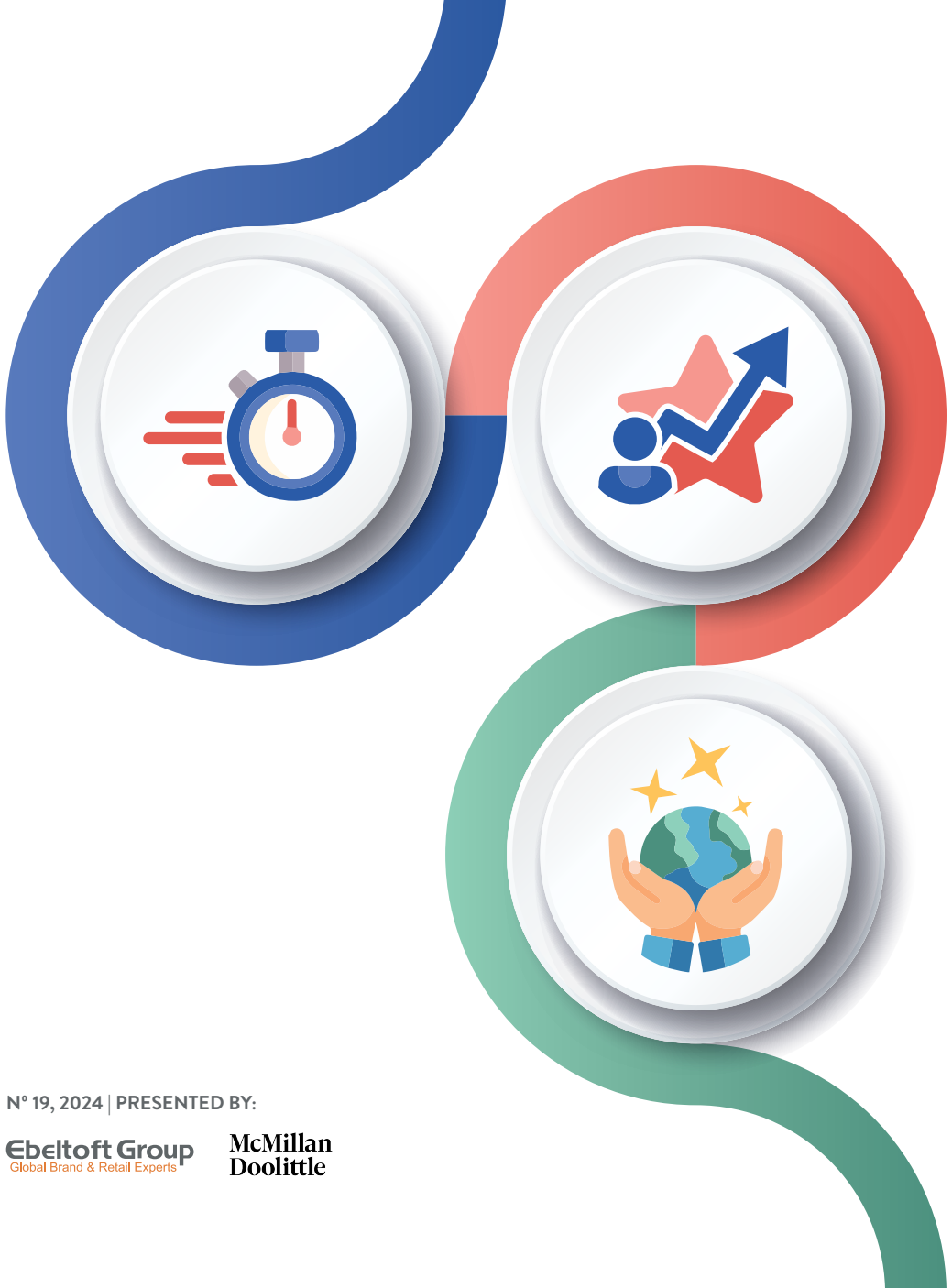


Retail Innovations **19**
2024

N° 19, 2024 | PRESENTED BY:

Ebeltoft Group
Global Brand & Retail Experts

McMillan
Doolittle

Ebeltoft Group
Global Brand & Retail Experts

Ebeltoft Group is a global alliance of retail and brand consulting firms, working closely with clients from around the world, to transform their businesses and develop innovative and strategic retail solutions to help face complex challenges today and explore tomorrow's opportunities.

With more than 30 years of experience and a vast global network of retail and brand consultancies, Ebeltoft Group brings together global expertise and local experts to assist retailers and brands to develop market-relevant solutions.

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 provides our partner members with the latest insights, tools and global developments.

Ebeltoft Group´s global studies and publications include:

- Sustainable Brands & Retail: towards a circular economy (2023)
- Sustainable Brands & Retail Report (2022)
- Sustainable Brands & Retail Report (2021)
- 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

ASIA-OCEANIA AND AFRICA

EUROPE

Retail Innovations

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

With more than two decades of experience in global retail trend analyses and more than 30 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.

The Next Generation of Retail is Here

Global inspiration to future-proof your business

Introducing Retail Innovations 2024

Since 2005, our annual Ebeltoft Retail Innovations book has captured the most cutting-edge concepts in retail across a global footprint of more than two dozen of the world's largest retail economies. For nearly two decades, we have documented how retail businesses respond to evolving macrotrends, technological advancements, and consumer values.

In today's uncertain economic environment, retailers are increasingly challenged to balance managing the day-to-day business while continuing to prioritize strategic investments in the future. As always, putting innovation on the agenda remains crucial to achieve long-term market leadership.

This 19th edition of Retail Innovations captures 52 of the most fascinating case studies in retail that span 19 countries. This year's winners demonstrate a renewed focus on physical stores. Amidst rising digital customer acquisition costs, brick and mortar retail is an increasingly attractive direct and wholesale channel to obtain new customers and drive profitable growth in an expensive capital environment.

The overarching themes dominating this year's winners include:

- **A Better World:** Leaders limit the impact of their operations on the environment and simultaneously maximize their impact on society. New concepts, processes, and technologies are emerging to move the needle on creating a more sustainable global retail industry that makes a difference in the local communities they serve.
- **An Enhanced Experience:** Leaders curate a differentiated, memorable, and immersive retail and brand experience. In many cases, these concepts foster an interactive community surrounding the products they sell. Hosted events, premium services, and product personalization opportunities all draw shoppers into branded channels and formats. More than half of this year's cases fall under this category – a testament to the enduring relevance and renewed focus on physical channels and formats.
- **Hyper-efficiency:** Leaders unlock an easy and convenient omnichannel experience through advanced business processes and capabilities. With the rapid adoption of artificial intelligence (AI), robotics, and machine learning, retailers are evolving their services and solutions to incorporate game-changing technologies. Many cases in this category leverage technology-based solutions for back-end operations – removing friction and streamlining operations to serve associates and customers alike.

Apply Learnings to Future-Proof Your Business

When reviewing the cases compiled in this book, pay special attention to ideas outside of close-in categories to challenge your thinking – how can innovators that seem far-out from your products or services help your company become the next great disruptor? How can your business be an agent of social or environmental change? These cases represent the most groundbreaking ideas that are propelling global retail forward.

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Category #1

Innovation for a better world


INNOVATION FOR A BETTER WORLD

Good Foot Delivery

Delivering Diversity: Good Foot's Neuro-Inclusive Employment

RATING

A better world	■ ■ ■ ■ ■
Enhanced experience	■ □ □ □ □
Hyper efficiency	■ ■ ■ □ □

Originally founded in 2010, Good Foot Delivery's mission is to provide engaging employment for people from the neuro-diverse community through a competitive professional courier service delivered via public transit and food.

The concept was originally started by Kirsten Gauthier and her brother Jon with the goal of providing employment opportunities to the neuro-diverse community. Jon was struggling to find employment even though he had the skills and the drive to succeed. Upon further research, Kirsten realized that unemployment rates in this community were unusually high. Together, they created an organization that would provide Jon, and others from the neuro-diverse community, steady employment.

Good Foot Delivery has since become a fast and reliable delivery business servicing the Toronto, Canada area. The combination of foot and public transit not only ensures competitive service, but also creates an even more sustainable business.

In addition to their delivery business, Good Foot also offers the "Good Foot Forward Employment and Training Program", a hybrid learning opportunity for neurodivergent individuals looking to gain employable skills and work experience.



Photo credit: Good Foot Delivery

KEY DATA

Country: Canada
Retailer: Good Foot Delivery
Launched: 2010
Major Innovation Category: A better world
Format(s): Business Model
Website: www.goodfootdelivery.com

COMPANY INFO

Country of origin: Canada
Launched: 2010
Industry: Delivery
Countries active: Canada

Why is it innovative?

- **Creating inclusive employment**
  Good foot Delivery not only hires couriers that are neuro-divergent, but also has a program for helping others find meaningful employment through their "Good Foot Forward Employment and Training Program".

- **Sustainable deliveries**
  By utilizing public transit and on-foot deliveries, the carbon footprint of their deliveries is very low.

- **Online ordering, tracking and quotes**
  Good Foot Delivery's technological advancement is on par with larger competitors, as clients can place orders, track their orders, and receive quotes all through their website.

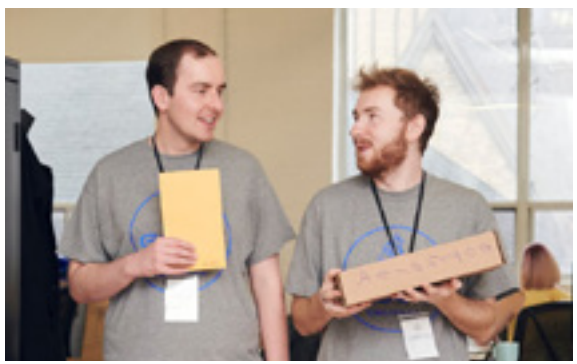


Photo credit: Good Foot Delivery



Photo credit: Good Foot Delivery

Ebeltoft Group Expert Comment

Good Foot Delivery is a great example of a business helping people and the planet. Both by hiring neuro-diverse couriers, as well as developing their "Good Foot Forward Employment and Training Program", they are doing a tremendous good for this underserved community.
In addition, the team utilized both on foot and public transit for their deliveries. This creates and extremely limited carbon footpring for deliveries and helps with Toronto's (like most other large cities) growing problems with congestion.

BikeFlip

Eco-Friendly Cycling for Growing Kids

BikeFlip, founded in 2019 in Utrecht, Netherlands, offers a subscription service for refurbished children's bicycles. It's not just about sustainable transportation; it's about making a social impact. As children quickly outgrow their bikes, BikeFlip provides a solution that is both environmentally-friendly and cost-effective for families: a sustainable subscription model where children can get appropriately sized bikes as they grow. Beyond the eco-friendliness of recycling and reusing bikes, the startup stands out as an accredited learning center, helping individuals reintegrate into the workforce. In 2022, the company's accomplishments are notable: over 2,000 refurbished bikes and over 750 children on their bikes.



Photo credit: BikeFlip



Photo credit: BikeFlip

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: The Netherlands
Retailer: BikeFlip
Launched: 2019
Major Innovation Category: A better world
Format(s): Subscription service
Website: www.bikeflip.nl

COMPANY INFO

Country of origin: The Netherlands
Launched: 2019
Industry: Bicycle
Countries active: The Netherlands

Why is it innovative?

- **Sustainable Subscription Model**
  By providing refurbished bikes for growing children, BikeFlip addresses both the environmental and financial concerns of families.

- **Social Impact**
  Beyond being an eco-friendly business, BikeFlip actively engages with the community, providing bikes for marginalized groups and serving as a training center for those looking to reenter the workforce.

- **Pioneering in the Market**
  Introducing a children's bike subscription model sets BikeFlip apart, requiring dedicated marketing efforts to educate and appeal to a new segment.



Photo credit: BikeFlip



Photo credit: BikeFlip

Ebeltoft Group Expert Comment

BikeFlip's approach effectively combines sustainability and social care. They tackle the problem of children outgrowing their bikes, reducing waste. Beyond recycling and re using bikes, the company also focuses on training people who have been away from the job market and supporting community groups, including refugees. This reflects their wider goal of making a positive impact on society. As they expand to cities like Amsterdam, their influence will surely grow.

Binstar

Treasure Hunts for Sustainable Bargains

Binstar collects high-quality returned or overstock items from ecommerce retailers (primarily Amazon) and brick-and-mortar stores and sells them at a fixed, extremely discounted price to customers. Binstar is redirecting the path for returns and overstock away from landfills and toward customers.

Their first store opened in the Boston suburbs in June 2023 with a sustainable inventory and purchasing system. Prices start at $19 on Saturdays and decrease throughout the week, ending at $1 for any item by Friday. They consider themselves to be creating a "treasure hunt shopping experience" for their customers. Finds can range from Apple watches, dog supplies, clothes, shoes, laptops, bikes, coffee makers, and more.

Each year, 9.6 billion pounds of new, returned goods end up in landfills. Binstar is working to address this environmental issue by gamifying the shopping experience. Lines stretch down the block in anticipation of Saturday morning openings for the possible "treasure" that could be found inside the Boston store.



Photo credit: Binstar

RATING

A better world	
Enhanced experience	
Hyper efficiency	

KEY DATA

Country: USA
Retailer: Binstar
Launched: 2023
Major Innovation Category: A better world
Format(s): City store
Website: www.bin-star.com

COMPANY INFO

Country of origin: USA
Launched: 2023
Industry: Discount
Countries active: USA

Why is it innovative?

- **Gamifying the shopping experience**
  Shopping at Binstar is a "treasure-hunt" experience. The fixed pricing model challenges customers to time their visits to get the best deal while not missing out on the products they want. Their Instagram account posts a "Binstar Brag of the Week" that highlights the best find, encouraging new and existing customers to continue visiting their store.

- **Sustainable Business Model**
  The purchasing, pricing, and selling system addresses environmental issues caused by returns and overstocks in landfills.

- **Extreme Savings for Customers**
  Binstar provides high-quality items at a steep discount, allowing customers to access desirable products in an affordable way. The extremely discounted items align with the economic climate.



Photo credit: Binstar



Photo credit: Binstar

Ebeltoft Group Expert Comment

Binstar is on a mission to make retail landfill-free by giving high-quality returned merchandise and overstocks a second life in a treasure hunt environment for bargain-seeking customers. The constant influx of new merchandise offers a sense of newness and excitement that can drive repeat shopping trips. However, unlike traditional resale models where prices are individually set per item, Binstar utilizes a consistent, fixed pricing model that changes based on the day of the week, so customers can appreciate the consistency of knowing what prices to expect on their bargain deals. The benefits are three-fold: retailers save time and money on return logistics, customers can obtain a deep discount on high-quality products, and goods are saved from being sent to landfills.

Circle Closet

Eco-Chic Rentals for Fashion Forward Living

RATING

A better world	■■■■■
Enhanced experience	■■■■□
Hyper efficiency	■■■□□

CIRCLE CLOSET is a platform facilitating the rental and lending of designer clothing, shoes, and accessories for special occasions. The primary objective of CIRCLE CLOSET is to decrease the environmental impact of the fashion industry, with an entrepreneurial mission focused on making the fashion world more sustainable. CIRCLE CLOSET features clothing with a minimum price point of 200 euros, and items are no more than two years old. For instance, a Nanushka pink satin evening gown with a retail price of 545 euros can be rented for 71,50 euros for a four-day period.

Research indicates that women typically wear only 29% of their clothes, leaving 71% unworn in their closets.

CIRCLE CLOSET positions itself as the solution to this problem, offering a diverse range of high-fashion outfits. The platform allows individuals to lend and monetize their own investment pieces while providing access to a luxury closet for users. The overarching goal is to contribute to saving the planet, one rental at a time, by promoting a more sustainable and environmentally friendly approach to fashion.

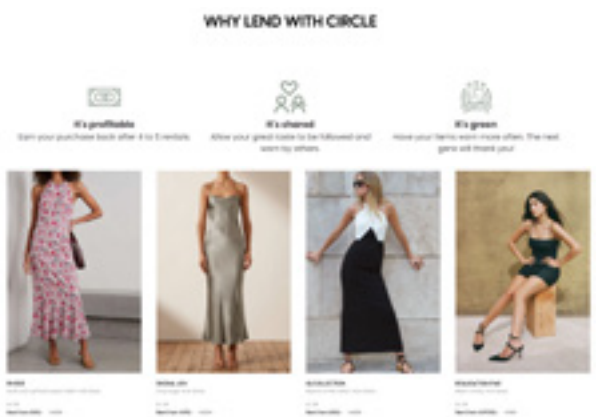


Photo credit: circlecloset.nl

KEY DATA

Country: The Netherlands
Retailer: CIRCLE CLOSET
Launched: 2021
Major Innovation Category: A better world
Format(s): Fashion rental
Website: www.circlecloset.nl

COMPANY INFO

CIRCLE CLOSET

Country of origin: The Netherlands
Launched: 2021
Industry: Fashion
Countries active: The Netherlands Belgium, Germany

Why is it innovative?

- **Shift in Special Occasion Wear**
  CIRCLE CLOSET introduces a shift in consumer behavior by normalizing the rental of designer clothing for special events. This move aligns with the increasing consciousness around sustainability and challenges the traditional approach to occasion wear.

- **Curated Selection for Eco-Conscious Consumers**
  The platform stands out by offering a curated selection of designer items, setting criteria of a minimum purchase value and maximum age of the garment. This not only ensures the quality of the offerings but also promotes sustainable practices, encouraging users to engage in fashion with a reduced environmental footprint.

- **Community-Driven Circular Economy**
  CIRCLE CLOSET goes beyond a transactional model by fostering a community-driven approach. Allowing individuals to monetize their investment pieces creates a dynamic where fashion becomes a shared resource. This not only promotes a circular fashion economy but also addresses the prevalent issue of wardrobe underutilization, contributing to a more sustainable and responsible fashion ecosystem.



Photo credit: circlecloset.nl

Ebeltoft Group Expert Comment

CIRCLE CLOSET introduces an innovative concept in fashion retail by focusing on both the rental and lending of designer clothing. The platform's emphasis on changing norms around special occasion wear aligns with the growing demand for sustainability in the fashion industry. The curated selection of quality items with specific criteria caters to fashion-conscious consumers and supports the platform's sustainability mission. The ability for individuals to monetize their investment pieces adds a community-driven aspect to the platform, contributing to a circular fashion economy and reducing fashion-related waste. In summary, CIRCLE CLOSET is a promising initiative that combines sustainability with practical solutions in the fashion retail landscape.

Foodello

Revolutionizing Retail with 'Best Before' Bargains

Foodello, founded in 2016 in Finland, emerged as a unique online supermarket that later established its footprint in the Netherlands and Flanders.

Operating from its central hub in Westzaan, Foodello's distinctive selling proposition is its dedication to selling products that are approaching or have just surpassed their "best before" dates – items that most supermarkets would discard. Yet, these are perfectly safe for consumption.
By doing so, Foodello offers consumers a vast range of food and household items at significant discounts, often ranging between 20 to 90%. The inventory is dynamic and varies based on available surplus products from producers. Their expansive product range doesn't require refrigeration or specialized storage, primarily focusing on room-temperature items.

This includes beverages, snacks, pantry items, breakfast essentials, and non-food categories like beauty, health, baby, and pet care products. Partnering with PostNL ensures timely deliveries in the Netherlands and beyond.



Photo credit: Foodello

RATING

A better world	■■■■■
Enhanced experience	■■■■□
Hyper efficiency	■■■■□

KEY DATA

Country: The Netherlands
Retailer: Foodello
Launched: 2022
Major Innovation Category: A better world
Format(s): Webshop
Website: www.foodello.nl

COMPANY INFO

Country of origin: Finland
Launched: 2017
Industry: FMCG
Countries active: Finland, The Netherlands

Why is it innovative?

- **Waste-to-Value Transformation**
  Resurrects products approaching their "best before" dates from potential wastage, providing tangible solutions to global food wastage issues.

- **Ever-changing Inventory**
  With a stock based on surplus availability, Foodello's inventory keeps changing, giving consumers fresh options every time.

- **Balancing Wallet and World**
  By offering nearing expiration products at deep discounts, Foodello makes shopping both economically and environmentally rewarding.

- **Safety First**
  Despite their unique product sourcing, Foodello remains committed to ensuring the safety and quality of every item sold.

- **Comprehensive Product Array**
  Their extensive inventory matches the breadth of a traditional supermarket, making it a one-stop-shop for a diverse range of needs.



Photo credit: Foodello

Ebeltoft Group Expert Comment

Foodello's innovative business model diverges from traditional retail practices. They repurpose items often viewed as waste, presenting consumers with both an environmentally-friendly option and an opportunity for cost savings. Their changing inventory, driven by surplus availability, brings a sense of variety to the shopping experience, maintaining customer interest. Though some may be skeptical about products close to their expiration date, Foodello ensures safety, receiving endorsements from relevant food agencies.

Fresh

The Fresh Grocery Store Concept

Fresh, a grocery retailer boasting 46 compact stores across France, emerged in late 2017, specifically tailored for smaller urban centers. With a product range spanning 1,300 SKUs, including fruits, vegetables, meat, fish, cheese, and deli items, Fresh's store design mirrors a traditional market within a 500 sqm footprint, featuring strategically positioned "stalls." Instead of emphasizing organic produce, the focus is on quality labels, prioritizing local and environmentally conscious options.

The layout optimizes the customer's journey, placing fruit and vegetable sections at the center and self-service counters along the sides, ensuring consistency across all locations. This design not only enhances shelf replenishment and merchandising but also minimizes installation costs while maintaining brand recognition. Distinctively, Fresh excludes frozen products, simplifying operations and optimizing costs.

Stores are restocked up to six times a week from a network of over 700 fruit and vegetable producers to guarantee freshness.

Operational efficiency is further heightened through partnerships with specialists for dairy, meat, fish, and take-away assortments. Fresh concentrates on physical retail, utilizing its website as a shop window for inspiration, including recipes, seasonal product and supplier information.



Photo credit: Fresh

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: France
Retailer: Fresh
Launched: 2017
Major Innovation Category: A better world
Format(s): Supermarket
Website: www.fresh.fr

COMPANY INFO

Country of origin: France
Launched: 2017
Industry: FMCG
Countries active: France

Why is it innovative?

- **Sensory customer experience**
  Fresh's distinctive approach to merchandising creates a market-inspired customer journey. The organization arranges its produce by color, employs targeted spotlights and introduced humidifiers to anchor the fresh positioning, while delivering a sensory-rich customer experience.

- **Selection of fresh quality products**
  Fresh stores provide a diverse array of daily-delivered, high-quality food products, ensuring the freshness of produce through local in-house and partner supply chains.

- **Commitment to Sustainability**
  Fresh stores prioritize sustainability by advocating responsible practices. They support short distribution channels, reducing the environmental impact of deliveries by emphasizing local produce, sourced from over 700 producers, 80% of whom hold "High Environmental Value" certifications.



Photo credit: Fresh



Photo credit: Fresh

Ebeltoft Group Expert Comment

This ultra-fresh grocery concept distinguishes itself with its product range and policies aimed at upholding product quality. The traditional market-style layout enhances the overall customer experience, featuring wide aisles and well-organized, easily visible, and accessible products. The consistent restocking of products and their high quality enable the chain to sustain a brand image that is both locally rooted and synonymous with top-tier quality, all while keeping prices affordable. Thanks to 6 daily deliveries and the absence of frozen foods, the chain maintains minimal inventory that is over 7 days old, which contributes to improved cost-effectiveness and efficiency.

Ganni

Ganni Postmodern

RATING

A better world

Enhanced experience

Hyper efficiency

The Danish fashion brand Ganni started in 2000 in a small gallery in Copenhagen, where a local resident produced cashmere clothing. When Ditte and Nicolaj Reffstrup took over the brand in 2009, a significant effort began to transform the brand, and since the relaunch, they have multiplied the turnover many times over.

Ganni has done multiple inspirational and innovative initiatives regarding sustainability. This includes Ganni Postmodern, a brick and mortar store where consumers can buy garments from the brand's old collections, GanniRepeat, where customers can resell their used clothes, and also online rentals allowing customers to rent clothing instead of owning it.

Ganni has also done a lot of collaborations with innovative operators regarding sustainable materials and textiles, for instance: Mylo - a leather alternative made from mycelium and Vegea - a leather alternativ made from grape waste. Ganni has an objective of reducing green house gas emissions by 50% before 2027.



Photo credit: Ganni

KEY DATA

Country: Denmark
Retailer: Ganni
Launched: 2020
Major Innovation Category: A better world
Format(s): Physical store
Website: www.ganni.com/da/responsibility

COMPANY INFO

Country of origin: Denmark
Launched: 2000
Industry: Fashion
Countries active: Denmark

Why is it innovative?

- **New and innovative materials**
  Innovative material development, use and collaboration.

- **Thinking circular**
  Encourages circular consumption and thoughtfulness by facilitating resell and rent. 5 % of income should come from rent and resell in 2025.

- **Focus on inclusion**
  By offering and extended size range including large sizes on many styles.

- **Transparent when it comes to sustainability**
  "We don't identify as a sustainable brand, because at its core fashion thrives on newness and consumption, which is a major contradiction to the concept of sustainability. That's the honest truth", Ganni says and lays out their efforts and their challenges to become more sustainable .



Photo credit: Ganni

Ebeltoft Group Expert Comment

Ganni has embraced resale, cultivated it as a concept and added other sustainability initiatives such as renting out clothes. The postmodern concept is good for the environment as it minimizes waste. It is also good for business, as it boosts sales and opens the door to a newer and younger group of customers

Grüntopia (Greentopia)

Natural Garden Centre, Remscheid

Kremer is a German garden-retailer operating four garden centers. Recently, the company opened their flagship store in Remscheid "Greentopia" (near Düsseldorf).

At the **Kremer natural garden center**, customers have the opportunity to experience a, small, ideal city with individual green squares. Differently themed worlds allow the customers to dive into a selection of gardening-centered topics, including a focus on urban aspects:

- Tree Houses with inviting rooftops offer an interactive exhibition on trees
- Urban-Gardening-House area informing on opportunities to garden in urban areas
- Farmhouse with an outdoor and indoor kitchen, educating on the possibilities of urban farming
- Biodiversity House where customers can playfully learn in an interactive exhibition what they can do themselves to preserve and promote diversity
- Future House – changing presentation of future topics centered around nature and technology
- Many more



Photo credit: Kremer

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: Germany
Retailer: Kremer
Launched: 2022
Major Innovation Category: A better world
Format(s): Flagship store
Website: www.kremer-naturtalente.de

COMPANY INFO

Country of origin: Germany
Launched: 1905
Industry: Gardening
Countries active: Germany

Why is it innovative?

- **Story Telling**
  The store and the different theme worlds tell a story and immerse people into the topics of nature and gardening. The quality of experience naturally extends the customer's stay.

- **Edutainment**
  The store offers the opportunity to learn more about different topics surrounding gardening – for adults as well as for kids. Theory is taught using practical real-life cases such as creating a natural garden. In addition, there is a seasonal, changing, program of workshops and events.

- **Quality of Stay**
  Customers can enjoy tea in a greenhouse or visit the food market learning about sustainable, regional and healthy food.



Photo credit: Kremer



Photo credit: Kremer

Ebeltoft Group Expert Comment

"Greentopia" is a unique concept creating an engaging and playful way to attract people towards gardening, even in urban areas. The concept offers inspiring, and at the same time pragmatic and customized solutions for people living in cities.
Creative edutainment driven by installations and workshops attracts the customers' attention towards important future topics, such as nature, sustainability, biodiversity, and so on.

IKEA Italia

IKEA Italia – Di Generazione in Rigenerazione

IKEA, in Italy since 1989 now with 21 stores, has been committed to sustainability and circularity for years. In 2022, IKEA launched the "From generation to regeneration" project with the aim of boosting intergenerational dialogue by promoting a culture of circularity and the sharing of experiences from the past, with the example of the senior generation who have made recovery a lifestyle, generating virtuous circles. Thanks to the collaboration with an association active in circularity, a group of volunteers over 60 years old share their knowledge regarding the reuse of materials: the volunteers, together with IKEA co-workers, raise customers' awareness of the zero-waste philosophy. The project, which started online with podcasts available on the brand's online channels and video tutorials (with the participation of young influencers alongside the seniors), has since developed through workshops in IKEA stores and events.

The project was developed with volunteers from the ANTEAS association (National All Ages Association for Environmental Sustainability) focused on 4 areas: carpentry, tailoring, gardening and decoration. From upcycling furniture, to transforming objects into something else instead of throwing them away. Everything can be regenerated and have a second life.



Photo credit: IKEA

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: Italy
Retailer: IKEA Italia
Launched: 2022
Major Innovation Category: A better world
Format(s): Sustainability project
Website: www.ikea.com/it/it/campaigns/angolo-circolarita-una-seconda-vita-ai-mobili-ikea-pub2eab7840

COMPANY INFO

Country of origin: Sweden
Launched: 1943
Industry: Home Furnishing
Countries active: 140

Why is it innovative?

- **Sharing Old Wisdom with Younger Generations**
  Promoting intergenerational dialogue is crucial for passing down the valuable knowledge held by seniors to younger generations, specifically in the domains of circularity, reusing, and enhancing the value of second-hand items and materials.

- **Learning Upcycling and Repair Skills**
  This exchange includes sharing techniques related to upcycling, as well as facilitating repairs and transformations in four key sectors: carpentry, decoration, tailoring, and gardening. To drive this message home, a comprehensive communication campaign is being launched.

- **Campaign for Everyday Sustainability**
  This campaign aims to convey the importance of circularity and its practical application in daily life. It includes a variety of media such as podcasts, tutorials, and in-store events, all designed to inspire and educate individuals on the merits of sustainable practices and the positive impact they can have on our environment.

- **IKEA's Corner for Recycle and Reuse Ideas**
  The projects created during the events are displayed in the 'circularity corner' in IKEA stores to inspire people on the topics of recycling and reuse.



Photo credit: IKEA

Ebeltoft
Group Expert
Comment

IKEA has developed a project that aligns perfectly with its DNA and core values. The main objective of this project is to enhance both environmental sustainability and the sharing of these ideals between different generations. This aspect has become increasingly complex in our modern culture and often does not get the attention it deserves. However, IKEA has demonstrated significant commitment to promoting awareness and action regarding sustainability, thus helping to create a better future not only for the current generation, but also for those to come. This initiative is a clear example of how a company can be an agent of positive change in society.

Klima Kvickly

Pioneering Sustainability in Supermarkets

RATING

A better world	■■■■■
Enhanced experience	■■■■■
Hyper efficiency	■□□□□

The Danish conglomerate COOP, which operates more than 500 supermarkets in Denmark, has opened a "Klima-Kvickly" (Climate Kvickly) in the Danish city of Aarhus. Developed in collaboration with the University of Aarhus, this grocery store serves as a testing center for the company and a source of inspiration for other stores when it comes to sustainable initiatives.

The store utilizes surplus heat from refrigeration units to heat the store and, in collaboration with the Klima X association and Aarhus University, tests solutions for more environmentally friendly consumption. The most successful initiatives will be implemented across the rest of the company's chains and stores.

For instance the store has tested a climate label on goods to guide the customers to most climate friendly product within the strategie. The have also tested different kinds of nudging strategies to make the costomers make greener choises.

The results are quite impressive: The CO2 footprint for each sold item has been reduced by 14%. The deli has reduced their food waste with 60%. The shops revenu has grown.



Photo credit: Coop

KEY DATA

Country: Denmark
Retailer: COOP
Launched: 2022
Major Innovation Category: A better world
Format(s): Physical store
Website: www.info//coop.dk/butikker/klima-kvickly/

COMPANY INFO

Country of origin: Denmark
Launched: 1866
Industry: Grocery
Countries active: Denmark

Why is it innovative?

- **FMCG-laboratory**
  A FMCG-laboratory designed to test which strategies and initiatives work best to reach Coop's goal of being climate positive by 2023.

- **Succesfull tests are implementet**
  The best initiatives are scaled and applied in the chain's stores nationwide.

- **Looking beyond the FMCG-world**
  Initiatives are developed and tested in collaboration with researchers from the city's university.



Photo credit: Coop



Photo credit: Coop

Ebeltoft Group Expert Comment

Klima Kvickly is at the forefront of the FMCG sector's quest to become more sustainable. They don't just make use of already existing technologies, they actually help develop them.
Acting as a laboratory, they can try things out and test customer reactions before rolling them out on a larger scale.Klima Kvickly regularly test their inciatives on the customers and use feedback from them to ajust the concept. They aslo work with different green suppliers (madcooperativet who make green convenience) and green organisations to constantly optimize the concept.

McDonalds

McDonald's – São Paulo

RATING

A better world	■■■■■
Enhanced experience	■■■□□
Hyper efficiency	■■□□□

McDonald's is an American fast-food chain with about 40 200 locations in over 100 countries. In 2023, McDonald's launches it's innovative Sao Paulo restaurant on Paulista Avenue with a strong emphasis on sustainability. Constructed from recycled materials and reclaimed wood, the restaurant incorporates over 60 sustainability features.

This approach aligns with McDonald's ESG strategy, representing a significant step forward in its commitment to environmental responsibility, circularity, and sustainable practices within the fast-food industry. The restaurant's initiatives include waste management, fleet of electric delivery vehicles, compost bins for organic waste, bike parking, solar panels and an outdoor kiosk crafted from recycled polypropylene material. Moreover, the use of engineered wood, designed to consume minimal energy during production and usage while effectively storing carbon dioxide, highlights their dedication to environmental responsibility and circular practices within the fast-food industry. Social responsibility is a cornerstone of this restaurant, through partnerships with local organizations and initiatives, McDonald's actively participates in food donation programs and hosts e-waste collection points, further enhancing its commitment to the community.



KEY DATA

Country: Brazil
Retailer: McDonald's
Launched: 2023
Major Innovation Category: A better world
Format(s): Flagship store
Website: www.mcdonalds.com.br

COMPANY INFO

Country of origin: USA
Launched: 1940
Industry: Foodservice
Countries active: Worldwide

Why is it innovative?

- **Sustainable Construction**
  The restaurant features an innovative wooden and recycled material structure, minimizing environmental impact during construction.

- **Circular Design**
  The use of wood frame walls, recycled flooring, and recycled wall coverings showcases a commitment to circularity and responsible material usage.

- **Energy Efficiency**
  Solar panels, energy consumption monitoring and fleet of electric vehicles contributes to better energy efficiency and a reduced carbon footprint.

- **Waste Management**
  The restaurant implements waste reduction measures, including a composting system for organic waste and recycling programs.

- **Community Engagement**
  Partnerships with local organizations and initiatives, such as food donation programs and e-waste collection points, demonstrate a commitment to community and social responsibility.



Photo credit: Fernando Ctenas – P2W

Ebeltoft Group Expert Comment

The McDonald's restaurant on Paulista Avenue in São Paulo (one of the most vibrant and iconic locations in the city) is a sustainable construction made from renewable and recyclable resources. In alignment with McDonald's ESG strategy, the brand has minimized waste and energy consumption, reducing its carbon footprint by incorporating more than 60 sustainability features, also reflecting the importance of sustainable practices demanded by the consumers.This new restaurant exemplifies the brand's commitment to social and environmental responsibility. The use of materials such as engineered wood, compost bins for organic waste, bike parking, solar panels, and other eco-friendly elements highlights their dedication to environmental responsibility and circular practices within the fast-food industry.

Patagonia

Patagonia Worn Wear

Patagonia, a leading American retailer, specializes in crafting durable, eco-friendly outdoor recreation products. In 2013, they introduced "Worn Wear," a top-tier resale branch aimed at prolonging the life of Patagonia products by refurbishing and reselling used items. Customers have the option to trade their gently-used items back to Patagonia in return for Worn Wear Merchandise Credit.

Worn Wear has hosted pop-up shows, road tours, and semi-permanent installations worldwide to reach customers where they are. In 2017, the company expanded its outreach by launching a website. Given the surge in popularity of C2C digital resale platforms like ThreadUp, Depop, and Poshmark, Worn Wear's website allows Patagonia to maintain full control over the resale experience.

In November 2022, Worn Wear established its inaugural permanent location within the Patagonia store in Chicago's Fulton Market.
Here, customers can have their Patagonia products repaired at no extra cost, shop for refurbished items, and participate in weekly workshops. Within the brick-and-mortar store, the Worn Wear and new Patagonia products are separated only by a small doorway, with design themes consistently reflecting the equal value placed on pre-worn items. Branded as "Better Than New" and stocked with high-quality merchandise, Worn Wear embodies Patagonia's unwavering commitment to quality and sustainability.



Photo credit: McMillanDoolittle

RATING

A better world	■■■■□
Enhanced experience	■■■□□
Hyper efficiency	■□□□□

KEY DATA

Country: USA
Retailer: Patagonia
Launched: 2013
Major Innovation Category: A better world
Format(s): Used outdoor clothing and gear store-within-a-store
Website: www.wornwear.patagonia.com

COMPANY INFO

Country of origin: USA
Launched: 1973
Industry: Fashion
Countries active: 16

Why is it innovative?

- **Reduced Environmental Impact through Refurbishment**
  Worn Wear mitigates the need for new product consumption by offering customers high-quality, gently-used items. This aligns seamlessly with Patagonia's "Better Than New" and sustainable vision, which comes to life through the brick-and-mortar location.

- **Omnichannel Platform**
  The brick-and-mortar store enhances the online experience by providing community events, easy access to repair options, and tangible products.

- **Owning the Resale Experience**
  Worn Wear allows Patagonia to control the resale experience amid the rise of C2C digital resale platforms.



Photo credit: McMillanDoolittle



Photo credit: McMillanDoolittle

Ebeltoft Group Expert Comment

As clothing production requires the use of natural resources, Worn Wear reaffirms the company's commitment to its core values, protecting nature, by rejuvenating previously-owned Patagonia items through refurbishing and reselling gently-used product and reducing CO2 emissions, water consumption and waste.By leaning into its resale channel, Patagonia has the benefit of owning the resale customer experience and furthering its sustainability mission.Worn Wear serves as a successful symbol of Patagonia's commitment to producing and selling sustainable, long-lasting outdoor products.

Rains

Rains and Zellerfeld Co-lab

Rains is a Danish fashion brand, especially known for their outerwear and waterproof clothing. Recently Rains has launched a pair of innovative 3D-printed sneakers in collaboration with the tech company Zellerfield.

These shoes are 'factory-free' and 100% recyclable, meaning that the shoes are printed on demand in the store, and that the used pairs can be returned and recycled as materials for new shoes. They are created using innovative 3D technology, allowing for the production of unique oversized and puff airfilled elements, which have traditionally been very difficult to manufacture via 3D printing. This enhances comfort and makes it possible to contumize the cushion of the sole. It also gives the shoe a very unique design profile.

In addition to Rains and Zellerfeld's recent launch, 3D printing has significant potential, especially in the fashion industry. The technology offers the opportunity to reduce the carbon footprint and CO2 challenges by avoiding transportation to and from factories, while also making it possible to produce more based on demand.



Photo credit: Rains

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: Denmark
Retailer: Rains
Launched: 2023
Major Innovation Category: A better world
Format(s): Physical stores and webshops
Website: www.rains.com

COMPANY INFO

Country of origin: Denmark
Launched: 2012
Industry: Fashion
Countries active: Denmark

Why is it innovative?

- **Using the lastest technology**
  3D technology makes it possible to have production close at hand reducing transportation.

- **Sustainable production**
  The shoes are designed on demand and are 100% recyclable. The production creates zero waste.

- **Showing us the future of fashion**
  Rains shows us the possibilities and perspective in using modern technology such as 3D-printing and gives us an idea of what the future of fashion production might look like.



Photo credit: Rains



Photo credit: Rains

Ebeltoft Group Expert Comment

The collaboration between Rains and Zellerman sets completely new standards for what modern, sustainable fashion production could look like.

No waste, no transport, no poor working conditions for factory workers. The collaboration contains many exciting perspectives for the future of an industry that traditionally leaves a very big footprint on the environment.

's Fachl

Empowering Entrepreneurs with Shared Retail Spaces

's Fachl offers a unique concept for entrepreneurs who are just starting out in business. It enables them to sell products in a prime location without having to bear the high investment costs and risks of owning their own store. The aim of this rental shelf concept is to support regional micro-producers, creatives and start-ups and offer them affordable retail space in a prime location.

The company is represented at over 25 locations in Austria, Germany and Switzerland, with 40-300 rental shelves per location. This provides space for a variety of different products and bargains, a paradise for gourmets, art and design lovers. The variety of products in one place means that tenants can reach a large number of potential customers. 's Fachl takes over the sale and promotion of the products, offers a refill service and allows the entrepreneurs to concentrate on production.

To cover all organizational matters, 's Fachl receives a sales commission of 10% of the sales price.

The concept is designed to be fair and affordable for tenants and offers support with sales. 's Fachl is open to suggestions and strives to be a profitable solution for the tenants.



Photo credit: s'Fachl

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: Austria
Retailer: 's Fachl
Launched: 2015
Major Innovation Category: A better world
Format(s): Rental shelves
Website: www.fachl.at

COMPANY INFO

's Fachl

Country of origin: Austria
Launched: 2015
Industry: Retailer
Countries active: Austria, Germany, Switzerland

Why is it innovative?

- **Location**
  The strategic placement of the specialist shops in prominent locations contributes to a steady stream of visitors, maximizing sales potential and increasing visibility for the brand and products.

- **Support**
  ‘s Fachl’s commitment to supporting entrepreneurs enables them to focus on production and thus increase the overall performance of their company.

- **Affordability**
  The concept is designed to be fair and affordable for specialist tenants. The elimination of the high upfront investment and risks associated with owning a standalone business makes it an attractive option for entrepreneurs.

- **Ambiance**
  ‘s Fachl offers a special ambience that creates a pleasant and inviting atmosphere for both entrepreneurs and customers. The modern, inviting and at the same time cozy ambience helps to create a positive brand perception, improve the customer experience and thus increase business success.



Photo credit: s'Fachl

Ebeltoft
Group Expert
Comment

The concept of ‘s Fachl is extremely advantageous and contemporary for emerging entrepreneurs. It addresses a problem that many business founders face: the high upfront costs and risks associated with setting up a store. ‘s Fachl also offers an ideal solution for companies that only want to present their products temporarily and then sell them online. With first-class sales locations and professional sales and advertising measures, ‘s Fachl allows entrepreneurs to concentrate on product design and development. The flexibility and fairness of the concept and the willingness to listen to feedback make ‘s Fachl a dynamic and supportive platform for the development of small businesses. Another advantage is the ability to appeal to a wide range of buyers who could not be reached in a specialized store.

WeFood

Tackling Food Waste for Global Good

The chain of Danish grocery shops Wefood has been combatting food waste since it was founded in 2016 by NGO DanChurchAid. The Wefood stores are supermarkets full of discarded products (dented package, out of season, close to expiration) that has been donated by producers and retailers.

The store sells these product with 30-50% discounts compared to regular prices and unlike many social grocers, the stores are open to anyone.

The stores are run by a team of more than 200 volunteers who collect the products, set them up and sell them in the store. The entire profit of the stores goes to people in need through all the projects that DanChurchAid run all over the world. In the first year, more than 220 tonnes of food have already been saved from landfills and about 150.000 euros was raised.

The store also use the physical space to raise awareness on hunger and climate issues around the world via poster and other kinds of campaings.



Photo credit: WeFood

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: Denmark
Retailer: WeFood
Launched: 2016
Major Innovation Category: A better world
Format(s): Physical store
Website: www.danchurchaid.org/about-danchurchaid/wefood

COMPANY INFO

Country of origin: Denmark
Launched: 1922
Industry: FMCG
Countries active: Denmark

Why is it innovative?

- **Fighting food waste from three angles**
  By selling food that would have otherwise been thrown out, donating the profit to fight hunger and climate change around the world, and by rising awareness through their stores.

- **Reduced prices for everyone**
  Unlike similar surplus supermarkets around Europe, Wefood is for everyone.

- **For customers, the environment and countries**
  The project's overall aspiration is to benefit consumers on the home market and help impoverished countries. They also help the environment by reducing food waste.



Photo credit: WeFood



Photo credit: WeFood

Ebeltoft Group Expert Comment

Food waste is a huge problem globally. Wefood adress in from three side:
1: They fight food waste directly by transforming products that would otherwise have been thrown away into food that is being sold at the home market.
2: The money that they make is beeing used on fighting hunger and the consequences of climate change around the world
3: They rise awareness on hunger issues through campaings online and in store.

ZARA

ZARA Pre-owned

ZARA is a leading fashion retailer operating in 213 markets. It is known worldwide for its trendy fashion at accessible prices in an upscale environment, and for always optimizing the efficiency of its operations. On its journey to carbon neutrality by 2040, ZARA is embracing the circular economy and transforming relevant aspects of its business model. In November 2022, the retailer launched a large-scale circular platform called ZARA Pre-Owned as a pilot in the UK. In September 2023, the platform was launched in France. The company has committed to launch ZARA Pre-Owned in all strategic markets by 2025.

The digital platform supports the sale of second-hand ZARA products from previous seasons directly between consumers. It also offers repair services for any ZARA product, as well as the donation of garments from any brand. The donation is managed in collaboration with local partners, such as Le Relais in France or Cruz Roja and Caritas in Spain. These partners sort and give a second-life to the donated apparel. These products are donated to people at risk of exclusion, sold in second-hand stores or recycled, if they are no longer usable. The proceeds are used to finance the social projects of these organizations.
With this initiative ZARA seeks to extend the lifespan of its clothing, either by facilitating repairing (most sustainable option) or the resale of products that consumers no longer want to use. In this way, it contributes to reducing both overproduction and waste.



Photo credit: zara.com

RATING

A better world	■ ■ ■ ■ ■
Enhanced experience	■ ■ ■ ■ ■
Hyper efficiency	■ ■ ■ ■ ■

KEY DATA

Country: Spain
Retailer: Zara (Inditex)
Launched: 2022
Major Innovation Category: A better world
Format(s): Platform
Website: www.zara.com

COMPANY INFO

Country of origin: Spain
Launched: 1975
Industry: Fashion
Countries active: Worldwide

Why is it innovative?

- **Making Peer to Peer resale easy and secure**
  ZARA makes it easy by providing garment description and professional photographs, as well as the package labels and ZARA's logistic network. In addition, it provides a safe environment for both sellers and buyers to make the transaction of money and goods a success, with the support of ZARA Customer Service throughout the process. Resale is free for sellers, while buyers pay a small service fee and delivery fee.

- **Repair services for any ZARA product**
  Few affordable fashion retailers offer large scale repair services for all their clothing, new or used. Repair services are offered through the platform and in-store. Customers can track the process at any time.

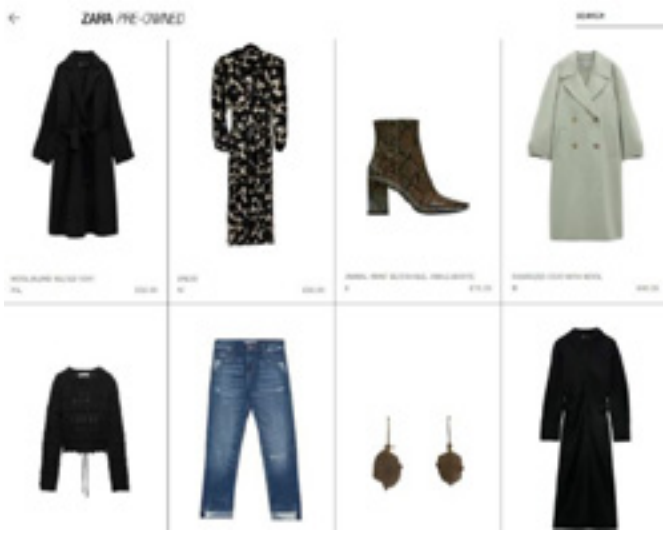


Photo credit: zara.com

Ebeltoft Group Expert Comment

The launch by a major retailer like ZARA of such a large-scale transformation of the traditional retail model means that the evolution of the economy as we know it is inevitably shifting towards waste-free business models.
Customers will choose whether this model becomes a long-term purchasing option and whether it actually reduces wasteful consumption. In addition, logistics and its optimization, an obsession for ZARA, are key to the real contribution to the environment of this model. Last mile logistics and its pollution has to be a new KPI that will also dictate whether this model is sustainable or not.

Category #2

Innovation for an enhanced experience


INNOVATION FOR AN ENHANCED EXPERIENCE

BEST IN CATEGORY

Centauro

Arena Centauro Ibirapuera

Centauro stands as the premier sporting goods retailer in Latin America. In 1981, Centauro opened its inaugural store in the city of Belo Horizonte, located in the state of Minas Gerais, Brazil. Nowadays the company has 225 stores spread across the 100 largest Brazilian cities. In 2023, the company unveiled Arena Centauro Ibirapuera, a groundbreaking initiative aimed at fostering sports' culture and engagement. This innovative space spans 1,000 square meters within the iconic Ibirapuera park in São Paulo, locating the store where its core customers are practicing their favorite sport creating a long-lasting bond, offering a diverse range of sports, cultural, and entertainment activities. The arena hosts free events, exhibitions, and services catering to a wide audience of sports enthusiasts, creating a dynamic, inclusive, and immersive experience that goes beyond mere athletic practice. The "Sports' House" features a weekly calendar packed with activities such as dance classes, yoga sessions, soccer and basketball clinics. Going beyond its own confines, Centauro has also invested in enhancing the surroundings of the store at the park, including the installation of stretching stations, gymnastics stations and the refurbishment of the local jogging track. The experiences are free, customers receive a card that identify themselves in each experience and allows them to receive personalized data from their interactions. The initiative is a combination marketing, brand experience and store, where customers can learn about their favorite sports, test and buy products and interacted with their favorite brands.

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: Brazil
Retailer: Centauro
Launched: 2023
Major Innovation Category: Enhanced experience
Format(s): Flagship store
Website: www.centauro.com.br

COMPANY INFO

Country of origin: Brazil
Launched: 1981
Industry: Sporting goods
Countries active: Brazil

Why is it innovative?

- **Location**
  The location of the store is key to engage with the consumers that are most connected with the category with relevant experiences and services.

- **Multifunctional space**
  The store offers a versatile and expansive three-story, 1,000-square-meter space that caters to various aspects of sports, including practice, expression, and entertainment.

- **Free activities**
  It hosts a weekly schedule of free activities, such as dance classes, yoga sessions, and sports clinics, promoting physical activity and engaging the park's visitors in sports and fitness.

- **Experimental exhibitions**
  The store features immersive and interactive exhibitions that delve into the history and evolution of sports, providing visitors with a deep understanding of the sports universe through sensory experiences.

- **Content Creation Facilities**
  With its dedicated content creation studio, including live-streaming capabilities and an auditorium, the store serves as a hub for sports-related content, live events, and podcasts.

- **Outdoor Event Spaces**
  The store includes outdoor areas suitable for events and outdoor activities, creating opportunities for interaction and engagement with the public through outdoor sports and gatherings.



Photo credit: Centauro

Ebeltoft Group Expert Comment

Arena Centauro Ibirapuera is a remarkable space that has created a profound connection between Centauro's brand and the daily lives of the city's residents and consumers through sports. With over 40 years of experience in the retail sector, Centauro has innovated by creating a venue that provides top-notch services and sporting experiences to visitors. These include complimentary activities, the option to borrow sporting equipment like balls and rackets, equipment repair services and live events. Featuring state-of-the-art content creation facilities and outdoor event spaces, Centauro has crafted a unique environment for engaging and interacting with its customers.

ADERERROR

ADER Space 3.0 Flagship Store

RATING

A better world	■
Enhanced experience	■■■■■
Hyper efficiency	■

The ADER Space 3.0 flagship store in Seoul transcends the conventional retail experience, embodying an immersive space journey that mirrors the brand's avant-garde aesthetic. Renowned for its distinctive fashion and holistic brand identity, ADERERROR has cultivated a devoted following.

Visitors traverse a guided one-way path through the six floors, each possessing a unique theme and purpose. Beyond the fashion showroom, notable features include Tongue Planet (a café) a rooftop oasis, and an exhibition space. Every floor unfolds as a captivating surprise, offering an immersive encounter. Exiting the store reveals a final unexpected element: a grand indoor fountain. Throughout the store, there are several hidden surprises as well. Using LED screens, sound, but also physical art pieces, the store is filled with funny gestures such as moving shelves, hidden doors, and themed dressing rooms.

The store's interior design deliberately deviates from the norm, resembling an artistic museum. Dynamic installations and displays, subject to frequent changes, contribute to an unconventional and vibrant shopping atmosphere.



KEY DATA

Country: South Korea
Retailer: ADERERROR
Launched: 2021
Major Innovation Category: Enhanced experience
Format(s): Flagship store
Website: en.adererror.com

COMPANY INFO

Country of origin: South Korea
Launched: 2014
Industry: Fashion
Countries active: Worldwide

Why is it innovative?

- **Fashion meets art**
  ADERERROR makes sure their fashion, though this is at the backseat of the store, connects with the small to very big art pieces in the store. The combination of fashion and art makes you feel like you enter a museum, but also has the tranquility to have a look at the products.

- **Rising and exceeding expectations**
  Upon entrance, you have no clue what's happening inside, as the store looks like a large concrete block from the outside. Even turning the first corner inside, you have no idea what to expect. Every step has a new surprise and you keep asking yourself what you will see next. It does a perfect job with meeting and exceeding the expectations.

- **The art of surprising over and over**
  From beginning to end, the store is filled with surprises. Hidden art pieces on the ground and in small corners, but also the themed dressing rooms such as a working karaoke room and a train wagon (both with matching sounds!). The fountain in the last space is the cherry on the surprise-cake.



Ebeltoft Group Expert Comment

ADER Space 3.0 Flagship Store goes beyond the typical showroom. From the minute you walk in, it's a whole new world that engages all your senses. Fashion takes a backseat while the entire store embraces a space theme. Cool features like a karaoke dressing room and a moving window make it truly unique. Each floor becomes a surprising experience, with expectations not just met, but exceeded every time. Even when you think you finished the experience, you are struck by the enormous fountain creating a breathtaking scenery. A true experience.

BabyList

Babylist Showroom

Babylist is an online vertical marketplace that streamlines the baby registry experience. Launched in 2011, Babylist offers an all-in-one baby registry platform while providing support and unbiased information to new parents. Accelerated adoption of online shopping has enhanced Babylist's popularity.

To complement its digital experience, Babylist opened its first showroom in the Beverly Hills neighborhood of Los Angeles in August 2023. With speciality retailers like Baby "R" Us and BuyBuy Baby closing due to the rise of ecommerce, first-time parents and shoppers lack options to interact with baby and infant products before purchasing. Babylist makes it easy to touch, feel, and test products at their physical location.

The LA showroom, with 2 stories and 18,000 square feet, displays curated items from 36 brands. Products are strategically placed throughout the showroom to simulate common infant environments, including a nursery, a mock car for car seats, and an all-terrain track for strollers. Shoppers are encouraged to scan products' QR codes to add them directly to their registry. A small fraction of inventory is available for purchase in-store.

The Babylist experience eliminates the common stress associated with entering parenthood by creating a joyful store with interactive games for shoppers, experts on the floor, and photo opportunities.

RATING

A better world	■
Enhanced experience	■■■■■
Hyper efficiency	■■■■

KEY DATA

Country: USA
Retailer: BabyList
Launched: 2023
Major Innovation Category: Enhanced experience
Format(s): Showroom
Website: www.babylist.com/lp/showroom

COMPANY INFO

Country of origin: USA
Launched: 1981
Industry: Infant goods
Countries active: USA, Canada, New Zealand, and Australia

Why is it innovative?

- **Layout and Product Presentation aligned with Shopper Use Cases**
  The showroom enables customers to test products in real-life environments. Examples include all-terrain track to test strollers and car interior to test car seats.

- **Adult size products add unique interactive experiences and shareable photo opportunities**
  The showroom has an adult size baby bouncer for shoppers take photos to post on social media.

- **Integrated Digital and In-Store experience through QR codes**
  Each item has a QR code that will upload the product directly to your digital registry while in store.

- **Curated physical selection to address digital choice overload**
  Highlighting top products in-store allows for less pondering and more purchasing.



Photo credit: BabyList

Ebeltoft Group Expert Comment

The opening of digital native Babylist's first showroom further cements the retailer's positioning as the leading expert in baby products, expanding its ecommerce business into digitally enabled, brick-and-mortar retail that complements its booming core baby registry business. This two-story showroom features products displayed in simulated infant environments, offering shoppers the opportunity to test out and compare products, while leveraging the deep expertise of employees and Babylist's extensive online shopping guides. Babylist's immersive experience, complete with games, expert guidance, and photo opportunities, alleviates the stress and information overload associated with first-time parenthood.

BPI

BPI 'All in one'

Located in a monumental and emblematic building in Lisbon, Portugal. BPI 'All in One' founded in 2023, combines attentive and personalized service with the flexibility and confort offered by the most innovative technologies, seeking to satisfy consumers needs in a innovative way, through a unique experience in credit solutions.

'BPI bank, brings a new concept into phisical stores in Lisbon, based on a shopping mall that sells everything from wine to jewelry, technology, Tesla cars, and also multimedia screens to carry out credit simulations, never ceasing to maintain a banking concept, meeting the needs of all customers, from individuals to businesses and companies. In the basement, there is a room 'Sala Àgora', with 360-degree projections that will present a monthly program of initiatives on current topics, from social responsibility to sustainability.

Additionally, a dedicated space caters to the virtual realm, granting customers access to the bank's newly introduced virtual facilities. The aim is to immerse customers in an 'urban oasis,' creating an experience that markedly departs from the conventions of typical financial establishments. It's worth noting that this pioneering concept, which is still in its nascent stage, is currently exclusive to Lisbon, Portugal.



Photo credit: BANCO BPI

RATING

A better world	
Enhanced experience	
Hyper efficiency	

KEY DATA

Country: Portugal
Retailer: BPI
Launched: 2023
Major Innovation Category: Enhanced experience
Format(s): Concept store
Website: www.bancobpi.pt

COMPANY INFO

Country of origin: Portugal
Launched: 1981
Industry: Financial
Countries active: Worldwide

Why is it innovative?

- **Diverse product range**
  "All in One" offers a wide array of products, including wine, jewelry, technology, and even Tesla cars, providing a comprehensive shopping experience.

- **Innovative banking services**
  New concept of financial services commercial space, with which, BPI intends to revolutionize the experience of banking customers in the physical channel.

- **Dynamic events space**
  The basement area, Sala Àgora, features 360-degree projections for immersive experiences and hosts monthly events on topics, like social responsibility and sustainability, emphasizing community engagement.



Photo credit: BANCO BPI



Photo credit: BANCO BPI

Ebeltoft Group Expert Comment

The BPI 'All in One' Center redefines the conventional credit solutions experience by providing a holistic and immersive financial destination. Visitors can drop in for quick and efficient financial services or choose to embark on a remarkable journey and explore specialized services, cutting-edge technology, and personalized expertise, turning your banking experience at BPI 'All in One' into a distinctive and memorable moment. This innovative center redefines what it means to engage with a financial institution, making every interaction a remarkable and enriching experience.

Buc-ees

Redefining the Road Trip Experience

Buc-ee's is the quintessential American experience - a gas station and convenience store known for its massive locations, friendly employees, clean bathrooms, safety, and Beaver mascot. Buc-ee's opened the world's largest convenience store, at an impressive 74,000-square-feet in Tennessee in 2023. The location has 120 gas pumps and 350 employees. In comparison, the average gas station in America is about 3,500-square-feet and has 8 to 10 pumps.

Buc-ee's transforms the gas station experience from an unappealing, quick fueling spot to an exciting destination for road-trippers. With fresh prepared foods, private label snacks (like their "Beaver Nuggets"), and an extensive gift shop, Buc-ee's creates a memorable experience for their customers. Buc-ee's billboards line the highways for miles before a store, encouraging customers to pass other gas stations as they wait to approach Buc-ee's.

There are about 60 Buc-ee's locations, with the majority of them currently located in Texas. More stores are set to open around the South, and they are expected to continue increasing their scale. As the brand and customers' fascination with Buc-ee the Beaver grows, these gas stations, which were once just rest stops for drivers, have now become the end destination for many road trippers.

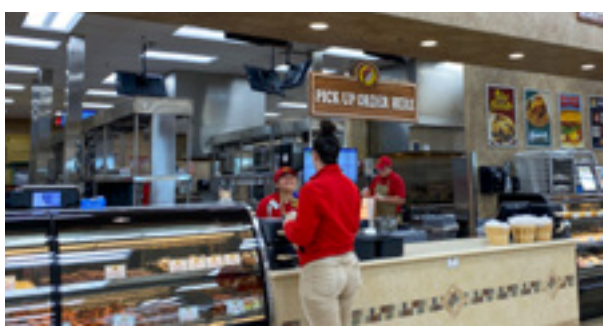


Photo credit: Joni Hanebutt | Dreamstime.com

RATING

A better world	■
Enhanced experience	■■■■■
Hyper efficiency	■

KEY DATA

Country: USA
Retailer: Buc-ees
Launched: 1982
Major Innovation Category: Enhanced experience
Format(s): Retailer
Website: www.buc-ees.com

COMPANY INFO

Country of origin: USA
Launched: 1982
Industry: Convenience Store & Gas Station
Countries active: USA

Why is it innovative?

- **Solution Retailer for "Road trippers"**
  The world's largest convenience store is a safe, experiential one-stop-shop for gasoline, fresh food, drinks, sporting goods, and home accessories with renowned customer service.

- **Iconic Logo Tied to Brand**
  The Buc-ee the Beaver icon, with its red baseball cap and welcoming smile, puts a face to the Buc-ee's brand, a rare move for convenience stores and gas stations.

- **Transformed "Pit Stops" Into Destinations**
  Buc-ee's has made fueling up and using the restroom on road trips into an experience in which customers linger.



Photo credit: Joni Hanebutt | Dreamstime.com



Photo credit: Joni Hanebutt | Dreamstime.com

Ebeltoft Group Expert Comment

Buc-ee's redefines the gas station experience by understanding what consumers want and transforming the experience: being the cleanest, tastiest and one of the cheapest places to stop for gas while making life better and entertaining shoppers.
Buc-ee's meets customer needs, exceeds expectations, and excites and delights with its award-winning restrooms, fresh-made barbeque sandwiches, house-made potato chips, homemade fudge, extensive jerky bar and wide selection of branded merchandise. As locations have opened outside of Texas, offerings are adjusted to reflect the local cuisine and culture.

Cameranu.nl

A Creative Hub for Visual Storytellers

Cameranu.nl, founded in 2003 in the Netherlands, has become a prominent photography equipment retailer. Its growth can be attributed not only to its national presence but also to its ties with the European Imaging Group (EIG). This group includes other major photography retailers such as Wex from the UK, Calumet from Germany, and Cyfrowe.pl from Poland. In June 2023, Cameranu.nl opened a new flagship store in Amsterdam, integrating its two earlier stores in the city. More than just a retail space, this 500m2 store caters to visual creators, photographers, videomakers, and content creators. It includes a coffee bar, an indoor garden designed for binocular testing, a drone testing area, a podcast recording studio, and dedicated spaces for workshops, lectures, and exhibitions. Through this, Cameranu.nl aims to provide more than just products; it seeks to create a space where enthusiasts and professionals can connect and learn from each other.



Photo credit: cameranu



Photo credit: cameranu

RATING

A better world	
Enhanced experience	
Hyper efficiency	

KEY DATA

Country: The Netherlands
Retailer: Cameranu
Launched: 2021
Major Innovation Category: Enhanced experience
Format(s): Flagship store
Website: www.cameranu.nl

COMPANY INFO

Country of origin: The Netherlands
Launched: 2003
Industry: Electronics
Countries active: The Netherlands

Why is it innovative?

- **Community Building**
  The store's layout and offerings foster community, promoting knowledge exchange and collaboration among enthusiasts and professionals. Instead of merely selling products, the store is designed as a hub for creators to learn, interact, and collaborate.

- **Specialized Zones**
  Features like the drone cage and podcast studio cater to the specific and evolving needs of modern visual creators.

- **Experiential Focus**
  In an era dominated by online shopping, Cameranu.nl's flagship store underscores the relevance and potential of experiential brick-and-mortar retail.



Photo credit: cameranu



Photo credit: cameranu

Ebeltoft
Group Expert Comment

Cameranu.nl's new flagship store exemplifies the concept of experiential retail in today's world. As online shopping becomes more prevalent, it's important for physical stores to offer more than just products. The addition of unique areas, such as the drone testing space and podcast studio, showcase the brand's dedication to keeping pace with the changing preferences of modern visual creators. This effort highlights the value that in-person retail can bring in building a community and encouraging knowledge sharing, even in our digital-centric era.

Chefs à Mesa

Gourmet Delights from Renowned Chefs at Home

RATING

A better world	
Enhanced experience	
Hyper efficiency	

The Chefs à Mesa concept, located in Lisbon and established in January 2023, introduces a unique store that specializes in providing pre-made recipes for take-out or home delivery. The establishment also offers a selection of books, bread, olive oil, wine, and grocery items.

The singular store features pre-made meals crafted by esteemed chefs such as Bertílio Gomes, Miguel Castro e Silva, Paulo Morais, Vitor Adão, and Vitor Sobral. It embodies a distinctive signature cuisine concept, promising daily gastronomic experiences infused with refined and unique flavors akin to those served in the chefs' own restaurants. Each chef's signature dishes are prominently displayed in the store. These preparations come in various forms, from deep-frozen to vacuum-packed items, offering everything from ready-made recipes to broths and bases for completing dishes at home.

Chefs à Mesa represents a premium gastronomic concept that can be savored at your own dining table every day. Pioneering this approach in Portugal, Chefs à Mesa is dedicated to delivering comfort and quality, ensuring an exceptional service and presenting exclusive culinary creations developed by some of the country's finest chefs.



Photo credit: Chefs à Mesa

KEY DATA

Country: Portugal
Retailer: Chefs à Mesa
Launched: 2023
Major Innovation Category: Enhanced experience
Format(s): City store
Website: www.chefsamesa.com

COMPANY INFO

Country of origin: Portugal
Launched: 2023
Industry: Food and Beverage
Countries active: Portugal

Why is it innovative?

- **Collaborative Chef Lineup**
  Chefs à Mesa brings together six highly prestigious chefs from Portugal, pooling their culinary expertise to offer a diverse and exciting menu of pre-made dishes.

- **Diverse product selection**
  In addition to prepared meals, the store offers a variety of products, such as books, bread, olive oil, wine, and groceries, enhancing the overall shopping and dining experience.

- **Individual Chef Showcases**
  Each chef features their signature dishes and practical meal options within the store. Customers can explore iconic creations or choose convenient options like deep-frozen or vacuum-packed recipes, broths, and bases to complete their meals at home.



Photo credit: Chefs à Mesa



Photo credit: Chefs à Mesa

Ebeltoft Group Expert Comment

Chefs à Mesa is a culinary game-changer, reimagining the dining experience to offer a unique gourmet journey. This innovative establishment combines convenience and haute cuisine, featuring pre-made meals crafted by acclaimed chefs and a selection of artisanal products. It's a place where culinary exploration knows no boundaries, providing an immersive culinary adventure, all within a single location. Whether it's lunch or any mealtime, Chefs à Mesa offers an unforgettable culinary experience.

Confeitaria Peixinho

Elevating Sports Retail with Arena Centauro Ibirapuera

Confeitaria Peixinho, established in Aveiro in 1856, is a living testament to the rich tradition and originality of Aveiro's regional sweets, has the oldest Ovos Moles house in Aveiro. Ovos moles de Aveiro are a traditional Portuguese sweet, especially associated with the city of Aveiro, they are made with egg yolks and sugar, resulting in a sweet and soft filling.
The traditional shape of ovos moles is often associated with the fauna and flora of the region, such as shells, fish and molluscs, reflecting the connection of the city of Aveiro with the sea and fishing.

From the very inception of soft-boiled egg sales in Aveiro, Confeitaria Peixinho has been an integral part of the community, continuously renewing its image while cherishing its deep-seated fishing traditions and roots. What sets Confeitaria Peixinho apart is not only its delectable treats but also its distinct and original store decor. Located in Aveiro and at Lisbon Airport, the brand pays homage to the city's architectural heritage, honoring its title as the 'City-Museum of Art Nova.'

While faithfully adhering to the original recipe for Ovos Moles de Aveiro, the brand takes pride in elevating these culinary treasures to the level of excellence and uniqueness that they rightfully deserve.

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: Portugal
Retailer: Confeitaria Peixinho
Launched: 2021
Major Innovation Category: Enhanced experience
Format(s): City store
Website: www.confeitariapeixinho.pt

COMPANY INFO

Country of origin: Portugal
Launched: 1856
Industry: Food and Beverage
Countries active: Portugal

Why is it innovative?

- **Historical significance**
  Confeitaria Peixinho's establishment in 1856 marks its profound historical importance, solidifying its position as a cornerstone of Aveiro's culinary heritage.

- **Preservation of Tradition**
  Despite its lengthy history, the brand remains relevant by steadfastly upholding its fishing traditions and deep-rooted ties to local culture, showcasing a commitment to preserving tradition.

- **Renewed image**
  Over time, Confeitaria Peixinho has adapted and refreshed its image while remaining true to its origins, exemplifying its ability to embrace change while staying authentic.

- **Unique store decor**
  The distinctive decor in its stores offers a standout and memorable experience to customers, enhancing its distinctiveness.



Photo credit: Confeitaria Peixinho

Ebeltoft Group Expert Comment

Confeitaria Peixinho is more than just a pastry shop, it's an ambassador of the rich tradition of regional sweets in Aveiro. When one steps into the bakery, customers can enjoy a quick treat with the local delights or embark on an immersive journey through the world of traditional Aveiro flavors by visiting the store space or participating in a tasting session. At Confeitaria Peixinho, they are committed to turning every visit into an authentic culinary journey, where the history and culture of Aveiro come together in every sweet bite.

Decathlon

Decathlon Retail Lab

RATING

A better world	■■■■■
Enhanced experience	■■■■■
Hyper efficiency	■■■■■

Decathlon is a leading global sport retailer with 1,750 stores in 60 countries. They sell apparel and equipment for almost every sport. Their offer includes 60 own brands. In July 2023, the retailer opened a Retail Lab concept in the outskirts of Madrid.

The Retail Lab concept is a fully functional store where Decathlon's innovative retail solutions are tested and then either discarded or implemented in its stores. The innovations we find are aimed at improving the customer experience and store efficiency, as well as testing and measuring new circular business models, such as the sale of second-hand products or the rental of sports equipment.

The first impression for any visitor is that of an elevated Decathlon store. The store provides phygital tools to enhance the omnichannel customer experience, as well as superb visual merchandising: the usual big-box layout with aisles of products is transformed into shop-in-shops, each with an interior "window display/focal point". Inspiration is a key element in communication and product display, for example using mannequins practicing sports, as those seen in the stores of premium sports brands.



Photo credit: KISS Retail

KEY DATA

Country: Spain
Retailer: Decathlon
Launched: 2023
Major Innovation Category: Enhanced experience
Format(s): Retail Lab
Website: www.decathlon.es

COMPANY INFO

Country of origin: France
Launched: 1976
Industry: Sports apparel & equipment
Countries active: 60

Why is it innovative?

- **Self-assisted Click&Collect**
  Shoppers type in their code on a screen to find out where their order is located in the click&collect warehouse. They then access the warehouse themselves. RFID technology ensures that customers pick up their package (and no other).

- **Digital shoe comparison kiosk**
  By bringing two models of sneakers to the kiosk, the display informs and compares both models, providing innovative staff-less customer attention.

- **Scan&Go**
  No app is needed. The customer simply scans the QR code on their phone of the store they are in and of the products they select. Once payment is made on the phone, a QR code is generated to be scanned on the way out. RFID technology ensures that the customer only takes the products they have paid for.

- **Fun experiences that collect data**
  The store's multi-sport simulator is connected to the loyalty program and uses gamification to engage customers. Customers have fun while Decathlon collects data on their favorite sports and products.



Photo credit: KISS Retail

Ebeltoft Group Expert Comment

Decathlon Retail Lab prioritizes delivering a good overall shopping experience over testing individual solutions. If a solution is tested, it is both because it makes the customer's visit more enjoyable and because it enhances the store experience from the standard big-box retail experience.
Elevated visual merchandising and self-assisted technology tools enhance the visit for both customers looking for inspiration or to spend time in the store, and for those who come for a quick buy/pick up.

Dick's Sporting Goods

Dick's Live Shopping with Bambuser

Dick's Sporting Goods is the largest sporting goods retailer in the United States with more than 850 stores and $1B in sales, including its subsidiaries. The company is investing in its omnichannel capabilities to connect their physical and digital retail experience for customers. Dick's implemented interactive, virtual "Video Commerce" for consumers, with the support of video commerce experts at Bambuser, a technology platform provider. In preparation for their first video commerce event, Dick's and Bambuser aligned on finding the perfect go-live time with the most anticipated traffic, promoted the event via email and social media, and trained hosts and wrote scripts. Bambuser also created a production schedule, incorporated Dick's logo and typeface, and built a set to showcase products. Their first scheduled event, called "Give the Gift of Sport," ran for 42 minutes and displayed 68 products, including shoes, exercise equipment and sporting goods. The stream was successful in directing customers to the site and translating visits into buys, exceeding their conversion rate goals by 2.5 times. The integration between product and video allows for seamless purchasing.



Photo credit: Bambuser

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: USA
Retailer: Dick's Sporting Goods
Launched: 2022
Major Innovation Category: Enhanced experience
Format(s): Video Commerce
Website: www.dickssportinggoods.com/s/dicks-live

COMPANY INFO

Country of origin: USA
Launched: 1948
Industry: Sports apparel and equipment
Countries active: USA

Why is it innovative?

- **Combining Online Shopping with In-Store Feel**
  Video commerce bridges the gap between the online customer experience and the store experience.

- **Using Video to Boost Confidence in Complex Purchases**
  Video as a primary way of interacting with consumers, to inspire buying confidence for complex or "passion" products, enabled by the retailer's product and lifestyle expertise.

- **Easy Buy-From-Video Feature**
  Seamless, on-the-spot purchasing of featured product in the videos, that brings a community feeling to the customer experience.

- **Interactive Tools in Shopping Videos**
  Tools within the video facilitate questions, shopping, reviews, and other information in real-time.

- **Understanding Products Better Through Video**
  Video creates an increased understanding of products since customers cannot touch and feel products as they would in a brick-and-mortar store.



Photo credit: Bambuser

Ebeltoft Group Expert Comment

Video commerce supports real-time connection and engagement with customers, it captures shoppers' attention and builds community. The interactive browsing experience allows consumers to watch a product in action, giving them a deeper understanding of an item's features and benefits. The casual tone of the hosts creates a conversational experience. Past videos are stored on the Dick's website under the "Shoppable Video Library." Dick's continues to expand their digital interaction with customers, by planning events throughout the year enabled by video commerce.

Douglas

Douglas Luxury Store, Dusseldorf

Founded in Hamburg in 1910, Douglas GmbH is an international chain of perfumery stores. Recently, the company opened a luxury store concept in the city center of Dusseldorf. Thanks to its atmospheric ambience and a broad range of services, the Douglas store, located at the exclusive shopping street Königsallee, invites visitors to linger, relax and recharge. The luxurious design is evidenced by high-quality elements in Art Deco style and custom furniture pieces.

The flagship store delights its customers with an extensive offer of exclusive wellness and beauty treatments in the store's professional beauty suite. State-of-the-art cabins offer privacy for manicures and pedicures, as well as exclusive lashes and skincare treatments. In addition, a separate doctor's cabin offers minimally invasive treatments such as Botox. A trip to the natural hairdresser or a break at the coffee bar between treatments enhances the customer's visit at the store.

In addition to interacting with the knowledgeable Beauty Advisors, customers can virtually test products in the augmented reality-driven "Beauty Mirror".



Photo credit: Douglas

RATING

A better world	■ ■ ■ ■ ■
Enhanced experience	■ ■ ■ ■ ■
Hyper efficiency	■ ■ ■ ■ ■

KEY DATA

Country: Germany
Retailer: Douglas
Launched: 2022
Major Innovation Category: Enhanced experience
Format(s): Flagship store
Website: www.douglas.de/de

COMPANY INFO

Country of origin: Germany
Launched: 1910
Industry: Perfumery
Countries active: Europe

Why is it innovative?

- **More than a store**
  In previous concepts Douglas has featured a traditional product driven retail assortment and service model. In contrast, this flagship augments the experience with premium services such as beauty treatments and minimally invasive cosmetic corrections creating a unique personal moment of luxury for the customers.

- **Combining online and offline experiences**
  The Beauty Mirror allows customers to virtually test products in an augmented reality setting giving access to the wide product range of Douglas.

- **Expert advice**
  The product and service portfolio represents a comprehensive assortment in the field of beauty. Personal assistance and advice from the Douglas Beauty Advisors create an all-inclusive beauty experience.



Photo credit: Douglas



Photo credit: Douglas

Ebeltoft Group Expert Comment

The Douglas flagship store creates an immersive experience around the theme of beauty and encourages customers to connect with the Douglas brand. The store addresses the needs of an increasingly well-informed customer that constantly seeks the newest beauty trends and comprehensive, credible advice.

Esselunga

Esselunga 'Le Eccellenze'

Esselunga, established in 1957, is a leading independent retailer in Italy with over 180 supermarkets and superstores. It has been successfully developing its private labels for many years, transforming into a significant manufacturer. In 2022, Esselunga unveiled an innovative PopUp store in the prestigious luxury food district of Milan. This new format resembles a local neighborhood shop and highlights the best of its products, combining high-quality offerings with customer-focused service.

At the store, a gastronomy section offers an exclusive array of products, enhanced by a self-service display of the "Cucina Esselunga" line. This brand represents a wide variety of ready-to-eat meals, popular among customers and available in both regular Esselunga stores and this specialized location. Over 200 recipes, which change with the seasons, are prepared by expert chefs.

Adjacent to the gastronomy section is a space dedicated to Elisenda, Esselunga's pastry shop. This endeavor is a collaboration with the Michelin-starred Da Vittorio restaurant, led by the Cerea brothers from Bergamo. The store also features a café for breakfasts or coffee breaks and an outdoor area where customers can enjoy their purchased specialties.



Photo credit: Esselunga

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: Italy
Retailer: Esselunga
Launched: 2022
Major Innovation Category: Enhanced experience
Format(s): Pop-up
Website: www.esselunga.it/cms/area-stampa/comunicati/2022/10/apre-a-milano-il-nuovo-negozio-le-eccellenze-di-esselunga.html

COMPANY INFO

Country of origin: Italy
Launched: 1957
Industry: Grocery
Countries active: Italy

Why is it innovative?

- **Wide and selected assortment**
  e.g. 60 types of local cheeses and international references; more than 50 preserved food specialties (fish products, mustards, ...); more than 25 types of cured meats; wide proposal of sushi, tartare, poké, etc.

  Dedicated space for the premium brand's pastry, in collaboration with a starred chef, with a focus on detail and a wide assortment. Also present is the cafeteria and an outside area where it is possible to eat on the spot.

- **Gastronomy with 'Esselunga Kitchen'**
  Exclusive product selection and free-standing display of Esselunga-branded line of ready meals, more than 200 recipes by expert chefs, featured in rotation according to seasonality.



Photo credit: Esselunga



Photo credit: Esselunga

Ebeltoft Group Expert Comment

Esselunga is a company with a long history of success, founded on solid principles and high quality standards. In recent years, Esselunga has demonstrated boldness and vision by launching a new premium concept that highlights its dedication to research and production of exceptional products. This ambitious step forward not only strengthens Esselunga's reputation as a trusted brand, but also contributes to raising the level of customer satisfaction across the entire distribution chain. Esselunga's premium concept represents a commitment to excellence, offering consumers high-quality products and an extraordinary shopping experience, thus demonstrating the company's continuous evolution and innovation in the retail sector.

Faraos Cigar

A Cultural Haven for Comics, Games, and Pop-Culture

Faraos Cigarer (named after the Tintin comics) is a retailer specializing in comics, board games, role-playing, manga, and more, and is Scandinavia's only distributor of Tintin merchandise.

The retailer has six stores in the same area of Copenhagen and has almost created an entire street of their own dedicated to pop- and cult-ture. Each of the six stores in the inner center of Copenhagen specializes in its own area: The first store specialices in merchandise related to old and new pop-culture (Predator, Star Wars, Marvel, Disney etc) . The second is focused on miniature figures (Warhammer) and Magic cards. The third is a Mekka for live role players and sell all kinds of equitment for that hobby. The fourth is a Manga-store, the fifth sells all kinds of costumes and changes the asssortment according to the upcoming holidays (halloween, christmas etc.) the sixth specializes in comics and also host a Harry Potter store in the basement.

The staff are highly engaged in the areas they are responsible for, and their passion is meant to inspire consumers. This experience and enthusiasm creates an ideal hangout place where like-minded individuals can meet up and share their common interests. Similarly, Faraos Cigar frequently organizes events and tournaments.



Photo credit: Faraos Cigarer

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: Denmark
Retailer: Faraos Cigarer
Launched: 2020
Major Innovation Category: Enhanced experience
Format(s): Physical stores
Website: www.faraos.dk

COMPANY INFO

Country of origin: Denmark
Launched: 2020
Industry: Pop culture
Countries active: Denmark

Why is it innovative?

- **Multiple co-located stores organized by customer interest**
  Faraos Cigarer has six stores within a few hundred meters on the same street of Copenhagen. Each store is dedicated to either comics, card games, board and role playing games, Manga, dress-up, and live role play.

- **Helpful and engaged associates**
  Dedicated personnel that are enthusiasts and part of the target audience for which they serve.

- **Stores work as a hub for likeminded consumers**
  The shops host events and functions as a meeting point for likeminded people.Every week there is an event in the minature figures and magic card store where people play games or paint their figurines.



Photo credit: Faraos Cigarer

Ebeltoft
Group Expert Comment

Faraos Cigarer has created a community of enthusiasts. The founders and team are passionate about the products and deliver them in a unique, neighborhood format that encourages customers to become fans that frequently visit the "neighborhood" and linger.

Gucci

Gucci Chengdu: A Fusion of Renaissance Elegance and AI Innovation

The Gucci Chengdu Store is a unique retail experience that blends Renaissance futurism and AI magic. The walls of the three-story store are covered with 33 LED screens, across which visitors see an ever-changing digital fresco that combines Renaissance-age Florentine architecture and Chengdu's mountainous landscape. The AI-generated imagery creates an immersive experience that transports visitors to a different world.

In addition to the LED screens, the store features spacious interiors with panoramic glass windows, a honeycomb-designed ceiling, and luxurious finishes. The overall effect is a store that is both elegant and futuristic.

The Gucci Chengdu Store was launched in 2023 and is located in Chengdu, China. Gucci is a global luxury brand with over 1,000 stores worldwide.



Photo credit: Random Studio



Photo credit: Random Studio

RATING

A better world	
Enhanced experience	■■■■
Hyper efficiency	

KEY DATA

Country: China
Retailer: Gucci
Launched: 2023
Major Innovation Category: Enhanced experience
Format(s): Store
Website: www.gucci.com

COMPANY INFO

Country of origin: Italy
Launched: 1921
Industry: Fashion
Countries active: Over 130

Why is it innovative?

- **It is one of the first luxury fashion brands to use AI in such a significant way**
  The Gucci Chengdu store uses AI to create a truly immersive and engaging experience for customers. The store's digital fresco is composed of layers of AI-generated imagery that morph together to create an ever-evolving fantasy landscape. This creates a unique and memorable experience for visitors, who can never be sure what they will see next.

- **The store's digital fresco is one of the largest and most complex of its kind in the world**
  The Gucci Chengdu store's digital fresco is constantly changing, providing visitors with a new perspective each time they visit the store. This is because the AI is constantly generating new imagery, which is then projected onto the screens. This makes the store feel dynamic and alive, and it encourages customers to come back and see what's new.



Photo credit: Random Studio

Ebeltoft Group Expert Comment

The Gucci Chengdu Store's use of AI technology is a standout feature that captures the attention of shoppers and industry observers alike. Its digital fresco, constantly changing, revolutionizes the customer experience by offering a new and unique perspective with each visit. This dynamic approach to engagement marks a significant advancement in retail strategy. Furthermore, the store's design, which elegantly blends Renaissance futurism with luxurious finishes, sets a new benchmark in store aesthetics. This innovative blend of traditional elegance and cutting-edge technology positions the Gucci Chengdu Store not just as a shopping destination, but as a sensory and captivating experience.

H&M

AR Experiences Store

High Fashion meets Augmented Reality in H&M. H&M is pleased to introduce the newest addition to its Innovation Stories line, an attention-grabbing collection that explores how online and offline lives are becoming more and more blurred and combines high fashion craftsmanship with the fantasy of virtual wardrobes. Starting on December 8, a few stores and hm.com will sell the H&M Innovation Metaverse Design Story collection.

One example of this is when H&M opened H&M's its flagship store at Orchard Building after undergoing major revamp for an AR experience. This dynamic retail experience of four-storey store in Singapore includes a new sustainable façade made entirely from i-Mesh textile that is first-of-its-kind in Southeast Asia. Layouts evolving wall and floor interiors with digital displays. It also has a welcoming soft muted colours providing a warm, inviting and modern atmosphere environment.

The Singapore store will also integrate augmented reality in its operations which can be accessed by customers to play and learn through the QR codes posted in the store and the garment collecting box.



Photo credit: SG Magazine

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: Singapore
Retailer: H&M
Launched: 2023
Major Innovation Category: Enhanced experience
Format(s): Flagship store
Website: www.sgmagazine.com/shopping/hm-home-ar-experiences-evolving-layouts-6-things-to-know-about-hms-revamped-flagship-store-in-orchard-road

COMPANY INFO

Country of origin: Sweden
Launched: 1947
Industry: Fashion
Countries active: Worldwide

Why is it innovative?

- **Digital Layout**
  The store layouts are constantly evolving with digitalised screens that are peppered throughout the store to create a fun, stylish and dynamic experience.

- **Immersive Store Environment**
  Kids can play and learn through augmented reality by scanning QR codes in the store to learn about the brand's garment collecting programme and be a recycling hero.

- **Environmental Sustainability**
  The materials used for this new concept store is sustainable. As for environment, Soft muted colours provide a warm, inviting and modern atmosphere, while contrasting fixtures bring the fashion to the forefront.



Photo credit: SG Magazine



Photo credit: SG Magazine

Ebeltoft
Group Expert Comment

The store has a new sustainable façade. The design looks simple but it's a first-of-its-kind frontage in Southeast Asia. Fabric and resin material are used for the frontage that is sustainable and customizable; it can be reused to the end of its lifespan. The dynamic interface produces a different look each time, with changing colours and lighting effects which make the store unique. Also, the second floor has been made more open, with an interior balcony overlooking the main entrance below. There are also open lounge areas for shoppers to rest and hang out.

Jordan (Nike)

Jordan World of Flight Shibuya

Nike, the world's leading sportswear company, owns several brands, including the iconic Jordan Brand. Established in collaboration with basketball legend Michael Jordan in 1984, Jordan Brand offers a range of signature shoes and athletic wear. Aiming to grow its direct to consumer (DTC) business, Nike is strategically opening stores for this notable brand. Following the successful launch of Jordan World of Flight Milan in Italy, the brand has opened its first store in Tokyo: Jordan World of Flight Shibuya. This marks a significant milestone in Nike's DTC strategy. The store offers an unparalleled experience for fans, incorporating engaging storytelling, unique experiences, and memorabilia. Inside, visitors can enjoy customization stations, footwear demonstrations, and a content studio, enhancing the overall brand experience.



Photo credit: Nike



Photo credit: Nike

RATING

A better world	
Enhanced experience	
Hyper efficiency	

KEY DATA

Country: Japan
Retailer: Jordan Brand (Nike)
Launched: 2023
Major Innovation Category: Enhanced experience
Format(s): Flagship store
Website: www.nike.com/jordan

COMPANY INFO

Country of origin: USA
Launched: 1971
Industry: Footwear
Countries active: Worldwide

Why is it innovative?

- **Jordan Exclusivity**
  The store exclusively focuses on Jordan Brand, offering a specialized shopping experience for enthusiasts of this iconic brand within the larger Nike portfolio.

- **Basketball Memorabilia**
  It features an extensive collection of Jordan memorabilia and artifacts, creating a unique atmosphere that highlights the rich basketball culture in Japan.

- **Customization Station**
  Customers can personalize their sneakers and apparel at the customization station, allowing for a unique and individual shopping experience.

- **Content Creation Studio**
  The store houses a first-of-its-kind content creation studio, where customers can engage with multimedia content related to the Jordan brand, fostering a dynamic and immersive retail environment.

- **Members Lounge and Sneakers Services**
  The store offers an exclusive Members Lounge, providing a comfortable space for visitors to relax. Additionally, it provides sneaker pick-up services for Nike members, enhancing convenience for loyal customers.



Photo credit: Nike

Ebeltoft Group Expert Comment

Jordan World of Flight Shibuya in Tokyo is a striking case of the relevance of the DTC strategy for the industry and its brands in the search for greater proximity to the consumer, channel diversification, trend mapping and brand positioning.
This store offers an immersive experience connecting customers to basketball culture. Visitors can interact with the best-in-class Jordan Brand's products and utilize a customization station to personalize their sneakers, guided by educational tutorials. In the content creation studio customers can film unboxing videos and create various types of content to share on social media. The store is filled with artwork by local artists, infusing Tokyo's connection to basketball into the store.

La Cofradía

La Cofradía Mercat Social

RATING

A better world

Enhanced experience

Hyper efficiency

La Cofradía Mercat Social is a local grocery store in Barcelona which opened in 2022. It is a small facility -100 m2 - on a pedestrian street, inviting you to a relaxed lifestyle in which slow food is key. Their curated product range includes food, wines, flowers, small artisanal gifts, most of which are local and made by small / family producers. It is an appealing product range both to locals looking for a special organic wine or gourmet treat and to visitors searching for the perfect local gift to bring home. Sustainability is in the concept's DNA: the products and producers they choose, the packaging or their textile tote bags.

The store is beautifully furnished. The décor has a modern and artisanal vibe, featuring reused materials and furniture. The products are beautifully displayed, mixing shelves displays with focal points, really inviting visitors to discover the products and ask about them. Staff is open to conversation and knowledgeable about every product.

However, what really sets apart La Cofradía is their "social" approach. The business almost functions like a club, with a subscription program, and the concept is about creating community: connecting consumers and producers and learning, sharing, discovering and entertaining together.



Photo credit: KISS Retail

KEY DATA

Country: Spain
Retailer: La Cofradía
Launched: 2022
Major Innovation Category: Enhanced experience
Format(s): Local store
Website: www.lacofradiamercat.com

COMPANY INFO

Country of origin: Spain
Launched: 2022
Industry: Food and beverage
Countries active: Spain

Why is it innovative?

- **Subscription program**
  For a monthly fee of 13,50 €, subscribers can buy products at just a 3,5% markup. If not a subscriber, there is a higher price to buy the product. In store, both prices are displayed for each product.

- **Events are as important as selling**
  Most days, there is an event at the end of the day: some are from producers, like branded tasting events, learning about wines, and some others are feature experts who host events in the space, like cooking workshops, mindfulness or even female sex talks with drinks and nibblings.



Photo credit: KISS Retail



Photo credit: KISS Retail

Ebeltoft Group Expert Comment

For a new small grocery store, the concept is very well thought out to stand out. It has an approach that appeals to locals and visitors, a plus in a touristy city like Barcelona. It is an experiential location where you learn and live the local food and wine, where you can get to know the producers of the products you buy. And the almost daily events keep the place alive even after opening hours. A mix of retail and hospitality rarely seen in small business concepts.

Peech

Revolutionizing Intimacy with Education and Engagement

Peech is a webshop complemented by a physical storefront, specializing in a carefully selected range of high-quality sex toys. The brand is dedicated to reshaping industry perceptions, advocating for personal wellness and self-love. Peech firmly believes that sex toys should be embraced openly, without embarrassment or taboo.

The Peech community is vibrant and engaged, thriving across various platforms. This includes a strong social media presence marked by educational content, memes, personal narratives, and more. Peech extends its influence through podcasting and blogging, fostering a deeper connection with its audience.

In its brick-and-mortar location, Peech regularly organizes a diverse array of events. These range from playful and innovative activities like Peech bingo, quizzes, and dildo parties, to educational workshops and talks centered on body, gender, and identity.

These events are not confined to the store; they span across various venues nationwide. From pubs to festivals, and even prestigious locations like the Royal Theater, Peech's events create inclusive spaces for exploration and discussion, making the brand a hub for community engagement and enlightenment.

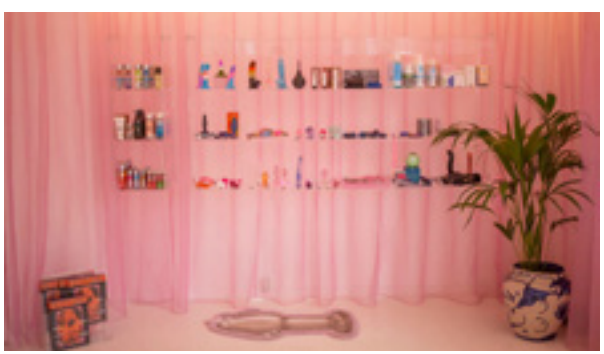


Photo credit: Peech

RATING

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Hyper efficiency

KEY DATA

Country: Denmark
Retailer: Peech
Launched: 2021
Major Innovation Category: Enhanced experience
Format(s): Physical stores and webshops
Website: www.peech.dk

COMPANY INFO

Country of origin: Denmark
Launched: 2019
Industry: Intimacy
Countries active: Denmark

Why is it innovative?

- **Bringing a taboo out in the open**
  Peech is adeptly bringing once-taboo topics into public discourse. Through their active social media profile and engaging events, they are pivotal in normalizing these conversations.

- **Seamless Omnichannel Experience**
  Peech provides a holistic omnichannel experience, blending a physical store with a robust online presence and dynamic social media engagement, offering users a seamless interaction with the brand.

- **Consistent Branding Across All Platforms**
  Peech's brand identity is consistently applied across all touchpoints – from events and communication style to product design and social content. This unified approach reinforces their brand message coherently.

- **Engaging Social Responsibility**
  Peech combines education with entertainment, effectively taking on social responsibility. Their fun events and compelling social media presence are complemented by a clear, engaging message, making social education accessible and enjoyable.



Photo credit: Peech

Ebeltoft Group Expert Comment

Peech has revolutionized a category traditionally shrouded in shame, transforming it into something universally accessible. Their approach is both enjoyable and disarming, effectively dismantling the longstanding taboo surrounding sex toys. Through this strategy, Peech has significantly contributed to changing public perceptions, making a pivotal impact in normalizing conversations about sexual wellness.

Petlove

Cultivating Community and Care in the Pet World

RATING

A better world

Enhanced experience

Hyper efficiency

Petlove was founded by a veterinarian in 1988 as a physical store. In 1999, Petlove launched its online operation and has grown into the leading online pure-player in the pet segment in Brazil. The company boasts an extensive portfolio of pet products, including its own and exclusive brands. Additionally, Petlove offers services such as pet sitting, pet hotel services, pet insurance and veterinarians' services through strategic partnerships. With remarkable success, Petlove continues to expand its market presence.

As a pure player, Petlove recognizes the importance of staying connected with its consumers. To enhance this connection, the company has invested in opening flagship stores that focus on services and pet parks located nearby. One of these flagship store is Quintal Petlove (Petlove Backyard) in Ipirabuera park, Sao Paulo's most iconic park. This massive open-air space is specifically designed for dogs and their owners, supported by a flagship store and kiosks connected to the open space. It features a diverse range of agility equipment, comfortable seating, and hosts a cultural agenda centered around pets and their guardians. This agenda includes educational events and thematic gatherings. The initiative's primary goal is to provide a safe and inviting environment for pet lovers to enjoy quality time with their dogs, emphasizing the well-being of both pets and their owners.



Photo credit: Ricardo Cardoso/Petlove

KEY DATA

Country: Brazil
Retailer: Petlove
Launched: 2022
Major Innovation Category: Enhanced experience
Format(s): Flagship store
Website: www.petlove.com.br

COMPANY INFO

Country of origin: Brazil
Launched: 1999
Industry: Pet
Countries active: Brazil

Why is it innovative?

- **Touch points with consumers**
  Create different and relevant touch points with consumers - special for a pure player that usually lack relevant contact points with consumers.

- **Cultural Agenda**
  The space offers a dynamic cultural agenda that goes beyond typical dog parks. It includes educational sessions on pet care and training, as well as thematic events and gatherings, creating a holistic experience for both pets and their owners. This innovative approach fosters a sense of community and learning.

- **Massive Open-Air Space**
  Quintal Petlove is among the largest open-air dog spaces in Latin America, providing an expansive and unique environment for dogs and their owners to socialize and engage in various activities.

- **Agility Equipment and Instagrammable Installations**
  The inclusion of agility equipment for dogs and Instagrammable pet-related installations adds an innovative and visually appealing aspect to the space, making it not only functional but also attractive for visitors.



Photo credit: Ricardo Cardoso/Petlove

Ebeltoft
Group Expert Comment

Quintal Petlove is a flagship location designed to create a unique connection between Petlove's brand and its consumers, and has become a cornerstone for the pure player to leverage its brand awareness and connection with customers. It offers a distinctive meeting point for pet owners and their dogs, allowing them to socialize and participate in various activities in an open-air dog space. The brand has gone beyond conventional approaches, introducing a cultural agenda that aims to engage the public within its space. By incorporating agility equipment and Instagrammable installations, Quintal Petlove not only help the visitors to create memorable experiences but also creates favorable conditions for the public to share these special moments and promote the brand on social media.

Stradivarius

Stradivarius WAVE Store Concept

Stradivarius is a fashion brand for young women owned by the leading global fashion retailer Inditex. The brand operates 850 stores in 64 markets and worldwide through online channels. In August 2023, Stradivarius opened a new store in Barcelona showcasing its renewed store concept, WAVE.

The interior design is very neutral, a mix of whites, greys and beiges, to really make the clothing stand out. Sustainability is a key point in the design, using natural materials, recycled textiles and energy efficient lighting and operations.

The Barcelona store is almost 2,000 sqm over two floors. It occupies the building of a 20th century bank and incorporates some original features in the design, such as the bank vault. The impressive room full of old safety boxes is the perfect backdrop for the omnichannel services for online orders, housing a collection desk and self-assisted return kiosks. It is conveniently located next to the fitting rooms. A unique experience is the Fragrance Lab where customers have to open small sliding doors to smell different perfumes.

Huge video screens at both entrances and at the checkout area are focal points and really set the mood of the shopping experience.



Photo credit: Lex Haak

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: Spain
Retailer: Stradivarius (Inditex)
Launched: 2023
Major Innovation Category: Enhanced experience
Format(s): Concept store
Website: www.stradivarius.com

COMPANY INFO

Country of origin: Spain
Launched: 1994
Industry: Fashion
Countries active: Worldwide

Why is it innovative?

- **Pay&Go: Self checkout**
  The checkout area has 14 easy to use tills. The customer simply places the products she wants to buy on the counter and the display shows her basket (list of products). Security tags with RFID technology embedded in the clothing make this possible. Once paid, the product alarms are automatically deactivated and the customer can leave.

- **Fragrance Lab**
  A relaxed area with a new immersive experience for testing fragrances; customers open small sliding doors at face level to smell the perfumes.

- **Elevated fitting room area**
  Larger and more comfortable fitting rooms with a big waiting area to relax and a lighting system to easily locate available fitting rooms. Unwanted items are discarded by the customer by throwing them in a "bin" upon exiting, creating a tidy environment on the area.

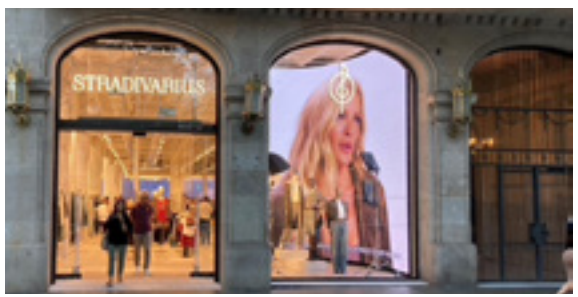


Photo credit: KISS Retail



Photo credit: Lex Haak

Ebeltoft Group Expert Comment

The store is large, but its layout facilitates the shopping journey for multiple customer missions. The main areas are clearly organized to make the experience accessible: the sales floor for browsing, the checkout to pay, the fitting room area, and the online service "vault".

Certain staff processes have totally changed, freeing associates from tasks, such as cashiering, to assign them to higher-value tasks at critical touchpoints in the store. This direct contact throughout the process adds real value to the store visit.

Suso Skate Co.

Reviving Spaces with Roller Rink Pop-Ups

SUSO Skate Co. was founded in 2020 as a touring roller rink experience. They pop-up, transforming unique, underused spaces with the goal of creating good vibes and memorable moments for the communities that skate with them.

The underused spaces include urban pathways, vacant parking lots, vacant shopping centre units and even rooftops. This reimagining of underutilized spaces has brought customers back to malls and created revenue generation out of empty, big box units.

SUSO Skate Co. has hosted their pop-ups at shopping centres around Ontario, Canada including CF Don Mills, Bramalea City Centre, Cambridge Centre, Promenade Shopping Centre, and public spaces such as "The Bentway" in Toronto. All locations offer skate rental and protective gear to make sure the spaces are safe and inclusive.

The spaces at SUSO Skate Co. are also photo-ready! They are designed like retro roller rinks and social media opportunities are everywhere. If you want to focus on your skating, they also host their own photographers, and you can download your photos after skating.



Photo credit: SUSO Skate Co.

RATING

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Enhanced experience

Hyper efficiency

KEY DATA

Country: Canada
Retailer: SUSO Skate Co.
Launched: 2020
Major Innovation Category: Enhanced experience
Format(s): Pop-ups in shopping centres and urban areas
Website: www.susoskateco.com

COMPANY INFO

Country of origin: Canada
Launched: 2020
Industry: Pop-ups
Countries active: Canada

Why is it innovative?

- **Creative pop-ups fill large vacancies**
  Empty big box stores can be very difficult to fill for shopping centres. Even if they find a tenant, the lease agreements can take time. SUSO Skate Co. can help turn these unused spaces into revenue generating opportunities quickly.

- **Increasing footfall to malls**
  Shopping centres have had trouble attracting customers back after COVID, especially if they have high vacancy rates. SUSO Skate Co. is great for drawing customers back into malls since they are only there for a limited time.

- **Membership opportunities**
  SUSO Skate Co. also has a membership program that comes with many perks like infinite skating time, free use of protective gear, branded socks, and first access to exclusive events.



Photo credit: SUSO Skate Co.



Photo credit: SUSO Skate Co.

Ebeltoft Group Expert Comment

SUSO Skate Co. is an excellent example of creativity and innovation being used to solve a common shopping centre issue: vacancy. The transformation of these spaces can be difficult, especially larger units that may not be conducive to more traditional pop-ups. Creating a space that is social media worthy and fun not only aids in filling the empty units, but significantly increases footfall to the shopping centres that host them.
By opening in empty shopping centres as well as urban spaces, SUSO Skate Co. is bringing people back to underutilized sites.

Two L(I)PS

Redefining Intimacy with Luxury Skincare and Exploration

RATING

A better world

Enhanced experience

Hyper efficiency

Based in Singapore, TWO L(I)PS is the world's first luxury intimate skincare store. Established in 2018, the brand strives to empower individuals by normalizing traditionally taboo topics through an unconventional shopping experience with the help of interactive installations featuring creams, masks, serums, and cleansers for intimate skin. Items hidden behind peepholes allow shoppers to discover the store's secrets in line with their own personal level of comfort, and play on the themes of privacy and voyeurism.

Opening their first flagship in 2021, TWO L(I)PS created their store to resemble a modern day "curiosity shop", encouraging customers to experience, explore, and discover their brand while educating consumers on best practices on caring for oneself. In September 2023, TWO L(I)PS merged their flagship with sister brand "Strip & Browhaus," a waxing service, to create a full-service store for self care. It is located at Singapore shopping mall Ion Orchard. The brand aligns with the growth of the "unmentionable" categories in retail that revolve around taboos.



Photo credit: TWO L(I)PS

KEY DATA

Country: Singapore
Retailer: Two L(I)PS
Launched: 2021
Major Innovation Category: Enhanced experience
Format(s): Flagship store
Website: www.twolips.vip

COMPANY INFO

TWO L(I)PS

Country of origin: Singapore
Launched: 2018
Industry: Self-care
Countries active: Singapore

Why is it innovative?

- **Addressing Taboos**
  Two Lips breaks taboos through creating and selling luxury products focused on intimate care in-store and online.

- **An Empowering Shopping Experience**
  The brick-and-mortar store educates shoppers about personal care and empowers customers to prioritize intimate care, despite it being a commonly "unmentionable" topic.

- **Full-service Store for Self-Care**
  Two Lips has created a one-stop-shop for intimate care by merging with sister brand "Strip & Browhaus," a waxing service.

- **Curiousity Shop**
  Interactive touchpoints invite shoppers to experiment through scent, touch and sight on their terms.



Photo credit: TWO L(I)PS



Photo credit: TWO L(I)PS

Ebeltoft Group Expert Comment

Femcare, a natural extension of self-care, is a fast-growing category due to changing consumer attitudes and body positivity. As consumer interest in the feminine and intimate category increased during the pandemic with many people embracing self-care routines while they were stuck at home, TWO L(I)PS seeks to capitalize on this by empowering consumers to be body confident and normalizing the conversation around an individual's nether regions. Singapore's first luxury physical retail space dedicated to femcare educates shoppers while creating a full-service stop for self-care.

Ultraviolet by Paul Pairet

Revolutionizing Dining with Multi-Sensory Elegance

Ultraviolet by Paul Pairet is a multi-sensory dining experience in Shanghai, China, that combines cutting-edge technology with avant-garde cuisine. The restaurant has a single table that seats 10 guests, and each course is accompanied by a unique audiovisual presentation. The goal is to create an immersive dining experience that transcends traditional boundaries. The restaurant was launched in 2012 by French chef Paul Pairet, who is known for his innovative and experimental approach to food. Ultraviolet has been praised by critics and diners alike for its unique concept, its exquisite cuisine, and its impeccable service.

One of the most innovative aspects of Ultraviolet is its use of technology to create a fully immersive dining experience. The restaurant's dining room is equipped with a variety of sensors that track the movements of guests and adjust the environment accordingly. For example, the lights may dim when guests are about to take a bite of food, or the sound of the wind may be played when guests are eating a dish that features seafood. Ultraviolet also uses technology to create a sense of place. For example, guests may be transported to a Japanese forest for one course and to a French countryside for the next. The restaurant's projected imagery and soundscapes are so realistic that guests often feel like they are actually in the places that they are seeing and hearing.



Photo credit: Scott Wright, Limelight Studio/Ultraviolet by Paul Pairet

RATING

A better world	
Enhanced experience	■■■■■
Hyper efficiency	

KEY DATA

Country: China
Launched: 2023
Major Innovation Category: Enhanced experience
Format(s): Restaurant
Website: www. uvbypp.cc

COMPANY INFO

Country of origin: China
Launched: 2012
Industry: Ultraviolet by Paul Pairet: Restaurant
Countries active: China

Why is it innovative?

Ultraviolet by Paul Pairet is the first restaurant in the world to combine cutting-edge technology with multi-sensory dining.

- **Multisensory Experience**
  Ultraviolet integrates visual, auditory, and scent elements with each dish, creating a comprehensive sensory experience.

- **Immersive Environment**
  The dining room features high-tech audiovisual systems, allowing the environment to change with each course, enhancing the storytelling aspect of the meal.

- **Unique Personalization**
  The experience is tailored to create a personal connection with guests, making each visit distinctive.



Photo credit: Scott Wright, Limelight Studio/Ultraviolet by Paul Pairet



Photo credit: Scott Wright, Limelight Studio/Ultraviolet by Paul Pairet

Ebeltoft Group Expert Comment

While Ultraviolet is primarily a restaurant, it can also be seen as a retail innovation. The restaurant's use of technology to create a fully immersive shopping experience is something that could be replicated in other retail settings. For example, a clothing store could use similar technology to create a virtual dressing room experience for customers. Overall, Ultraviolet is a highly innovative restaurant that is setting a new standard for what a dining experience can be. The restaurant's use of technology, food, and design is something that other retailers can learn from and implement in their own businesses.

Walgreen's

Walgreens – Anti-theft, Digital-First Experience Store

Walgreens, the expansive American pharmacy store chain with about 9,000 drugstores, has remodelled a Downtown Chicago location to be its "digital-first experiential store." The new format directs shoppers to the in-store touchscreen kiosks and online app to order non-essential, backroom merchandise, for pickup.

With a recent rise in organized retail crime, violence, theft, and shrink, this format counteracts shoplifting by reducing the amount of goods on the floor. Only two aisles of essential products, such as snacks and travel-sized items, are on display in-store with surveillance devices present, and the remainder of the merchandise is located behind a counter accessible only by store associates.

While typical anti-theft retailer solutions include locking high-value and in-demand items behind plastic shields, creating an inconvenient and unwelcoming shopping experience, Walgreen's low-touch, high-tech concept store, dubbed a "better Walgreens," keeps a positive tone with its sleek, clean, and inviting interior and ready-to-assist store associates. Many retailers are closing stores in response to crime, yet Walgreens is using technology and innovation to propose a new solution.



Photo credit: Walgreens

RATING

A better world	■
Enhanced experience	■■■■
Hyper efficiency	■■■■

KEY DATA

Country: USA
Retailer: Walgreen's
Launched: 2023
Major Innovation Category: Enhanced experience
Format(s): City store
Website: www.walgreens.com

COMPANY INFO

Country of origin: USA
Launched: 1901
Industry: Pharmacy
Countries active: USA

Why is it innovative?

- **Anti-Theft Measures**
  Persistent challenges in the form of organized retail crime, acts of violence, and theft are impeding the industry's capacity to provide support and service to local communities. The store's low-touch, high-tech store design reduces the amount of product on the floor.

- **Omnichannel Experience**
  Walgreens invests in their omnichannel experience through redirecting shoppers to online ordering with in-store pickup options.

- **Improved Throughput**
  Streamlined ordering through kiosk and Walgreen's online app reduces customer wait time and improves the capacity of the store to serve more shoppers.



Photo credit: Walgreens



Photo credit: Walgreens

Ebeltoft Group Expert Comment

Walgreen's addresses the persistent challenge of organized retail theft and shrinkage through their first-of-its kind "digital-first experiential store" in Chicago.
The store design promotes efficiency and reduces dwell time by enabling customers to pick-up online orders, place orders in-store on touchscreen kiosks or on the app, digitally queue for pharmacy services, and self-shop across two aisles of surveilled merchandise. Walgreen's redesigned store format embraces an omnichannel shopping experience that balances safety with convenience, and the pilot store is marketed to be a "better Walgreens".

Walmart

Walmart Connect : Bridging Brands and Buyers with Omnichannel Insights

Walmart Connect, the retail media division of Walmart, offers a comprehensive omnichannel marketing solution that uniquely integrates both in-store and online first-party data, delivering in-depth, holistic insights for advertisers—a distinctive feature in the retail media landscape. As the largest omnichannel retailer in the United States, Walmart leverages its extensive resources and advanced technology capabilities to facilitate connections between brands and customers. Through its closed-loop tracking system, brands such as Mars Food and Milk-Bone, gain the ability to assess the efficacy of their advertising efforts, spanning search, display, and in-store initiatives, by pinpointing which ads contribute to conversions. This enables brands to optimize their advertising strategies with precision and allocate resources efficiently. Using onsite and offsite displays, Ben's Original increased awareness with 38% new buyers and a nearly 20% sales lift.

Walmart Connect not only provides access to a vast digital shopper audience but also exerts a significant influence on the shopping experiences and choices of numerous in-store consumers in more than 4,700 Walmart stores. As the fastest-growing division within Walmart, Walmart Connect witnessed remarkable growth in 2022, with a 41% year-over-year expansion in its fourth quarter, and it continues to expand its reach and impact in the retail marketing landscape.

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: USA
Retailer: Walmart
Launched: 2021 – rebranded in 2021, founded in 2005
Major Innovation Category: Enhanced experience
Format(s): Retail Media Network
Website: www.walmartconnect.com/about-us

COMPANY INFO

Country of origin: USA
Launched: 1962
Industry: Retail and wholesale
Countries active: 20+

Why is it innovative?

- **New Business Model and Revenue Source**
  Walmart Connect's omni- marketing solutions utilize first-party data, delivering in-depth insights for advertisers. As a result of Connect, Walmart's Advertising revenue grew to $2.7 Billion USD in 2022.

- **Closed-Loop Tracking System for Measuring Effectiveness**
  The system enables brands to fine-tune their advertising strategies with accuracy and allocate resources in a more efficient manner. Advertisers can closely track their return on investment.

- **Utilizing Scale**
  Walmart is taking advantage of their digital and physical scale to connect advertisers and customers. Advertisers increase their reach and visibility to a huge pool of potential customers.

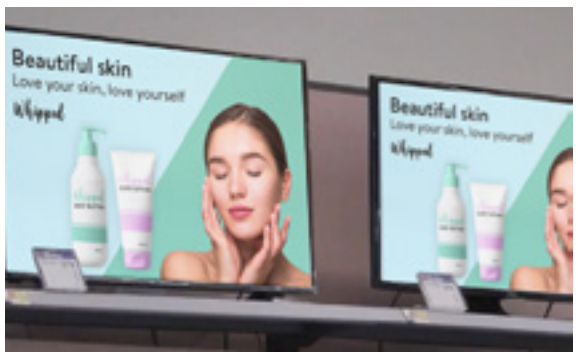


Photo credit: Walmart Connect



Photo credit: Walmart Connect

Ebeltoft Group Expert Comment

Walmart Connect presents a comprehensive omnichannel marketing solution that uniquely integrates both in-store and online first-party data to offer brands a holistic view of the Walmart shopper. As the largest omnichannel retailer in the United States, Walmart commands significant retail market share, drives frequent shopping trips, and its stores have a strong presence across the country. As a result, Walmart Connect offers extremely valuable access to a vast number of American consumers and can facilitate symbiotic relationships between brands and consumers. The strength of this media network is evidenced by its rapid rise as the fastest growing division within Walmart, delivering an important new source of revenues with high margins.

Wells

Wells Flagship: A New Era in Personalized Beauty and Wellness

RATING

A better world	
Enhanced experience	
Hyper efficiency	

The Wells Flagship store in Porto, established in March 2023, introduces an entirely new concept for the brand. This store promises a truly exceptional beauty experience, encompassing fragrances, makeup, professional hair services, pharmacies, distinct atmospheres, and personalized services. It marks a groundbreaking approach for the group, offering a dedicated space for product testing and a personalized service with expert guidance from a specialized team. A standout feature of this store is the Hair Studio, which provides tailored hair diagnostics and care recommendations based on individual client needs, in addition to professional cutting and coloring services.

Situated in NorteShopping, the store has two floors and spans over 500 square meters. This is not just Wells' inaugural flagship store but also the largest Beauty concept store, boasting a collection of over 400 brands. Here, each customer enjoys the privilege of receiving personalized assistance and guidance from a team of seasoned professionals. The store allows customers to experiment with makeup from brands like Clinique, Esteé Lauder, Pupa, and Lancôme. Furthermore, skincare and body care are given prominence with the introduction of the Mask Bar, a dedicated section offering a curated selection of 11 brands and an impressive array of 100 different products. The store also offers Click & Collect through Wells store.



Photo credit: Wells Flagship store

KEY DATA

Country: Portugal
Retailer: Wells
Launched: 2023
Major Innovation Category: Enhanced experience
Format(s): Mega store
Website: www.wells.pt

COMPANY INFO

Country of origin: Portugal
Launched: 2023
Industry: Beauty and Healthcare
Countries active: Portugal

Why is it innovative?

- **Personalized Hair Care Services**
  Elevating the beauty experience through the Hair Studio's individualized hair diagnoses and expert services.

- **Innovative retail concept debut**
  Wells in Porto leads the way as the group's pioneer store with this fresh and innovative concept.

- **Holistic beauty experience**
  Seamlessly integrating perfumes, makeup, hairdressing, pharmacies, and personalized services under one roof, creating a comprehensive beauty destination.

- **Customer centric approach**
  Placing customers at the center of the experience by prioritizing personalized service and product testing, enhancing the overall shopping journey.



Photo credit: Wells Flagship store



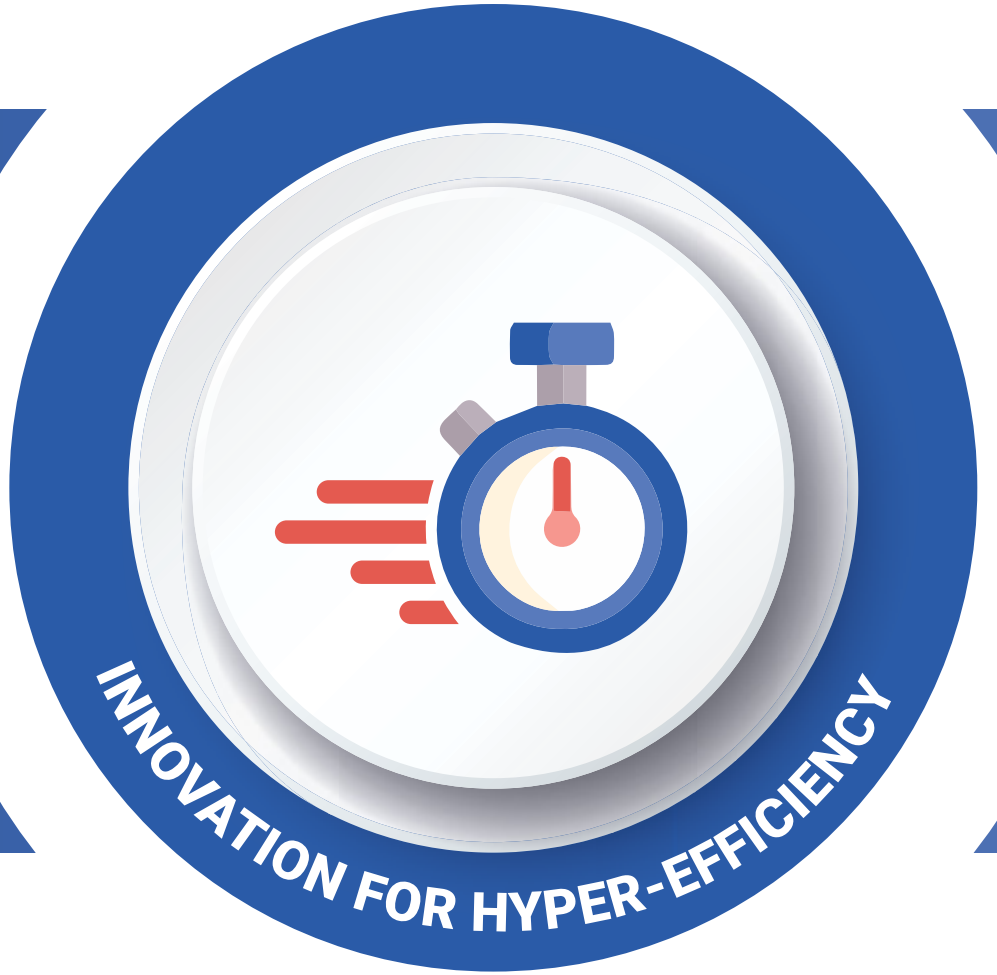
Photo credit: Wells Flagship store

Ebeltoft Group Expert Comment

The Wells Flagship store in Porto introduces an innovate concept in the beauty and personal care industry. It offers an immersive beauty experience that transcends traditional retail. Customers can not only shop for beauty and wellness products but also engage in personalized services, providing a unique and enhanced experience. The inclusion of a Hair Studio and Mask Bar adds further innovation to the concept, creating a destination where customers can receive tailored hair care recommendations and explore a wide range of skincare options. This groundbreaking approach elevates the beauty retail experience, making Wells' Flagship store a destination for beauty enthusiasts seeking a comprehensive and immersive experience.

Category #3

Innovation for hyper-efficiency


INNOVATION FOR HYPER-EFFICIENCY

BEST IN CATEGORY

Sweetgreen

Sweetgreen Infinite Kitchen

Sweetgreen, a fast-casual salad restaurant chain, introduced its first fully automated establishment in May 2023, named the "Infinite Kitchen." This development is enabled by technology obtained from Spyce, a restaurant robotics company acquired by Sweetgreen in 2021.

Located in Naperville, Illinois, just outside of Chicago, the Infinite Kitchen allows customers to place orders via kiosks or online. The system associates a serving bowl with the customer order. The bowl moves along a conveyor belt, with a robotic control dispensing salad ingredients according to the customer order into the bowl.. The system efficiently ensures accurate distribution of toppings and mixes the contents before a Sweetgreen employee adds finishing touches.

The use of this technology significantly reduces labor costs, with the Infinite Kitchen requiring only about half the staff of a traditional Sweetgreen location. Employees handle ingredient preparation, restocking when inventory is low, and machine maintenance.

Sweetgreen stands out for embracing robotic technology to enhance its dining experience. Despite the industry's slim profit margins that often deter heavy investments in new technology, Sweetgreen is paving the way. While the Chicago location is currently the sole Infinite Kitchen, Sweetgreen has plans to expand this format to new locations and retrofit existing ones, reshaping the Sweetgreen brand.

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: USA
Retailer: Sweetgreen
Launched: 2023
Major Innovation Category: Hyper efficiency
Format(s): City store
Website: www.sweetgreen.com

COMPANY INFO

Country of origin: USA
Launched: 2007
Industry: Restaurant
Countries active: USA

Why is it innovative?

- **Enhanced Efficiency**
  Sweetgreen's innovative technology can produce 600 salads per hour (when orders do not require mixing), significantly expanding its capacity and serving a larger customer base.

- **Streamlining Labor Costs and Employee Roles**
  The Infinite Kitchen model operates with a leaner workforce, enabling the allocation of resources towards crafting unique and enriching customer experiences. This transformation redefines traditional employee tasks, fostering innovation in service delivery.

- **Precision through Automated Tech**
  The completed orders are consistent and correct, minimizing remakes and wasted food.



Photo credit: McMillanDoolittle



Photo credit: McMillanDoolittle

Ebeltoft Group Expert Comment

Sweetgreen has made a significant leap into full automation with its "Infinite Kitchen" in Chicago. This technology provides customers with convenient ordering options via kiosks or online, enabling an efficient ordering process, and the restaurant robotics technology ensures consistent execution for every order. The new store format operates with fewer employees, driving labor savings and empowering employees to focus on ingredient preparation and guest interaction. The Infinite Kitchen serves as a trailblazing example of how automation can be effectively incorporated into the restaurant industry to eliminate pain points in the fast-casual ordering experience.

Carrefour

Integration of AI on the Carrefour Website

Carrefour is a French retailer and one of the world's largest supermarket chains, with a network of over 12,000 stores across more than 30 countries. Carrefour sells both food and non-food products through physical and digital channels.

Since June 2023, Carrefour has successfully integrated generative artificial intelligence (GPT4-powered AI) into its website. Thanks to an AI-powered chatbot called Hopla, customers can chat, receive advice, and build their shopping carts with an end-to-end experience. The AI provides product advice, recipes, meal plans, and suggests a selection of products that can be added to the customer's cart. The AI is programmed to recommend healthier and sustainable products first, encouraging more responsible consumption. When provided with enough information about the customer's lifestyle, household, and other habits, the AI can personalize recipes to accommodate diets, allergies, and more.

Therefore, the AI enhances the customer experience by offering tailored recommendations, streamlining navigation, and improving inventory management by monitoring out-of-stock items and offering alternatives.



Photo credit: Carrefour

RATING

A better world	■■□□□
Enhanced experience	■■■■■
Hyper efficiency	■■■■□

KEY DATA

Country: France
Retailer: Carrefour
Launched: 2023
Major Innovation Category: Hyper efficiency
Format(s): Platform
Website: www.carrefour.fr

COMPANY INFO

Country of origin: USA
Launched: 1963
Industry: Grocery
Countries active: Worldwide

Carrefour

Why is it innovative?

- **Labor Optimization and Customer satisfaction**
  This innovation leverages an automated, AI supported Chatbot rather than a human Customer Service agent to recommend products directly to customers, enhancing the relevance of online shopping. Hopla improves the overall shopping journey by personalizing and saving time, fostering customer loyalty.

- **Streamlined Navigation**
  Hopla simplifies website navigation by directly showing the customer the recommended item, significantly reducing the time spent comparing products and assembling a shopping basket.

- **Inventory Optimization**
  The AI monitors out-of-stock items and suggests alternatives to reduce the shopping cart abandonment rate.

- **Sustainable recommendations**
  Hopla can highlight the most sustainable products and encourage consumers to make the best choice by comparing similar products.

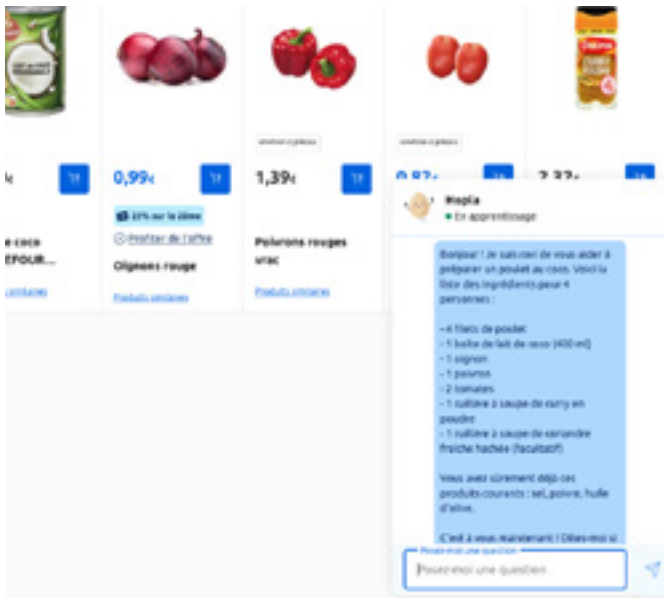


Photo credit: Carrefour

Ebeltoft Group Expert Comment

The integration of AI into the Carrefour website means that users can enjoy tailored and personalized assistance. The chatbot provides precise and relevant recommendations to customers and helps them quickly create a personalized shopping basket. Every stage of the customer journey is streamlined, courtesy of Hopla. The retailer can also suggest specific products based on their availability, demand, and the criteria set by the customer.
Customer satisfaction is maximized, while the shopping cart abandonment rate is minimized.

Fit Finder

Fit Finder by Superbalist

RATING

A better world	
Enhanced experience	
Hyper efficiency	

While convenience and saving time are some of the benefits of online shopping, it can also present challenges, such as clothing fit. Whether it's UK, US or European sizing, the wide variety of sizing systems often results in confused shoppers who find it challenging to identify their proper size. Poor sizing is one of the leading causes of product returns for on-line orders.

Superbalist, one of South Africa's top online fashion retail platforms, has developed an AI powered solution called Fit Finder, which it launched in May 2023. Powered by advanced machine-learning algorithms, Fit Finder uses production-size chart data along with retail sale and return records to make informed fit predictions. It works as an intuitive size guide that assists shoppers to make more accurate size choices when shopping online. By simply providing the feature with your measurements and answering a few questions, Fit Finder can give instant size recommendations that are most accurate to Superbalist's apparel and shoes, irrespective of the brand or sizing metric.



Photo credit: Superbalist

KEY DATA

Country: South Africa
Retailer: Superbalist
Launched: 2023
Major Innovation Category: Hyper efficiency
Format(s): Online store
Website: www.superbalist.com

COMPANY INFO

SUPERBALIST.COM

Country of origin: South Africa
Launched: 2011
Industry: Fashion
Countries active: South Africa

Why is it innovative?

- **Improve customer experience**
  Fit Finder builds trust with the consumer and ensures an overall improvement in the customer journey and experience.

- **Consumer intelligence**
  Provides a platform for the retailer to gain valuable consumer data in terms of current and changing consumer preferences / size requirements.

- **Improved efficiencies**
  The tool provides the retailer with intelligence that can be used to refine future SKU planning, while also limiting item returns from clients, thus allowing for a more efficient offering overall.

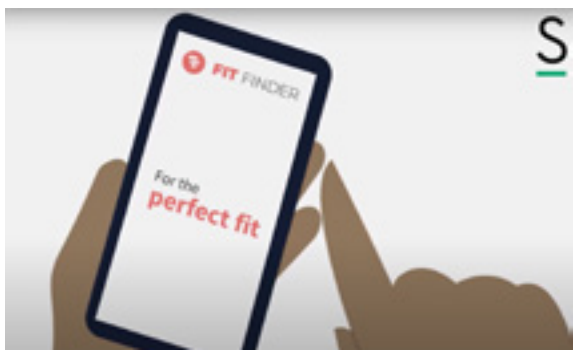


Photo credit: Superbalist

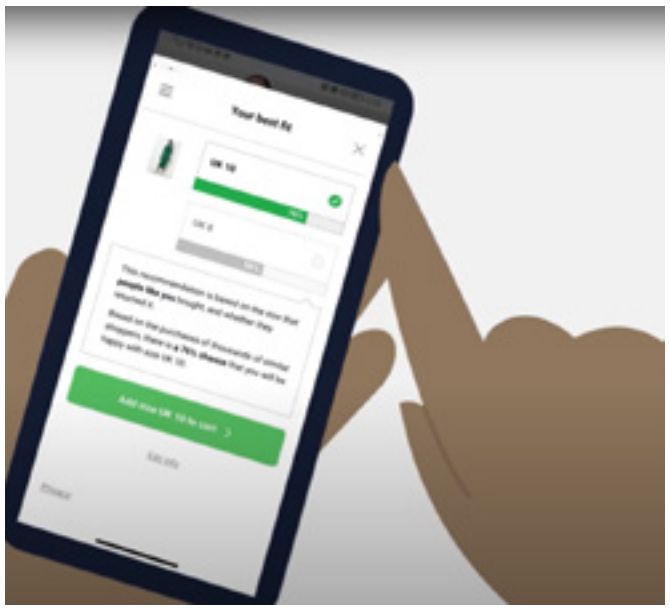


Photo credit: Superbalist

Ebeltoft Group Expert Comment

The Fit Finder tool is aimed at enhancing the customer experience in that customers can make more informed purchases when shopping online. This builds trust with the client and ensures that the overall online shopping experience is more accurate and aligned to the customer's needs. From the retailer's point of view, it also provides Superbalist with valuable consumer intelligence and a basis against which to record consumer preferences / size requirements, allowing them to track trends and improve SKU planning and efficiencies. It also ensures less returns are made due to customers purchasing items that don't fit them.

IKEA

IKEA eXperience Lab

IKEA is a world leader in the sale of home furnishings. It is known for its "democratic design": making furniture and home furnishings affordable for the many, as well as for being a company with strong values. The IKEA range covers everything a home needs, from a bed to paper napkins.

Historically, IKEA's retail format has been big-box style stores on the outskirts of cities. This retail strategy is changing due to e-commerce and a new format they are opening: smaller urban stores in city centers. In addition to deliver the best shopping experience in their big-box stores, IKEA wants to provide a frictionless omnichannel shopping experience and the new smaller stores need different solutions to display their wide range of products.

On March 2023, IKEA opened an IKEA eXperience Lab in Alcorcón (outskirts of Madrid, Spain). It is 180 m2 and is within the building of a big-box standard store. The objective of the eXperience Lab is to create successful digital solutions to be implemented in its physical stores or its sites (apps and e-commerce). The lab in Spain is the location to test solutions from IKEA's four global innovation hubs.

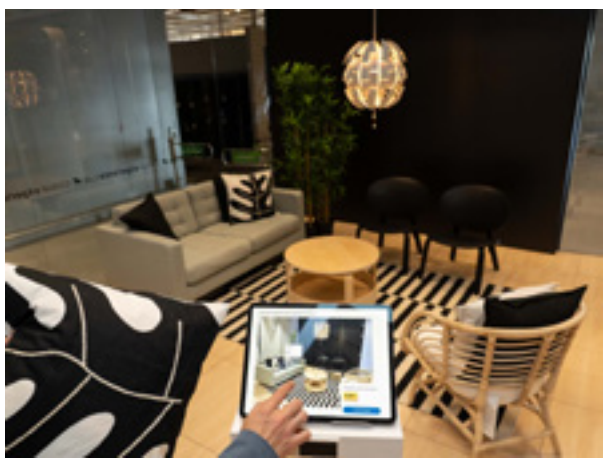


Photo credit: ikea.es

RATING

A better world	
Enhanced experience	
Hyper efficiency	

KEY DATA

Country: Spain
Retailer: IKEA
Launched: 2023
Major Innovation Category: Hyper efficiency
Format(s): Retail Lab
Website: www.ikea.com

COMPANY INFO

Country of origin: Sweden
Launched: 1943
Industry: Home furnishing
Countries active: 140

Why is it innovative?

- **Constant testing by real customers**
  Customers visiting the store are invited to test the solutions. Customers interaction is measured with sensors, glasses and cameras to evaluate their experience. In addition, focus groups and special events are organized in the Lab.

- **Phygital solutions in test phase**
  a) Kiosk with tactile elements and screens to display textiles. The customer receives pillow recommendations based on his choices. The full range of pillows is displayed in 10% the space of a standard store.

b) Digital projections allow customers to see products and customized modular compositions in their actual size. Customers will be able to see their actual kitchen at actual size before buying.

c) Screens show product range in holograms, depending on what the customer chooses to see.

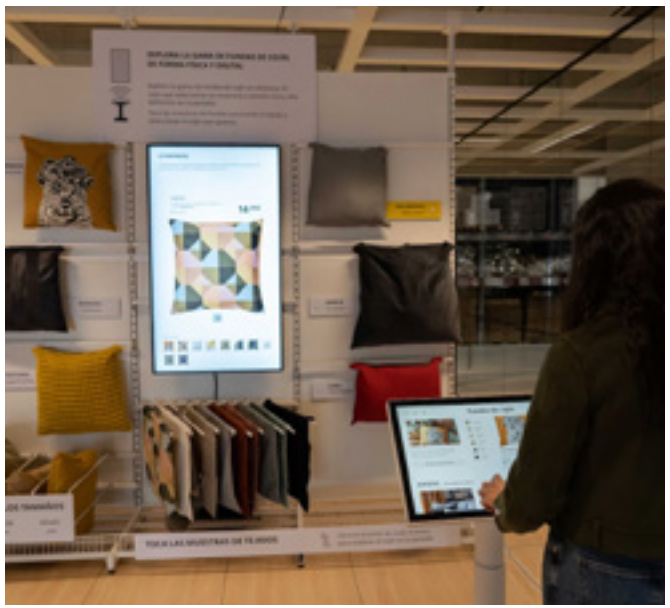


Photo credit: ikea.es

Ebeltoft
Group Expert Comment

Innovation is not just about implementing the latest technology, it is about the positive outcome of new ways of doing things, and IKEA proves they know this.
By having participation of real customers and actual store team members in the development and testing of the digital solutions and by measuring their experience when using them, IKEA is able to evolve and refine these solutions until they deliver the best shopping experience and optimal operational efficiency. Business results over just technology.

IKEA

IKEA City Copenhagen

Ikea has opened a unique city-format store in Copenhagen. Many aspects of this Ikea are quite different from what we typically associate with the home furnishing giant.

This new Ikea mini-store in central Copenhagen (about 20 kilometers from the closet Big Box store) is specifically designed for urban locations. This means only 80 parking spaces for cars and 500 for bikes. This is to encourage customers to arrive on foot or by bike. To facilitate this, Ikea offers electric cargo bikes that customers can borrow to transport their purchases home.
The store houses the same assortment, as the Big Box store but with no furniture in storage. Furniture and other large items are on display and can be ordered for home delivery from the store
Ikea's new location reflects changing consumer preferences. Consumers are increasingly reluctant to travel long distances and instead seek retailers that cater to their needs, allowing them to save time, reduce friction, and minimize waste.

Once customers make their way to Ikea, there is also plenty to do besides shopping. The outdoor spaces - including a large rooftop terrace with green beds, winding pathways, and seating areas for relaxation - are inviting visitors to spend time at the locations. The store also hosts events.



Photo credit: IKEA

RATING

A better world

Enhanced experience

Hyper efficiency

KEY DATA

Country: Denmark
Retailer: IKEA
Launched: 2023
Major Innovation Category: Hyper efficiency
Format(s): Physical city store
Website: www.Ikea.com/dk/da/stores/kobenhavn

COMPANY INFO

Country of origin: Sweden
Launched: 1943
Industry: Home Furnishing
Countries active: 140

Why is it innovative?

- **Rethinking the big box concept**
  Ikea adapts their classic big box format to the city and creates a store that is easy to access and appeals to city dwellers.

- **Creating an oasis in a traffic heavy area**
  Located between the high way and the train station the store creates a shopping destination in an otherwise unattractive part of the city.

- **Green thinking**
  Electric cargo bikes, only a few parking spots and a green, lush roof top garden. The store incorporates green ideas in its concept.
  The store also encourages repairs by selling spare parts for only 3 cents a piece and donating the income to charity.



Photo credit: IKEA



Photo credit: IKEA

Ebeltoft Group Expert Comment

Ikea city rethinks the classic big box format and creates a store that is adapted to the city and the needs of city dwellers. The store is both an efficient destination that is easy to access while also inviting you to stay by creating a green oasis in the middle of the city and hosting events like debates on sustainable consumption and "speedfriending" where new parents can meet and exchange experiences on having a baby.

JUST CUTS

JUST CUTS: "Empowerment Rewards Stylist" App

RATING

A better world	
Enhanced experience	
Hyper efficiency	

In the 34 years since Denis McFadden founded Just Cuts, the hair marketplace has evolved significantly. However, the brand continues to prioritize the simple concept of convenience. When making decisions, Just Cuts always considers whether it's solving a problem for clients or simplifying their interaction with the brand. A positive answer aligns with Just Cuts' ethos.

The business model of Just Cuts is based on a fixed price structure, ensuring clients know the cost before their visit. Emphasizing a no-appointment, walk-in policy, the brand upholds a promise of convenience, appealing to a timeless market need. Just Cuts' stylists are trained to cater to men and women of all ages, further emphasizing convenience.

The key challenge for Just Cuts lies in maintaining the core aspects that have made the brand popular globally, while also adapting and evolving to forge new connections and integrate digital advancements. In an era where technology is transforming industries, Just Cuts recognizes the enduring demand for quality, value-driven hairstyles delivered by professional stylists.

To stay ahead, Just Cuts is continually investing in new solutions, reinforcing its status as a highly convenient choice for diverse haircare needs.



Photo credit: Just Cuts

KEY DATA

Country: Australia
Retailer: Just Cuts
Launched: 1990
Major Innovation Category: Hyper efficiency
Format(s): Digital app
Website: www.justcuts.com.au

COMPANY INFO

justcuts

Country of origin: Australia
Launched: 1990
Industry: Hairdressing
Countries active: Australia, New Zealand, Canada & United Kingdom

Why is it innovative?

- **Digital Innovation**
  Their Empowerment Rewards Stylist App allows Stylists to accumulate points from sales of exclusive JUSTICE Haircare range, which they can redeem for digital gift cards and gifts such as merchandise plus barber and hairdressing tools.

- **Forefront of Digital Technology in Industry**
  Just Cuts have migrated all their salons to a cloud-based POS and Marketing smartphone app that gives Owners the ability to instantly view and respond to salon productivity information.

- **Data as Tool**
  As a business, the data collected from the Just Cuts Client app, the salon owner app and the Stylist sales app unlocks insights they can use to futureproof the brand and identify marketplace trends, and is proof of the success of the digital evolution of the Just Cuts brand.



Photo credit: Just Cuts



Photo credit: Just Cuts

Ebeltoft Group Expert Comment

Just Cuts™ Digital innovation has been essential to evolving the brand to meet changing customer needs. As the largest hairdressing chain in the southern hemisphere and with salons operating in different countries, Just Cuts™ digital innovations has been focusing on being simple to use and globally transferable.
Just Cuts has made substantial investments in a comprehensive digital transformation of the brand, which has yielded considerable benefits. Their long-standing commitment to digital innovation meant they responded quickly during last pandemic as they already had contactless check-in technology in all their salons ready to go.

Saint-Gobain

The Maison Saint-Gobain Platform

RATING

A better world

Enhanced experience

Hyper efficiency

Saint-Gobain, France's largest construction company, operates globally with a workforce exceeding 166,000 employees across 75 countries. In 2020, it launched the La Maison platform, revolutionizing the renovation experience for private customers. This service-oriented platform aims to streamline the process of engaging skilled artisans, offering guarantees and facilitating access to government funding.

After a successful initial phase, generating €5.7 million in revenue for FY22, the platform underwent a redesign in 2023. La Maison now presents an enhanced suite of services, guiding customers through energy-efficient and renovation projects. It serves as a hub for advice, inspiration, cost estimates, personalized government funding access, financing options, and comprehensive insurance packages.

Customers initiate the process by completing an online or phone-based form, receiving a list of qualified builders capable of completing the requested work. Upon selecting a builder, the customer is contacted, and an initial visit is scheduled to outline project steps and estimate the duration. For those inclined to take a hands-on approach, partner showrooms provide additional inspiration (Point P and CEDEO networks). Artisans and builders gain access to the La Maison platform after thorough verification, benefiting from its robust web traffic, surpassing 600,000 monthly visits.

KEY DATA

Country: France
Retailer: Saint-Gobain
Launched: 2020
Major Innovation Category: Hyper efficiency
Format(s): Platform
Website: www.lamaisonsaintgobain.fr

COMPANY INFO

LA MAISON SAINT-GOBAIN

Country of origin: France
Launched: 1665
Industry: Construction
Countries active: Worldwide

Why is it innovative?

- **Unified customer journey**
  The platform eliminates the need for customers to search for a suitable contractor, simplifies government funding processes, and assists them with any additional administrative tasks they may need to complete. All their renovation projects can be conveniently managed on a single platform, allowing for adjustments according to their preferences and budget.

- **Energy efficient homes**
  Leveraging government grants and a network of certified artisans, La Maison Saint-Gobain identifies energy efficiency needs and streamlines access to renovation work focused on home efficiency.

- **Personalization**
  This platform facilitates the connection between customers and qualified, competent builders based on their specific requirements. With just a few clicks, customers receive a clear and precise quote tailored to their needs.



Photo credit: lamaisonsaintgobain.fr

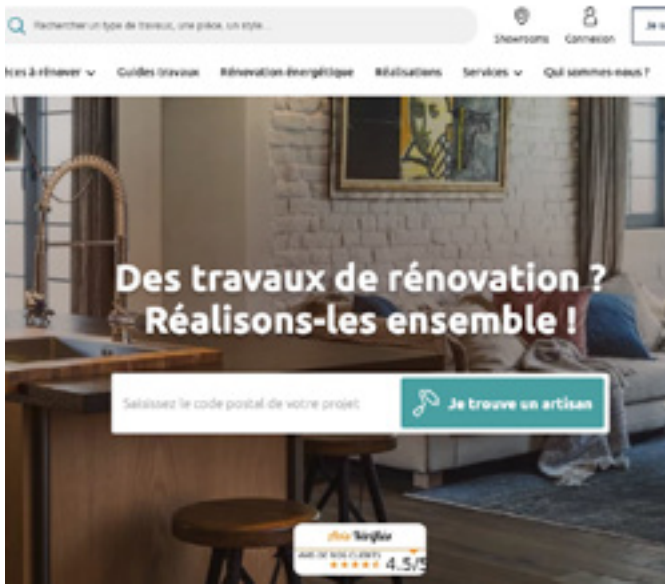


Photo credit: lamaisonsaintgobain.fr

Ebeltoft Group Expert Comment

This initiative is remarkable because it enables customers to obtain renovation quotes and recommendations in just a few clicks, streamlining a process that was previously cumbersome and time-consuming when dealing with contractors. Moreover, it simplifies the process of locating suitable artisans near the customer and provides access to a comprehensive array of services all within a single platform. This not only saves customers a significant amount of time but also addresses any trust-related apprehensions they may have had when working with contractors. For Saint-Gobain, the platform serves as an effective means to gain deeper insights into how customers plan their future projects and identify their primary concerns.

OZ HAIR AND BEAUTY

OZ HAIR AND BEAUTY: Virtual Hair, Skin & Beauty Consultation

Oz Hair opened in 1986 in the Sydney suburb of Rockdale, by hairdresser Elio Nappa and his wife Venessa. Elio's passion for hairdressing and exceptional client services saw the expansion of the family business into multiple salon openings. The flagship salon in the iconic QVB Building in Sydney has been established for over 30 years and a true testament to the ongoing quality of customer service OZ Hair provides.

With a dedicated salon clientele and online shopping starting to really make an impact, in 2012 Anthony Nappa, Elio's son, saw opportunity to support his father's hairdressing salon by offering an online shopping experience with premium quality products, and so OZ Hair & Beauty was born. Hard work, dedication, fantastic staff and customer service support has seen rapid growth over the last few years, with Anthony's brother Guy joining the team to support the ever-expanding product mix.

The Vision for OZ Hair & Beauty is simple, to provide premium hair and beauty products and an exceptional client service, to our dedicated customers nationally.



Photo credit: Oz Hair & Beauty

RATING

A better world	
Enhanced experience	
Hyper efficiency	

KEY DATA

Country: Australia
Retailer: Oz Hair & Beauty
Launched: 2012
Major Innovation Category: Hyper efficiency
Format(s): Flagship store
Website: www.ozhairandbeauty.com

COMPANY INFO

OZ HAIR AND BEAUTY

Country of origin: Australia
Launched: 2012
Industry: Hair & Beauty
Countries active: Australia

Why is it innovative?

- **Customer Service**
  All customers are guaranteed to receive expert advice on all enquiries. A Virtual Hair, Skin & Beauty Consultation (a free, 30-minute session with one of their qualified hairdressers or beauty therapists) Every customer enquiry is treated uniquely – staff don't work off scripts.

- **Use of Tools**
  Keep a close eye on their NPS and CSAT scores so they can focus on what concerns they can prevent from happening again. This ensure customers get the best possible experience at every touch point in the customer journey.

- **Combining online and offline experiences**
  This consultation is offered in a way that suits the customer, based on a phone call, Zoom meeting or other channels. Once the consultation has taken place, an email is sent to the customer with links to products that were discussed so the customer can decide if they wish to purchase from there.



Photo credit: Oz Hair & Beauty



Photo credit: Oz Hair & Beauty

Ebeltoft
Group Expert Comment

At Oz Hair And Beauty, foundations are built on their family's heritage of owning and running hair salons: the customer always comes first. Customers can always expect them to provide competitive pricing, great value and gifts with purchase. Oz Hair & Beauty allow customers to show their concerns to accurately diagnose and give expert advice and recommendations tailored to their needs.

Rüedu

Fresh From the Farm to Your Urban Neighborhood

RATING

A better world

Enhanced experience

Hyper efficiency

Rüedu is "Your farm store in the neighborhood". The start-up Rüedu was founded in Switzerland in 2020 and currently operates at 30 locations. The concept is only available in Switzerland in the cantons of Zurich and Bern. The idea behind Rüedu is to bring fresh, local and regional products of the highest quality directly from the producer to urban and highly frequented neighborhoods as a marketing platform. Customers can expect a range of around 400 products from 100 producers, which are available in a wooden container on an area of 18 square meters with farm shop character and self-service. The "farm store container" can be accessed easily and conveniently around the clock via an app. The founders know the producers personally and maintain fair, cooperative and sustainable business relationships. In addition to fresh and standardized products, second-choice products and overripe fruit and vegetables are also offered at lower prices. If one location does not perform as expected, the mobile wooden containers can be quickly repositioned. The concept is therefore very flexible and scalable at any time.



Photo credit: Rüedu

KEY DATA

Country: Switzerland
Retailer: Rüedu
Launched: 2020
Major Innovation Category: Hyper efficiency
Format(s): Small (tiny) stores
Website: www.ruedu.ch

COMPANY INFO

Country of origin: Switzerland
Launched: 2020
Industry: Grocery
Countries active: Switzerland

Rüedu
Dein Hofladen im Quartier

Why is it innovative?

- **Concept**
  The concept consists of an efficient sales platform that focuses on local and regional products. The idea is to make products of the highest quality available around the clock.

- **Flexibility**
  Sales take place in small, mobile wooden containers that can change location at any time. This means that they can be flexibly adapted to locations whenever necessary.

- **Functionality**
  Smart access to the container is possible at any time with the help of an app. Through self-service, the founders are creating a place where simple and uncomplicated shopping is possible.



Photo credit: Rüedu



Photo credit: Rüedu

Ebeltoft Group Expert Comment

The concept combines many of the needs of today's committed and modern shopper. The customer is presented with locally and regionally produced products conveniently in one place and in an atmosphere akin to the regular weekly market, without having to travel from producer to producer. The products can be easily accessed around the clock via an app, in a self-service environment. It's an efficient and effective concept thanks to small 18 square meter and mobile store solution, whilst ensuring the highest quality based on personal relationships and fair cooperation. Sustainability is also championed in many areas.

ShopriteX

Pioneering Data-Driven Retail Innovation in South Africa

RATING

A better world

Enhanced experience

Hyper efficiency

ShopriteX is a division of the Shoprite Group, the largest South African retailer in terms of market capitalization, sales, profit and number of employees and customers. ShopriteX was established to drive a tech-led future for the Group and to create more personalized shopping experiences for its customers. By combining data, tech and the scale of the Group, ShopriteX aims to deliver exponential growth and innovation. ShopriteX has a team of 250 experts in data science, technology, media, digital commerce and personalization. Some of the key innovations that ShopriteX have include Sixty60 and Rainmaker Media among others.

The Sixty60 App has seen rapid growth, largely due to its efficient last-mile logistics and has become SA's top grocery app with over 2,4 million downloads. Shoprite reported an 81.5% growth in sales for Sixty60 in one year, nearly doubling its turnover from the 2022 financial year.

Rainmaker Media is a precision retail media agency that focuses on creating data-driven campaigns by shopper data and consumer interactions. This enables Shoprite to optimize advertising spending through measured sales conversions, ensuring that every cent of ad spend is used effectively . Rainmaker Media has the capability to connect brands to about 80% of South African shoppers.



Photo credit: Shoprite Holdings

KEY DATA

Country: South Africa
Retailer: Shoprite
Launched: 2018
Major Innovation Category: Hyper efficiency
Format(s): Supermarket, Webshop
Website: www.shopriteholdings.co.za

COMPANY INFO

Country of origin: South Africa
Launched: 1979
Industry: Grocery
Countries active: Africa

Why is it innovative?

- **Fostering a culture of creativity and innovation**
  ShopriteX is also committed to attracting and retaining future-fit talent and has a team of 250 of South Africa's leading data science, technology, media, digital commerce and personalization experts.

- **Tech-Led Retail**
  Rex: a customer insights platform that uses the rich and deep customer data from billions of transactions and more than 24 million Xtra Savings members to provide personalized offers, recommendations and rewards to customers.

- **Rainmaker Media**
  A precision marketing agency that connects brands to shoppers using data-driven advertising strategies that optimize ad spend and measure sales conversions.

- **Sixty60**
  An award-winning 60-minute grocery delivery service that uses digital technology to deliver products to customers' doorsteps in a fast and convenient way.

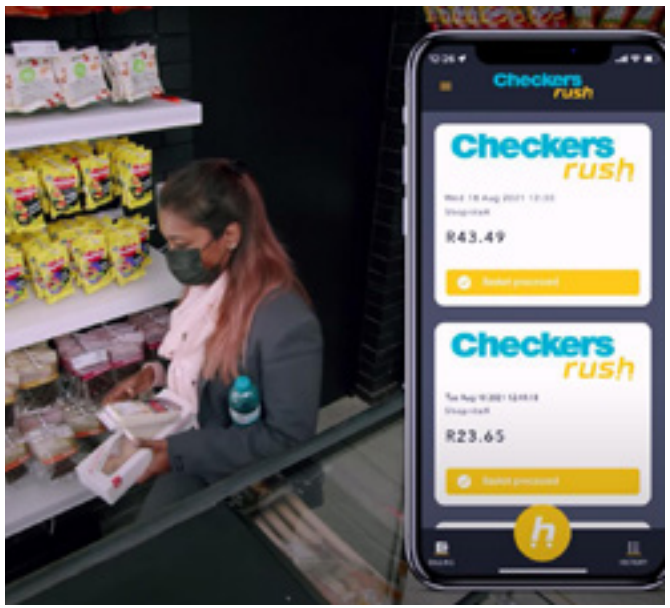


Photo credit: Shoprite Holdings

Ebeltoft
Group Expert Comment

ShopriteX is transforming traditional retail into digital leadership by using data, technology, and talent. As a key part of Shoprite, it's making shopping better for customers. Its achievements include the Sixty60 app being South Africa's top grocery delivery app with over 2.4 million downloads, running from 240 stores and creating 6,299 jobs since 2019. Sixty60's delivery has covered huge distances, and customers have saved R5.3 billion through Xtra Savings. Plus, Checkers sent 750 million personalized offers in a year.

Tracking Retail Innovation trends around the world...

Ebeltoft AUSTRALIA & NEW ZEALAND
Retail Doctor Group | www.retaildoctor.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 ITALY
Kiki Lab | www.kikilab.it

Ebeltoft THE NETHERLANDS
Q&A RETAIL | www.qanda.nl

Ebeltoft THE NETHERLANDS
Sandenburg-DST | www.sandenburg-dst.com

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

Ebeltoft SOUTH AFRICA
Fernridge Consulting | www.fernridge.co.za

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 Group
Global Brand & Retail Experts



Ebeltoft GROUP
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Notes

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Retail Innovations 19

Ebeltoft Group has been tracking innovative retail concepts across the globe for more than two decades. After the pandemic, the retail industry faced new challenges which led to scarcity on multiple fronts. Luckily, every challenge comes with opportunities to rethink and reinvent yourself. Retailers showed that they are able to innovate on themes such as hyper-efficiency, experience and a better world.

This publication highlights a selection of the bold initiatives of retailers. The ever-changing needs and wants are the starting point of all innovations. This year's cases include radical, game-changing formats and incremental innovations of both traditional and new retailers. The members of the Ebeltoft Group bundled these cases based on their experience and various consulting projects across all regions, formats, and industries in over 25 mature markets.

Get inspired by our nineteenth edition of Retail Innovations!

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Ebeltoft Group is a **global alliance of brand and retail consulting firms** with more than 30 years of experience. Ebeltoft enables to carry out of 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.