

ANNUAL CONFERENCE  
**VIENNA**

# Lessons from the Retail Sector

**Interviewer:** Roger Allen, ISHC, Group CEO, Resources for Leisure Assets

**Interviewee:** Marco Nijhof, Director of Hospitality & Guest Experience, Value Retail

ISHC  
INTERNATIONAL SOCIETY OF  
HOSPITALITY CONSULTANTS

Innovation & Disruption: The Evolution of Hospitality



# “What I learned from the retail industry in relation to the Hotel Industry”

- Marco P. Nijhof, Director of Hospitality & Guest Experience
- The Bicester Village Shopping Collection





Energy prices continue  
**Tough times**



# A PHYSICAL BRAND IN A DIGITAL WORLD



THE BICESTER VILLAGE  
SHOPPING COLLECTION®

BICESTER  VILLAGE

LA ROCA  VILLAGE

LAS ROZAS  VILLAGE

LA VALLÉE  VILLAGE

MAASMEHELEN  VILLAGE

fidenza  VILLAGE

Wertheim  Village

INGOLSTADT  VILLAGE

KILDARE  VILLAGE

SUZHOU  VILLAGE

SHANGHAI  VILLAGE

# WHERE WE ARE



# OUR BEGINNINGS



From a field in rural Oxfordshire in 1995 to more than 1,300 boutiques, 11 Villages, 8 countries and 2 continents in 2018



A story of transformation from a real estate company into one of world's most inventive retailers, creating experiences that have delighted shoppers globally: The Bicester Village Shopping Collection



Our Heritage – Two Rodeo Drive, Beverly Hills – S.D. Malkin Properties

# WHO WE ARE

We are creators of luxury retail experiences serving the discerning travelling luxury consumer in the most coveted locations in Europe and China.

**B2B** – We are retailers serving retailers supporting our brand partners to achieve their maximum sales potential.

**B2B2C** – We are tourism professionals partnering with global tourism leaders to welcome a new global guest.

**B2C** – And we are hosts welcoming 42 million guests who shop with us, dine with us, and unwind

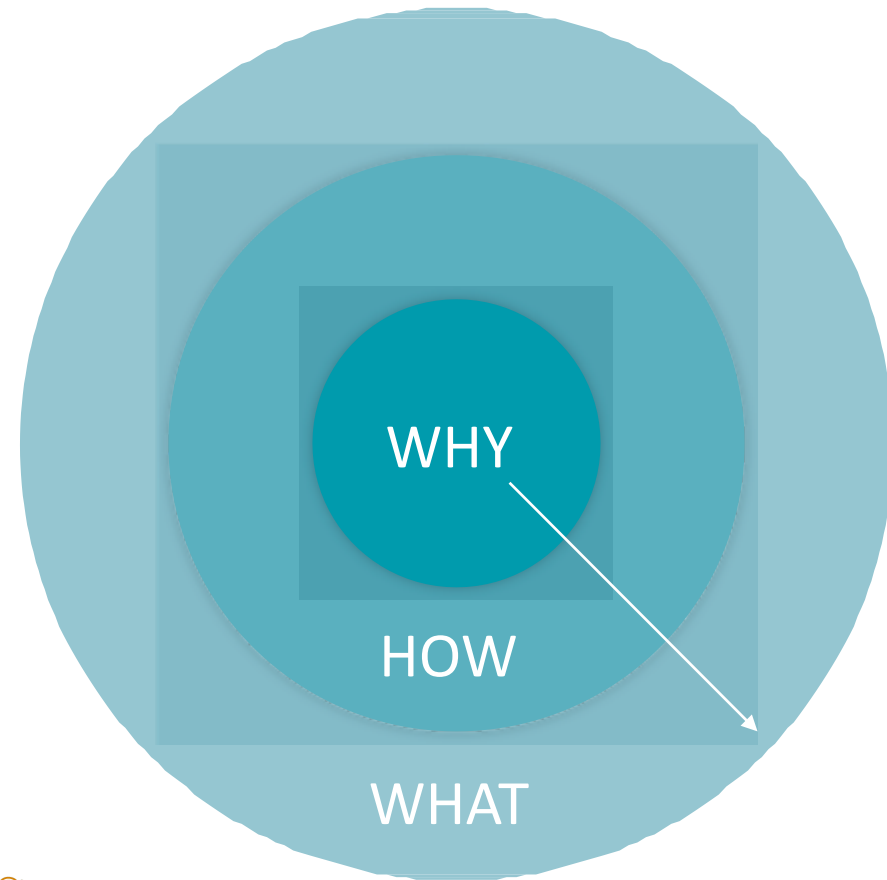
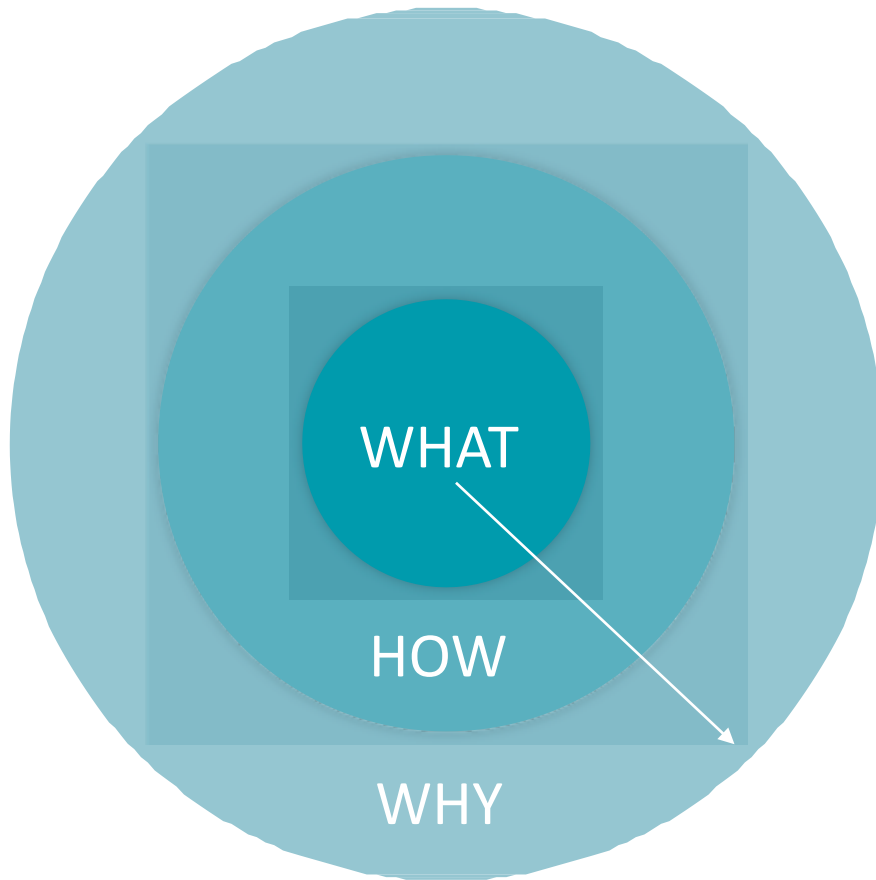
with us each year.  
ANNUAL CONFERENCE

**VIENNA**





# SO HOW ARE WE DIFFERENT?



# WHAT WE DELIVER

The best performing shopping centre yields in the world  
– full price or outlet –

Double digit growth in gross sales every year  
– 23 years of consistent year-on-year growth –

**+10%**  
in 2018

Consistent year-on-year growth in non-EU sales  
– up 7% in 2018 –





*“As a retailer, you are no longer serving a person who needs an item. You are serving a person who needs an experience.”*

Scott Malkin  
Founder & Chairman  
Value Retail

1

EXPERIENCE IS EVERY  
THING

EXPERIENCE ENVELOPES  
US . IT CAN CREATE UNIQUE MEMORIES  
OF THE KIND WE  
SEEK OUT AND CHERISH

2

DOUBLE DIGIT GROWTH

DOUBLE DIGIT GROWTH ISN'T JUST A  
FINANCIAL MEASURE;  
IT'S AN ETHOS AND WE  
EMBRACE ITS IMPLICATIONS  
TOTALLY

3

JOINED UP THINKING

WE NEED TO JOIN  
TOGETHER SO THAT OUR THINKING IS  
EVEN BIGGER  
THAN THE SUM OF THE  
INDIVIDUAL PARTS

4

DIFFERENTIATION ADDS  
VALUE

DIFFERENTIATION IS THE RESULT OF  
SUCCESSFUL  
INNOVATION, REINVENTION,  
DARING TO TRY NEW  
THINGS AND DARING TO BE  
DIFFERENT

5

WE KEEP RAISING THE BAR

WE ARE THE PIONEERS OF  
THIS SECTOR AND WE NEED TO  
MOTIVATE OURSELVES BY  
LOOKING FORWARD.  
WE SET OUR BAR HIGHER



# OUR APPROACH



# 12 THINGS LUXURY RETAIL & HOSPITALITY DO DIFFERENTLY...



GUESTS  
**NOT** CUSTOMERS



Bicester Village, London



# GUESTS

*Guestology - all the organization's employees must treat customers like guests and manage the organization from the guest's point of view*





HOSPITALITY  
**NOT** CUSTOMER  
EXPERIENCE

# HOSPITALITY

*“The friendly and generous reception and entertainment of guests, visitors or strangers.”*

*Oxford English Dictionary*





COLLEAGUES  
**NOT** EMPLOYEES





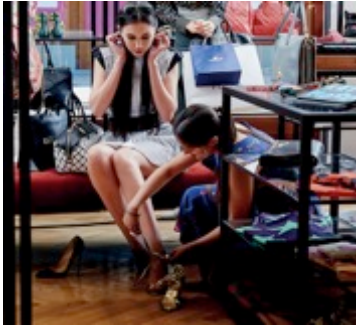
EXPERIENCE  
NOT TRANSACTIONS

# HOSPITALITY

## How We Serve Our Guests



Valet parking



Personal shopping



Gift cards



Hospitality services



Train station



Luggage drop



Hands free shopping



In-Village hosts



VIP cards



VIP lounge



Tax free



Restaurants

One to One

One to Many



# HOSPITALITY







WELCOME  
NOT HELLO



ANNUAL CONFERENCE  
**VIENNA**



# AWARDED IN 2017

Bicester Village



UK NATIONAL RAILAWARDS

*“Small Station of The Year”*



CURATION  
NOT (JUST)  
EXECUTION





EXPERIENTIAL  
**NOT** (JUST)  
FUNCTIONAL

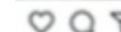
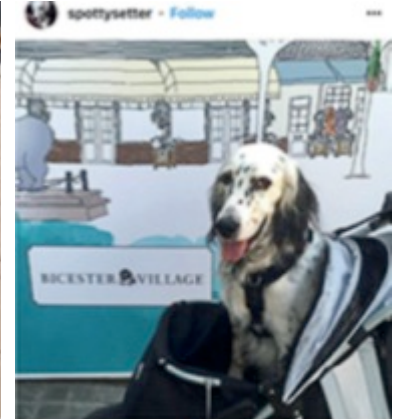


# GUESTS WITH GUESTS....



33 likes

[lola.and.jasmin](#) Bicester Village shopping with mummy. They gave us a free dog buggy to ride around in style and we could go in all the shops. We had so much fuss from everyone.



160 likes

[spottysetter](#) Thanks Spotty for being such a trouper in the Bicester Buggy so we could enjoy the shops together 🐾🐾 [#Bicester](#) [#BicesterVillage](#) [@lola.and.jasmin](#) [@lola.and.jasmin](#)





EMPOWERMENT  
NOT PROCEDURAL





PARTNERSHIPS  
**NOT** FRAMEWORKS



# 11 FASHION DESTINATIONS

Serving The World's Leading Brands

Acne Studios

ALEXANDER  
MCQUEEN

ARMANI

*Baccarat*

BALENCIAGA

BOTTEGA VENETA

BVLGARI

CÉLINE

Dior

DOLCE & GABBANA

PRADA

GUCCI

JIMMY CHOO

 MULBERRY

*Oscar de la Renta*

SAINT LAURENT  
PARIS

*Salvatore Ferragamo*

EST 1887  
SMYTHSON  
OF BOND STREET



VALENTINO

# ASSISTING OUR BRAND PARTNERS WITH DELIVERING EXCEPTIONAL EXPERIENCES

We are retailers working for retailers



# WE PARTNER WITH 400 TRAVEL TRADE OPERATORS

*including*

## Airlines



## Booking Platform



## Car Rental



## Credit Card



## Hotels

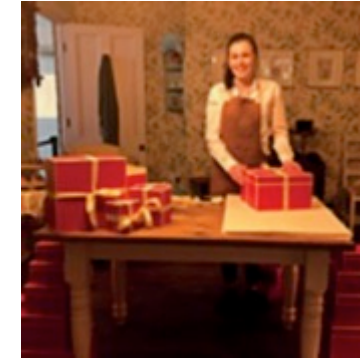


10

EVENTS  
NOT PROJECTS



# EVENTS NOT PROJECTS



Magical Savings

Chinese New Year

Christmas

# SOMETHING EXTRAORDINARY EVERY DAY™



The image features a teal watercolor background with a large, light blue number '11' centered on the page. The number is composed of two identical '1' digits, each with a thin, slanted top edge and a flat base. The text 'RETAIN AND RE-INVENT' is centered between the two '1's.

RETAIN  
AND RE-INVENT

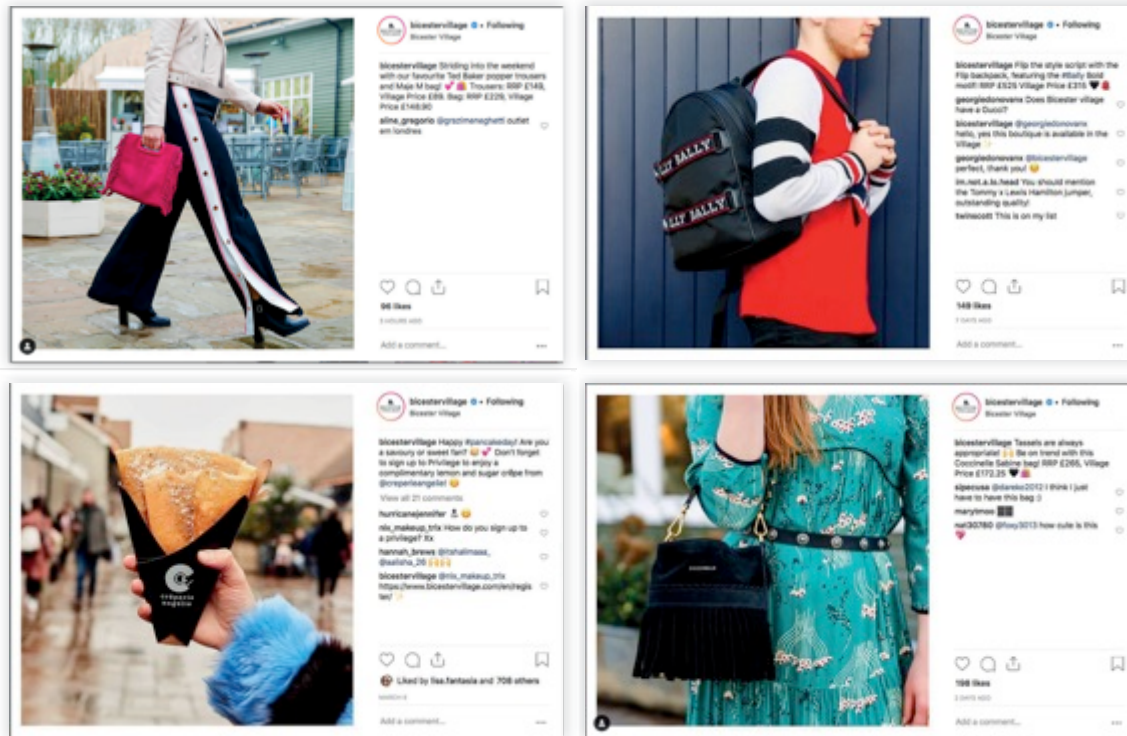
# THE APARTMENT



The background is a teal watercolor wash. Overlaid on this are two large, light blue numbers: a '1' on the left and a '2' on the right. The text 'BRICKS AND CLICKS' is centered between the two numbers.

# BRICKS AND CLICKS

# WE ENGAGE WITH OUR GUESTS THROUGH ALL DIGITAL AND SOCIAL MEDIA



Providing extraordinary tips on looks, the latest fashions and how to achieve them at great value.

Core Brand Values

Our key brand messaging is underpinned by core brand values:

- Brands
- Experience
- Value

Core Channels

- Instagram inc stories
- Facebook
- WeChat

# HOW DO WE DO IT

- We create and operate spectacular settings
- We create memories through spectacular experiences
- We put the guest at the heart of every decision we make

# AWARDED IN 2018

Bicester Village



*“Customer At The Heart of Everything – Strategy”*





*“Experience is everything: That's where we're headed. That's the retail of the future.”*

Scott Malkin  
Founder & Chairman  
Value Retail



SOMETHING  
EXTRAORDINARY  
EVERY DAY™

