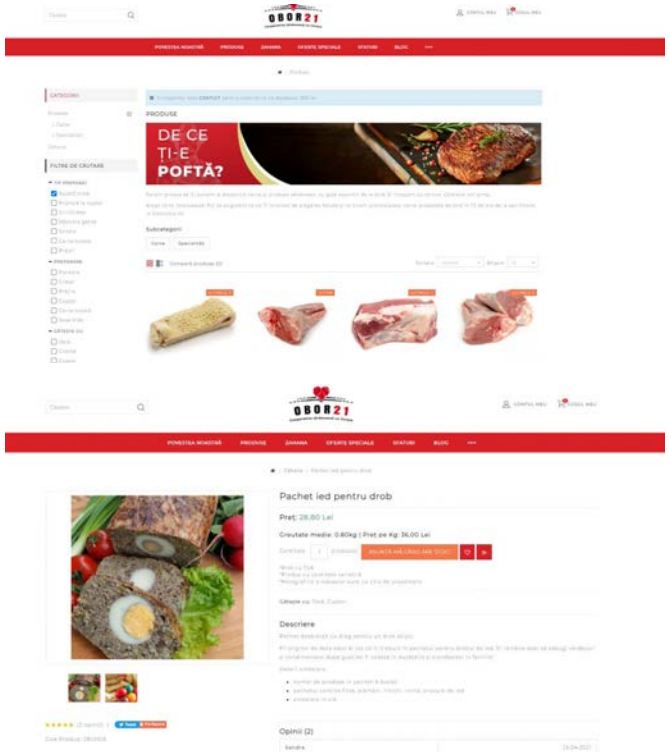
- **Meat booking.**
  Means that there are no meat stocks and the animal is slaughtered only when at least 80% of the carcass is booked by the customers.

- **Authorized slaughterhouse.**
  The animals are slaughtered in an authorized slaughterhouse where the meat is also vacuum-packed, eliminating the food safety risks previously associated with meat bought from small producers, while also giving access for the livestock farmers to a high demand market

- **B2B partnerships.**
  The platform has partnerships with different HoReCa businesses, 40% of sales being B2B

- **Product details.**
  The products listed on the platform have descriptions that include details about the meat type, the part of the animal slaughtered and the types of meals that can be cooked with it; the products also have reviews from customers

- **Quality certificate.**
  The meat is delivered in 72 hours from the moment of slaughtering the animal, with a quality certificate and full traceability of the meat origin



Ebeltoft
Group Expert
Comment

By booking the meat, the demand matches the supply and the meat is not wasted in warehouses or food stalls.
In Romania, the quantity of imported meat is 4.5 larger than exports. and the pork meat consumed is only 25% from internal production, even though many Romanians pefer to procure their meat from local farmers in order to consume fresh, unprocessed products. The platform creates an official, taxable and safe market that complies with sanitary standards, creating a new and reliable source of demand for the small producers that previously couldn't reach the urban consumers. The platform encourages local, sustainable and healthy consumption.

Timberland

Purpose-led flagship

The Timberland (founded in 1952) launched their first purpose-led flagship store in Europe in June 2020. The purpose-led store environment, designed to connect the brand with the community, while creating an immersive experience for the consumer and empowering its sustainability message, features living trees, a full-height living green wall, and natural elements throughout, alongside the brand's latest footwear and apparel collections.

CSR (Corporate Social Responsibility) pillars throughout the store stand tall to empower the sustainability message, educating consumers on the recycled materials and responsible technologies used in the production of Timberland merchandise. Further sustainable elements of the store include a combination of recycled materials obtained from industrial leftovers with Bio-resin for mannequins.

Subtle lighting emulates natural daylight, which is also brought into the store through large windows. A mirrored tree, inspired by the brand's logo, forms a decorative column. The space has a noticeably brighter palette compared to previous Timberland stores, giving the concept a fresher, more contemporary feel.The brand also introduced DYO (Design Your Own) station which allows customers to get creative and customise their own version of the most iconic Timberland styles.

RATING

Engagement Out-of-Store	
Engagement In-Store	
Efficiency Out-of-Store	
Efficiency In-Store	
Sustainablity	



KEY DATA

Country: United Kingdom
Retailer: Timberland
Major Innovation Category: Sustainability
Format(s): Retail Store
Website: www.carnaby.co.uk/store/timberland/

Why is it innovative?

- **Purpose led store.**
  The purpose-led space showcases a natural but urban materiality - juxtaposing timber and greenery with concrete to bring nature into the city and encourage interaction and exploration.

- **Design you own products.**
  A DYO (Design Your Own) station allows customers to customise their own products . Drawers containing material samples enable customers to take a closer look at customising options while rolling content on digital screens within the area provides inspiration.

- **Visual Merchandising.**
  Subtle lighting to create natural daylight and an immersive instore experience to give a fresher, contemporary feel to customers.





Ebeltoft Group Expert Comment

With Timberland's new flagship store, the brand is creating a store where nature and fashion come together to create something fresh and bold in the marketplace.
The brand displays unique ways to engage with the community, giving them multiple reasons and ways to experience the brand, and building a movement with customers together toward a greener future."

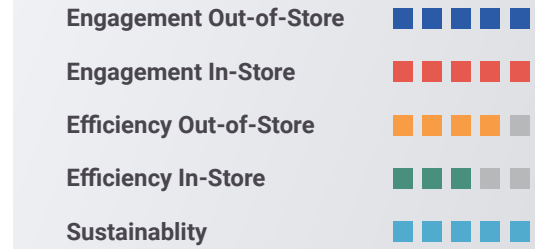
Trove

Powering Circular Economy for the World's Top Brands

Trove provides white-label technology and end-to-end operations that power circular shopping for premium brands. Founded in 2012 in California, Trove enables retailers and brands, like Arc'Teryx, Levi's and lululemon to control their resale market and engage in circular shopping. Still currently only operating in the United States, Trove helps the brands operate more sustainably without heavily investing into circular shopping capabilities.

Trove works with the brands to setup the buy-back of used products (offering customers store credit), and then Trove facilitates the rest - they clean and repair the item to prepare it for photography, and then assign it a dollar value. This is then posted either in-store or online by Trove on the retailer's used webstore. This allows the retailer to be completely hands-off in the process and receive revenue multiple times from the same item. It also gives the brand valuable data insights, like carbon and waste savings, and promotes customer loyalty.

RATING







KEY DATA

Country: USA
Retailer: Trove
Major Innovation Category: Sustainability
Format(s): Website
Website: www.trove.co

Why is it innovative?

- **Resale Control.**
  With limiting the product being sold to other consignment companies, quality control and branding are fully controlled even in the resale market.

- **Brand Interaction at the Core.**
  Buy-back allows for front-line salespeople to learn exactly why the customer does not want to keep their existing product. This allows for customer insights with credit making the interaction positive to customer.

- **Full Process Control.**
  Trove has people to facilitate every element of the resale process for a reliable and quick turnaround time.

- **Requires Retailer Efficiency.**
  The buy-back needs to be facilitated by the retailer/brand, relying on them to have efficient buy-backs.

- **Helping Retailers Become More Sustainable.**
  Trove not only operate sustainably themselves, but makes other brands become more sustainable.



Ebeltoft Group Expert Comment

Recommerce (selling previously used or not new products) is projected to grow to 14% of apparel, footwear and accessories sales by 2024 (source: Cowen Research) The Trove concept enables brands to participate directly in recommerce and:

1. Helps brands become more sustainable through selling their products multiple times and extending the product's useable life.
2. Provides brands the ability to control their own resale market. The brand can now control quality assurance, price, and receive multiple revenue streams from one single item.
3. Delivers brands valuable consumer insights. There are qualitative insights, through the salesperson involved in the buy-back, and quantitative, through tracking shopping patterns.

Tracking Retail Innovation trends around the world...

Ebeltoft AUSTRALIA & NEW ZEALAND
Retail Doctor Group | www.retaildoctor.com.au
Frontline Strategies | www.retailnavigation.com.au

Ebeltoft BRAZIL
GS&MD Gouvêa de Souza | www.gsmd.com.br

Ebeltoft CANADA
J.C. Williams Group | www.jcwg.com

Ebeltoft CHINA
Agency China | www.agencychina.com

Ebeltoft DENMARK
Retail Institute Scandinavia | www.retailinstitute.dk

Ebeltoft FRANCE
DiaMart Group | www.diamartgroup.fr

Ebeltoft GERMANY
Gruppe Nymphenburg Consult AG | www.nymphenburg.de

Ebeltoft INDIA
RXG Retail Wisdom I www.rxgindia.com

Ebeltoft ITALY
Kiki Lab | www.kikilab.it

Ebeltoft THE NETHERLANDS
Q&A | www.q-and-a.nl

Ebeltoft POLAND
Inquiry Market Research | www.inquirymarketresearch.com

Ebeltoft PORTUGAL
Instituto de Marketing Research | www.imr.pt

Ebeltoft ROMANIA
Architected Business Solutions | www.abs-europe.com

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Ebeltoft SPAIN
KISS Retail Management Consulting | www.kissretail.com

Ebeltoft SWITZERLAND
Fuhrer & Hotz | www.fuhrer-hotz.ch

Ebeltoft U.S.A.
McMillanDoolittle | www.mcmillandoolittle.com

Ebeltoft UNITED KINGDOM
Pattern | www.pattern.com/uk

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Notes

2022

Retail Innovations 17

Ebeltoft Group has been tracking innovative retail concepts across the globe for almost two decades In 2021 retailers and brands still struggle to adjust to pandemic circumstances. Any crisis is also an opportunity to rethink and reinvent yourself. Adapting to a 'New Retail' business or a fully omnichannel approach is a step to become future-proof. Retailers must find solutions that focus on engagement with the customer and are at the same time efficient solutions. The focus on engagement and efficiency is important in-store but also digitally outside the store. Next to that, increasing the focus on sustainability is a necessity to be successful in the future.

The top 50 innovative retail cases include radical, game-changing formats and incremental innovations of traditional retailers. We cover with our global network of Brand & Retail experts more than 25 mature markets. The member companies of Ebeltoft Group witness this through consulting projects across all regions, formats, and industries. Retailers are racing to create new formats, offer new added values, and explore new frontiers. This publication highlights a selection of these bold initiatives. If technology remains a major driver for innovation, it must be applied usefully to serve consumer needs. The Retail Innovation 17 book shows the relevance of involving the customer in the innovation process. The needs of the customer are the starting point for all innovations in this book.

Ebeltoft Group
Global Brand & Retail Experts

What kind of innovations does the future hold?
How can prepare your business for the future?
Get inspired by our global top 50 innovative cases for 2022!

Ebeltoft Group is a **global alliance of brand and retail consulting firms** with more than 28 years of experience. Ebeltoft enables to carry out international projects, combining the geographical and sectorial expertise of other members of the network. The group offers consulting services such as strategy consulting, consumer research, category management, branding, store planning, and internationalization. Ebeltoft Group conducts annual global research and trend studies in retail by combining global best practices with in-depth observations from local retail markets. This study helps our clients to monitor the latest insights and global developments to be prepared for the future.

Ebeltoft Group works extensively with:

33 of the top 50 retailers worldwide
28 of the top 50 retailers in Europe
24 of the top 50 retailers in the US
21 of the top 50 manufacturers worldwide

For a personal presentation about current brand and retail innovations, trends, and cases, or information about our latest global publications, research, and services, please contact Ebeltoft Group or visit www.ebeltoftgroup.com.