

# The 2024 Beyond Shopping Report

Defining the trends transforming lifestyle  
retail in the Middle East



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# Foreword

The Middle East retail landscape is undergoing a rapid evolution, marked by a notable shift towards authentic, engaging experiences.

Gone are the days of transactional exchanges, instead, we're see a new era where customer engagement takes centre stage, focused on securing emotional connections and bolstering brand loyalty.

In the age of customer-centricity, we firmly believe that phygital experiences serve as a vital bridge, seamlessly connecting the tangible and virtual realms to craft a unified and genuinely engaging customer experience. At Majid Al Futtaim, we prioritise ensuring that these experiences are not merely immersive but, more importantly, relevant and free from gimmicks to ensure it adds genuine value to the shopping journey.

We are dedicated to pioneering a new era characterised by personalised, meaningful, and interconnected experiences that resonate with the ever-evolving preferences of our dynamic clientele. This commitment is reflected in



our omnichannel approach, ensuring a fluid and integrated customer journey across both physical and digital touchpoints.

Majid Al Futtaim's vision to create 'great moments' holds more relevance now than ever before. This focus marks a pivotal transition in the retail narrative, steering away from a purely transactional model towards one that is dynamic, interactive, and attuned to the evolving needs of today's consumers.

As we delve into this report, we explore the transformative trends shaping the retail landscape in 2024 and beyond. Armed with insights derived from data-driven analyses and fuelled by our dedication to knowledge sharing and industry growth, we aim to navigate the complexities of this ever-evolving industry, ensuring a prosperous future for us all.

## Fahed Ghanim

Chief Executive Officer  
Majid Al Futtaim - Lifestyle

# Key Headlines

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- **Consumer spending in the Middle East surged during 2023** in particular within the e-commerce segment, which is **projected to grow** to an estimated \$50 billion by 2025 .

- **Online retailing it (non-grocery) in the UAE and Saudi Arabia shows consumers spend between USD 250 – 1,500** on average per month shopping online and are highly prejudiced towards brands that offer seamless online shopping experiences, including size guides and product reviews.

- Happiness Lab data shows 60 percent of KSA based shoppers and 47 percent of UAE based shoppers are **more likely to purchase fashion and/or retail products from brands that offer a Buy Now, Pay Later payment service.**

- **The UAE and Saudi Arabia continue to experience a significant shift towards experiential and immersive retail,** with Happiness Lab respondents highlighting the

importance for stores to offer interactive and engaging in-store experiences.

- More than two thirds of consumers in the UAE and Saudi Arabia claim to have **purchased from a retail store purely because of the unique in-store experiences it had to offer.**

- **Shoppers are becoming more conscious than ever about sustainability,** with consumers willing to pay a premium for sustainable lifestyle products and growing numbers of consumers saying **sustainability practices of a lifestyle retail brand influences their decision to purchase.**

- Fashion influencers act as an important reference point for consumers with more than half of men, and 70% of women surveyed through Majid Al Futtaim's Happiness Lab saying they **follow influencers for information on products, services and latest trends.**

# Overview: Middle East Retail

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The retail industry across the entire region has witnessed sustained growth during the last year, spanning fashion, lifestyle purchases, homeware, sport and leisurewear, technology, and more, surpassing global industry standards, as reported by Euromonitor<sup>4</sup>.

E-commerce in particular, witnessed substantial growth, becoming a key driver of economic momentum.

### **UAE market dynamics continue to drive growth**

During the last decade, the United Arab Emirates has established itself as one of the world's most prominent retail markets, attracting international brands and adapting in line with market dynamics.

The retail industry is a key component of the UAE's economic diversification strategy, with

Dubai leading the way with its sophisticated megamalls such as Mall of the Emirates. The retail sector is estimated to have contributed around 18.1 percent to the country's GDP during 2021 (Alpen Capital)<sup>5</sup> and 28 percent to Dubai's real GDP during the same year<sup>6</sup>.

### **Saudi Arabia's transformative journey reaps rewards**

As the Kingdom of Saudi Arabia continues on its transformative journey towards becoming a top global retail hub, the retail sector plays a pivotal role in realising the Saudi Vision 2030. A cornerstone of the Kingdom's national transformation programme, the retail sector fuels economic growth, accounting for 22.8 percent of Saudi Arabia's non-oil GDP as of the third quarter of 2022, according to the General Authority for Statistics.

# The Future of Experiential Retail

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In recent years, traditional shopping has transformed into engaging experiences, with brands and retailers creating immersive in-store experiences for customers, beyond traditional product transactions. Retailers can captivate and retain customers through memorable, immersive experiences that extend beyond simple transactions.

The UAE in particular is experiencing a significant shift towards experiential and immersive environments as consumers actively embrace hybrid-shopping experiences, with 59 percent of UAE based shoppers utilising their smartphones to enhance their in-store experiences according to PYMNTS 2022 Global Digital Shopping Index<sup>7</sup>.

This is a trend being witnessed in Majid Al Futtaim's own stores, as mobile devices have become an extension of physical stores and customers communicate with friends about purchases and search online whilst in store for product information and reviews.

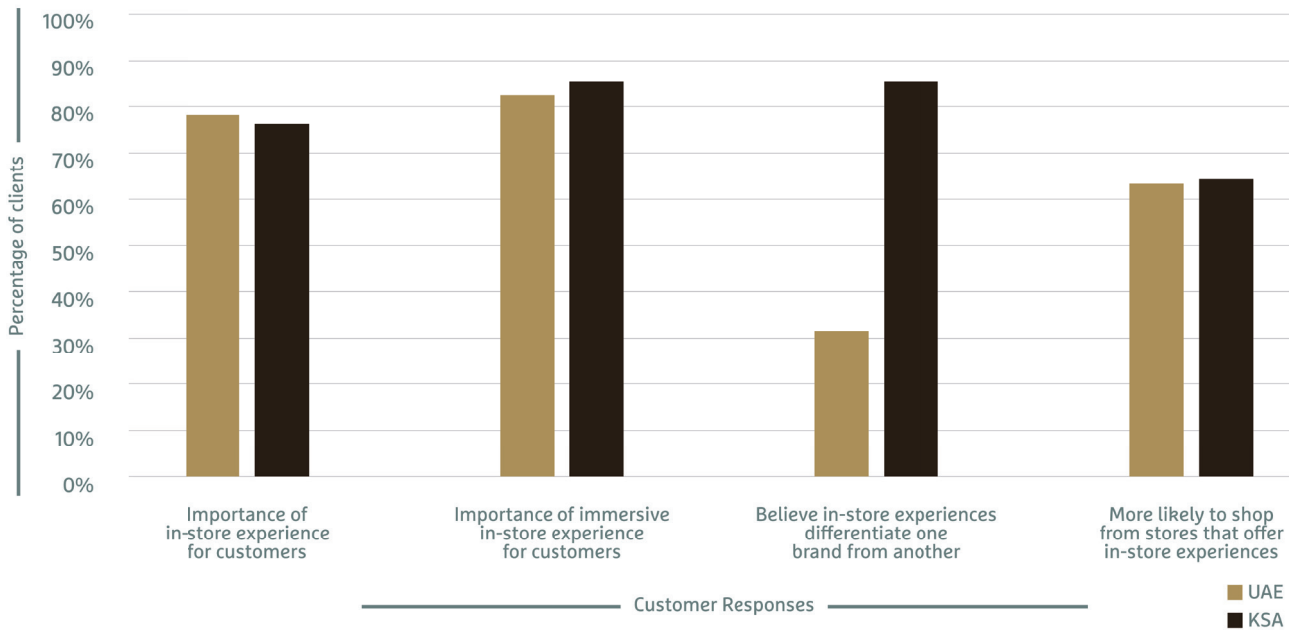
With consumers becoming more digitally driven, retailers are adopting innovative, experiential and immersive offerings such as hybrid retail experiences, virtual try-ons, and dynamic e-commerce experiences.

From interactive displays, VR demonstrations, engaging workshops and educational events, immersive experiences enhance the overall shopping experience and encourage customers to spend more time in the store, whilst building a deeper and more meaningful connection between the brand and the consumer.

Immersive retail can significantly contribute to brand loyalty by offering personalised experiences and seamless interactions.

However, in this era of immersive experiences, it is crucial for businesses to ensure that these encounters are not only innovative but also relevant and devoid of gimmicks. While creating memorable and immersive experiences, retailers must maintain a focus on commercial viability.

### Immersive In-Store Experiences: Performance and Behaviours



Source: Majid Al Futtaim Happiness Lab data

Majid Al Futtaim’s Happiness Lab data reports that 79 percent of consumers based in the UAE consider interactive and engaging in-store experiences as ‘important’ or

‘extremely important’ when choosing where to shop. Additionally, 83 percent of shoppers in the UAE, say they are more likely to visit a store that offers immersive experiences compared to a store that does not.

An immersive retail experience could include interactive displays, augmented reality features, personalised recommendations, tactile elements, and seamless online-offline integration to create engaging and memorable encounters with brands and products..

The same research found that interactive and engaging in-store experiences were also important to KSA based consumers, with 77 percent considering immersive experiences as ‘important’ or ‘extremely important’ and 86 percent confirming they are more likely to visit a store that offers such immersive experiences compared to a store that does not.

Additionally, the research found that the development of immersive stores translates into transactions, with 64 percent of KSA based shoppers and 66 percent of Saudi based shoppers claiming to have made a purchase from a retail store purely because of the unique in-store experience it offered.

In short, today’s consumers tend to favour brands that are culturally relevant, shopping experiences that are authentic, and retail environments which reflect these values.

This trend is reflected in Majid Al Futtaim stores, which has seen an increase in daily sales ranging from 20 percent to 400 percent attributed to in-store experiences such as product demonstrations, live events and brand activations. At THAT Concept Store, more than USD 270,000 of sales was generated solely from in-store brand activations in the past year.



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However, the commitment extends beyond innovation; a strong emphasis is placed on ensuring that these experiences are relevant, resonating with the evolving expectations of customers. Striking a balance between delivering meaningful experiences and maintaining commercial viability is at the core of the approach. For instance, with THAT Concept Store, 1,000 square feet of experiential space was transformed to retail after recognising that it did not align with customer preferences and it wasn't commercially viable.

This exemplifies the importance of continuously measuring, monitoring, and tweaking strategies as customer expectations evolve.

At Majid Al Futtaim, there is a recognition that the success of immersive experiences lies in their ability to stay aligned with customer needs, ensuring that each encounter goes beyond novelty and adds genuine value to the shopping journey.



# The Rise of The Conscious Consumer

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Research by PwC's Global Consumer Insights demonstrates that consumers in the Middle East are ahead of their global peers when it comes to choosing brands which prioritise sustainability, with 31 percent of Middle East respondents (versus 18 percent globally) saying they would always recommend a company or brand with a good environmental record demonstrate good ethics. Additionally almost a third consider environmental sustainability as key when investing in a product or service.

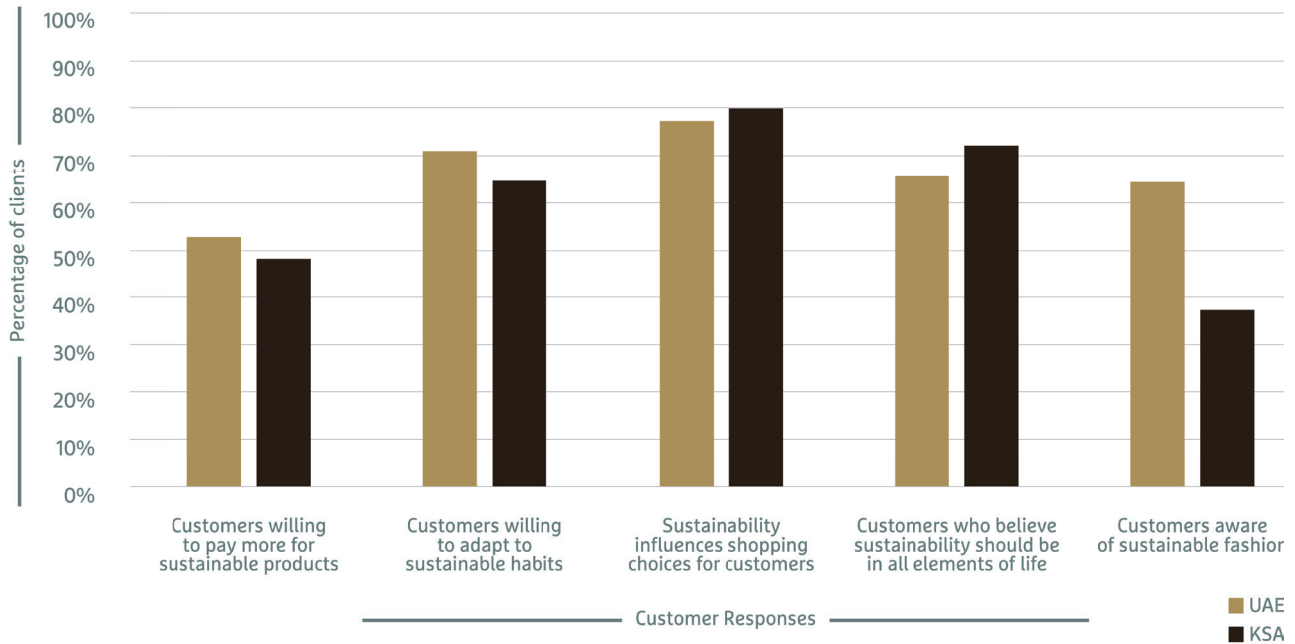
The data is further reinforced through Majid Al Futtaim's internal data, which reveals more than 52 percent of UAE based shoppers and 48 percent of KSA based shoppers willing to pay a premium for sustainable products offered by lifestyle retail brands. This highlights the importance of sustainable practices for retailers when it comes to consumer choices, with more than 52 percent of UAE based shoppers and 48 percent of Saudi based shoppers are willing to pay a premium for sustainable products offered by lifestyle retail brands. Moreover, 71 percent

of UAE-based consumers, and 65 percent of consumers in Saudi Arabia, are willing to change shopping habits in order to support eco-friendly brands. In addition, 80 percent of shoppers in Saudi Arabia and 78 percent of shoppers in the UAE, say sustainability practices of a lifestyle retail brand, influences their decision to purchase.

Deloitte's<sup>10</sup> 2023 Global Powers of Retailing also reported that shoppers are becoming more discerning about how, where and why they spend their money and are more conscious than ever about sustainability, a trend which is particularly prevalent in those from the Millennial and Gen Z generations.

The research further depicted the general agreement that sustainability should be incorporated in all facets of life, from education to healthcare, to business, with 72 percent of UAE based consumers and 66 percent of KSA based consumers agreeing with this statement.

### Conscious Consumers: Behaviours and Preferences



Source: Majid Al Futtaim Happiness Lab data

In the Lifestyle business, sustainable design and construction practices are prioritised during the planning phase of all store openings while also maximising energy efficiency and resource conservation. This includes considerations such as energy-efficient lighting, water-saving fixtures, and eco-friendly materials. An effort is also made to continue to reduce existing stores' impact on the environment, at THAT Concept Store for example, energy consumption has been reduced by more than 40 percent in the past year.

Waste reduction and recycling initiatives have been implemented across all Majid Al Futtaim stores to minimise the impact on local waste management systems and single use plastic has been removed across the business more than two years ago.

Sustainability also plays a part when selecting brand partners, with the Company ensuring each brand acquired shares the same values, and commitment to creating a more sustainable future. The lululemon, CB2 and Psycho Bunny stores in Mall of the Emirates have received a five Green Star rating for the sustainability policies, environmental and social aspects relevant to their fit-outs and operations.

# Digital Transformation and Advanced Technology

Digital transformation, particularly the prevalence of artificial intelligence (AI) technology, is a pivotal force shaping the future of the retail industry in the Middle East. AI holds transformative potential from revolutionising personalised experiences to streamlining supply chain management, and automating customer service.

Insights derived from a survey among retail executives conducted by Ernst & Young,<sup>11</sup> underscore the paramount role of technology integration. A notable 82 percent of respondents emphasised the importance of advanced technologies such as AI, augmented reality (AR), and big data analytics to ensure future success in the retail sector.

The trajectory of AI and machine learning is set to play an even more significant role in predicting consumer behaviour, fostering even higher levels of personalised shopping experiences tailored to individual preferences.

Anticipated to have a substantial impact in the UAE, the adoption of AI aligns with an economic potential of nearly 14 percent of the country's GDP by 2031, in accordance with the UAE National Strategy for AI.

Majid Al Futtaim is committed to actively pioneering the rapid transformation of retail spaces by integrating new technology to enhance the in-store experience, from adopting cashier-less checkouts, to smart home re-designs, to introducing advanced interactive displays.

As part of the Group's' overall digital transformation, Majid Al Futtaim has introduced a Customer Dashboard analytics tool, offering a comprehensive view of customers, encompassing purchase history, Customer Lifetime Value, initial and recent interactions, staff engagement, and overall experience for all brands.

This tool enables personalised journeys, tailored marketing messages, and enhances the overall customer experience, thus driving overall engagement.

Majid Al Futtaim's analytics team studies customer transactional data to understand current trends, consumer behaviour and preferences, allowing the Company to engage its audiences with customised messaging online as well as in-store.

Interactions are also seamlessly tracked as part of the Group's' Customer Dashboard analytics tool, which enables bespoke journeys, and empowers curated marketing and clientelling.

Additionally, Majid Al Futtaim's pioneering Markdown and Discounts Dashboard serves as a powerful addition to its analytics suite, empowering the business to achieve markdown optimisation, increase margins, and reduce unnecessary discounts.

The Group's' investments in planning tools, including 30+ Robotic Process Automation (RPAs), have automated repetitive tasks, allowing employees to focus on insights and areas that require human ingenuity and problem-solving. Assortment forecasting, another innovative measure, has not only improved operational efficiency but is projected to result in a minimum 3 percent uplift in revenue.

## Shining a light on e-commerce

According to a report by Statista<sup>12</sup>, the e-commerce market in the Middle East and North Africa (MENA) reached \$28.5 billion in 2021, and is projected to surge to an estimated \$50 billion by 2025.

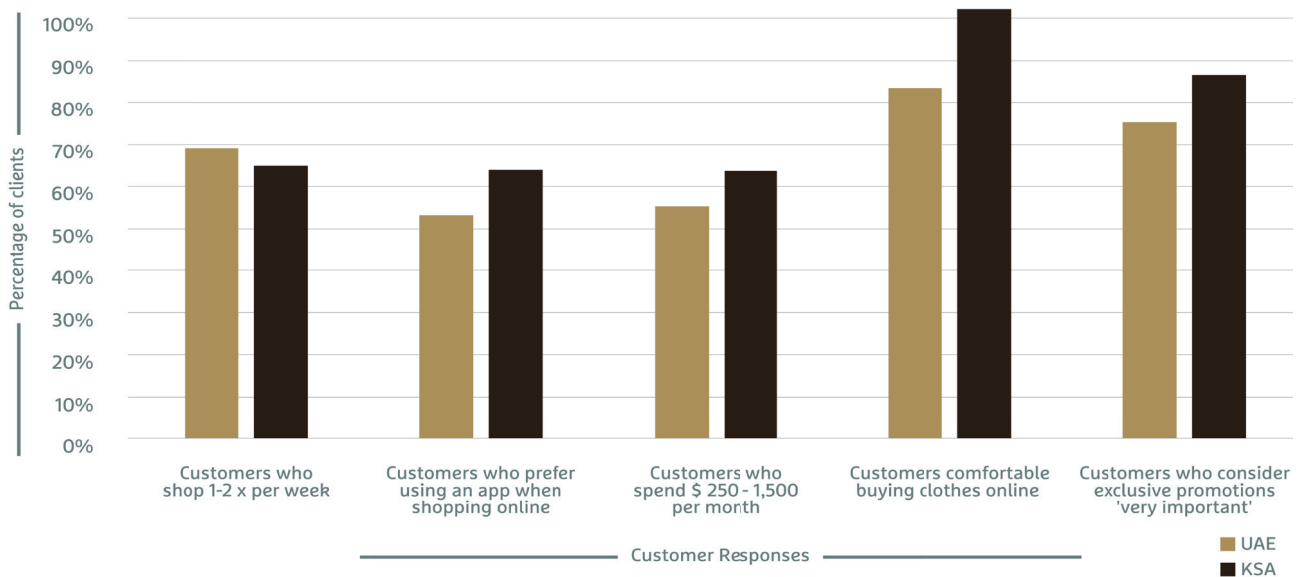
A recent study conducted by PwC<sup>13</sup> revealed that approximately 67 percent of consumers in the region now prefer online shopping, highlighting the shift in consumer behaviour towards e-commerce.

Majid Al Futtaim’s Happiness Lab data found that 49 percent of UAE based consumers and 46 percent of KSA based consumers shop online at least once or twice per week, with 39 percent of UAE based shoppers and 45 percent of KSA based shoppers each spending between USD 250 - 1,500 on average per month. Exclusive online deals and discounts as well as convenience are the top factors that influence the decision to shop online as opposed to in-store.

Due to the high smartphone penetration in the region, with consumers utilising their phones for browsing, researching and purchasing, 89 percent of UAE and KSA consumers believe it’s important for brands to offer a mobile website option, while 90 percent of UAE consumers and 89 percent of KSA consumers say it’s important for brands to have a dedicated app.

In fact, more than 90 percent of consumers in both markets stated that they are more likely to purchase fashion and/or retail products from brands which offer a seamless online shopping experience. The top online features UAE and KSA shoppers want to see include size guides and product reviews, followed by product recommendations and related items to buy.

### Online Shoppers: Behaviours and Preferences



Source: Majid Al Futtaim Happiness Lab data



## THAT Concept Store: Harnessing new technology to transform the retail experience

Majid Al Futtaim's Happiness Lab research has found that consumers in the UAE and KSA, highly value experiential retail and prioritise stores that offer unique in-store experiences.

Brands and retailers that are successful, pre-empt and predict consumer needs long before the shopper knows what they are looking for.

One such example is THAT Concept Store, Majid Al Futtaim's multi-brand homegrown retail concept located within Mall of the Emirates, Dubai. The concept was born in 2020 as a result of qualitative customer research and following a deep analysis of customer needs and global trends, which determined a gap in the market for an alternative and diverse shopping experience that didn't yet exist in the market.

THAT Concept Store continues to raise the bar since becoming the first complete lifestyle concept store in the region, with the latest curated fashion, art, home and beauty, offered by contemporary, luxe brands.

The store boasts a collection of more than 300 international and regional brands from established and emerging designers, and strategically integrates experiential retail, and digital transformation, aligning closely with the evolving trends in the market.

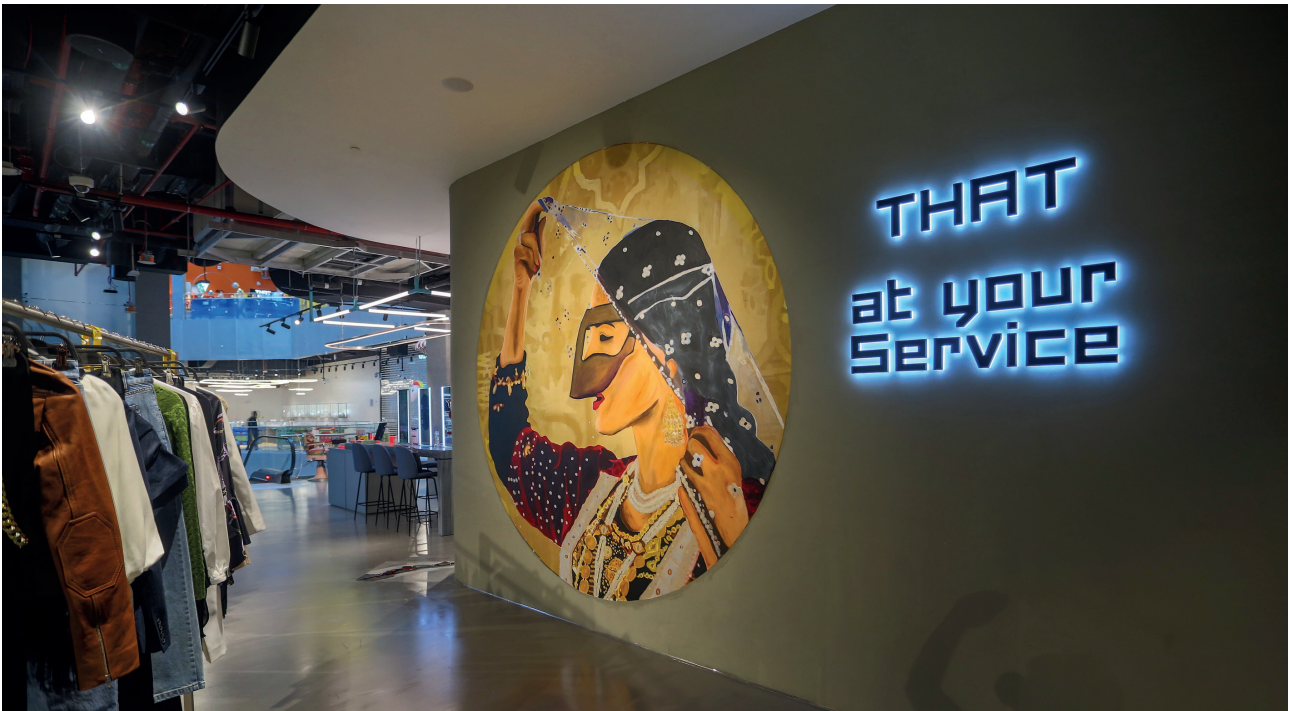
Home to an innovative 'Magic Mirror', which provides convenience for customers within the fitting room and extends to size and colour product requests, the store showcases Majid Al Futtaim's commitment to actively pioneering the rapid transformation of retail spaces.

The award-winning, distinctive concept offers customers an individualised journey across an immersive in-store space, including a beauty hub for women and a grooming station for men, an art and culture space, gift wrapping service, tailoring and personal shopping service.

In the last year alone, THAT hosted more than 20 in-store brand activations, pop-ups and events spanning art and culture, fashion, gaming, CSR & diversity and inclusion, as well as offering regular in-store experiences such as DJs on weekends, 'meet the buyers', press events and private trunk shows. In 2023, more than AED 1 million of sales was generated solely from in-store brand activations.

The retail experience is complimented by a pop-up space that has hosted photography exhibitions, fashion and art collaborations, capitalising on THAT Concept Store's ability to enter into a two-way dialogue with consumers and bring new trends to life in an immersive environment that adds genuine value to their shopping journey.

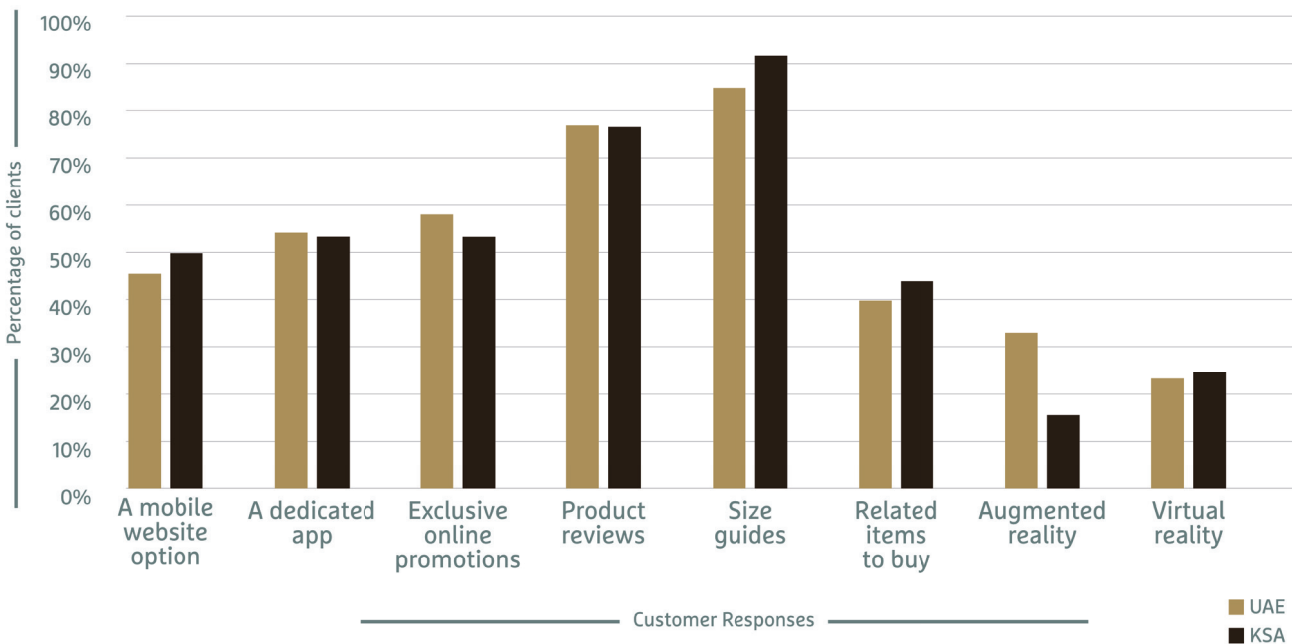
This commitment to relevance and genuine value is embedded in Lifestyle business strategy, ensuring that immersive experiences not only meet, but anticipate the evolving expectations of customers, creating lasting impressions and driving meaningful engagement.



As consumers focus on a flexible approach to managing their personal finances, the industry has witnessed a surge in Buy Now, Pay Later (BNPL) FinTech models, enabling customers to take advantage of interest-free credit over short-term installment plans. Majid Al Futtaim's own online stores have seen BNPL sales more than double in 2023, compared to the previous year.

In line with this trend, the adoption of Buy Now, Pay Later (BNPL) services has emerged as a key factor in consumer decision making with 60 percent of KSA based shoppers and 47 percent of UAE based shoppers more likely to choose fashion and retail brands that offer a BNPL payment service.

**Online Shoppers: Preferred Features**



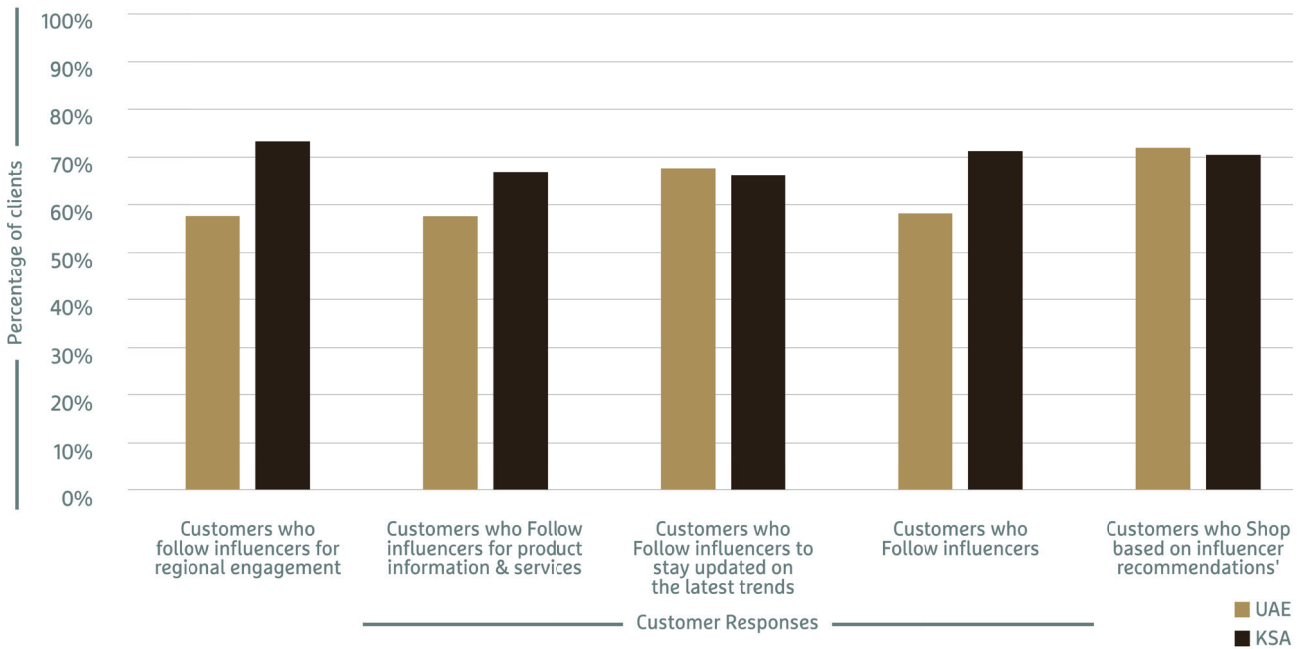
Source: Majid Al Futtaim Happiness Lab data

# The Influence of Influencer Marketing

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### Influencer Followers: Behaviours



Source: Majid Al Futtaim Happiness Lab data

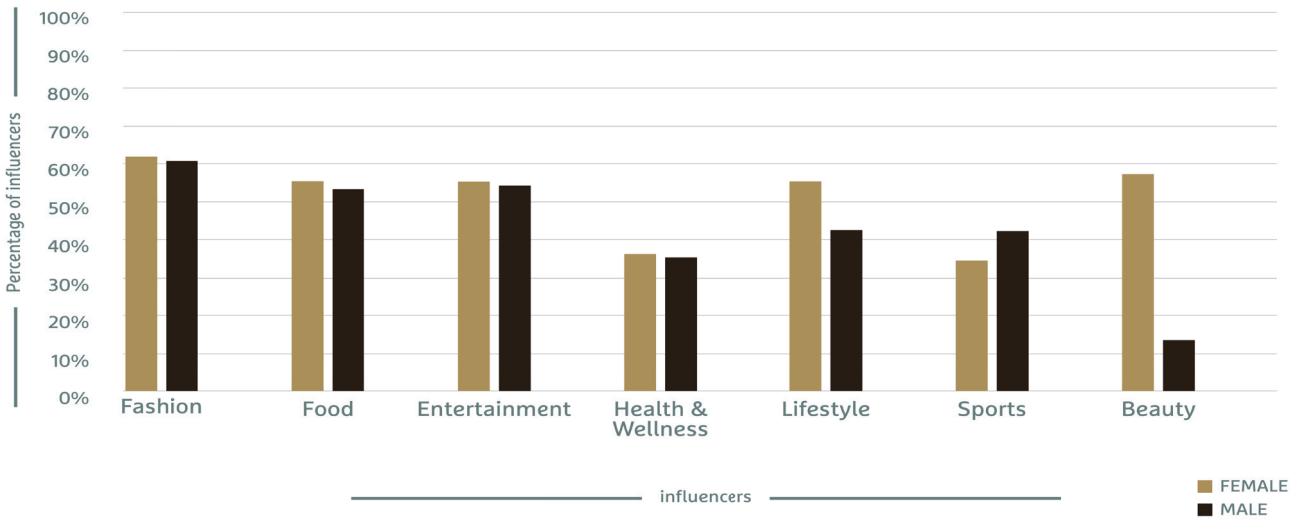
Consumers in the Middle East actively seek out brands that are authentic and culturally relevant. Similarly, consumers highlight the impact of digital key opinion leaders, commonly known as ‘influencers’, who create authentic content, emphasising how collaborations foster trust and build engagement and ultimately shape purchasing decisions.

Majid Al Futtaim’s Happiness Lab research found 71 percent of female UAE based consumers and 58 percent of male UAE based consumers claim to follow influencers in general. Similarly in KSA, 78 percent of female and 58 percent of males based in Saudi Arabia are follow influencers.

The same proprietary research by Majid Al Futtaim found that 63 percent of KSA based female shoppers have a high preference for fashion influencers, followed by travel (60 percent), food (57 percent), and entertainment (57 percent).

The primary motivation for this engagement across both regions is the desire for information on products or services with 67 percent of UAE based consumers and 58 percent of KSA based consumers stating product information as a key driver. Staying abreast of the latest trends was also cited by 66 percent of UAE based consumers and 68 percent of Saudi Arabia based respondents. These findings underscore the continued relevance and effectiveness of influencers as potent marketing tools for brands and retailers in the region showing no signs of decline.

### KSA Follower Preferences



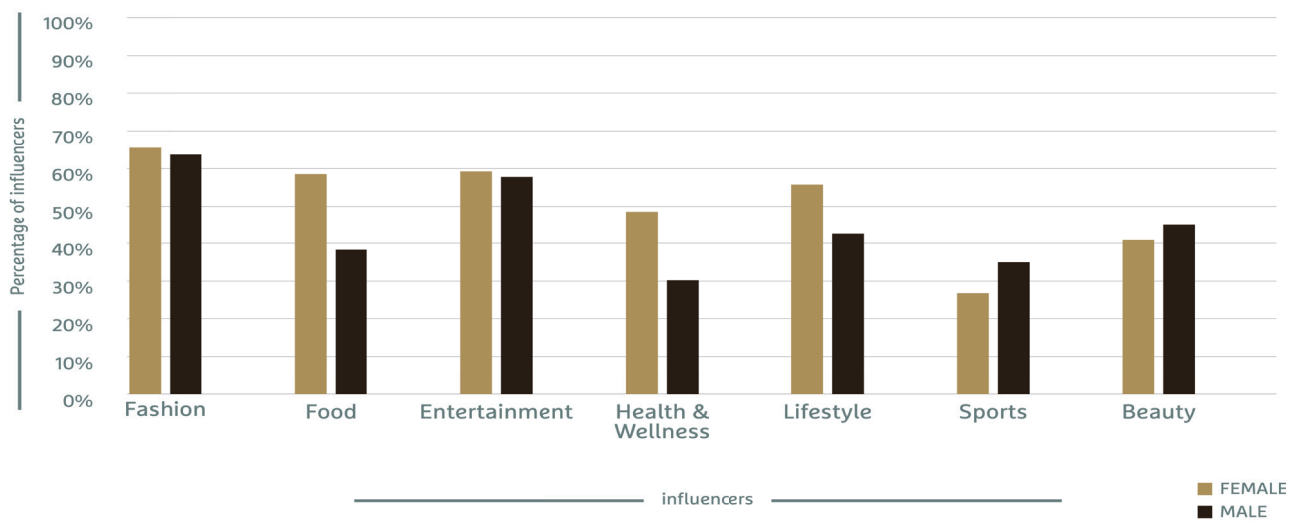
Source: Majid Al Futtaim Happiness Lab data

KSA based male shoppers stated a preference for technology influencers (62 percent), travel influencers (62 percent), and food influencers (55 percent).

UAE based females demonstrated the highest interest in food influencers (67 percent) followed

by travel influencers (61 percent) with fashion influencers just behind (60 percent). UAE based males also preferred food influencers (65 percent) followed by travel influencers (59 percent) while fashion influencers sit at (38 percent).

### UAE Follower Preferences



Source: Majid Al Futtaim Happiness Lab data

Influencer marketing is expected to continue becoming more important as audiences spend more time online, seeking genuine and relatable content. The rise of social media platforms and the increasing reliance of consumers on

digital channels for product discovery and recommendations underscore the significance of influencers in building awareness and shaping consumer perceptions.



In an era where authenticity is paramount, influencers play a central role in bridging the gap between brands and consumers. The ability of key opinion leaders in creating authentic, engaging content resonates with audiences, fostering a sense of trust that goes beyond traditional advertising<sup>14</sup>.

As consumers increasingly value peer recommendations and real-life experiences, influencer collaborations offer brands a powerful avenue to connect with their target audience on a more personal level.

# Conclusion

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The integration of cutting-edge technologies is instrumental in transforming the retail experience. Augmented reality and virtual reality applications provide immersive and interactive experiences, blurring the boundaries between physical and digital realms. AI-driven personalisation, through sophisticated algorithms, enables brands to deliver tailored recommendations, enhancing the overall shopping experience and establishing a sense of individuality for each customer.

Within this rapidly evolving retail marketplace, it is evident that the retail industry continues to thrive across various sectors and there is a clear opportunity for global, as well as local brands and retailers, to grow their market share through embracing evolving customer dynamics, entering innovative partnerships and curating authentic experiences.

It is clear that the retail landscape is evolving rapidly, with a notable trend towards authentic,

immersive experiential retail. We are seeing a shift from conventional transaction-based retail towards more immersive and engaging experiences for customers. It aims to establish deeper emotional connections, increase brand loyalty, and create memorable encounters that go beyond the act of purchasing products.

Majid Al Futtaim's commitment to creating 'great moments' is more relevant now than ever before.

This focus signifies a pivotal shift in the retail landscape, transitioning from a purely transactional model to one that is dynamic and interactive, responding to the evolving needs of today's consumers.

Through this research, Majid Al Futtaim has identified four key trends shaping the next decade within the retail industry:

### **1. Pivoting from purely transactional to interactive and emotive**

Today's modern consumer enjoys engaging with a brand and feels valued when they are provided opportunities to connect and engage.

Brands that establish a connection and build relationships have the potential to be incredibly successful, especially as customer experience, whether offline or online has a huge impact on purchasing decisions and building loyalty.

Brands and retailers that foster a culture of interconnectedness and focus on interactional and building emotions rather than being purely transactional will thrive.

### **2. AI and automation reshaping the industry**

The retail industry has been fast to adopt AI, and boast copious amounts of data, which provides valuable consumer insights. Organisations and brands which integrate AI and automation into all levels of their business operations, will thrive in the increasingly dynamic industry.

Majid Al Futtaim continues to work to meet the growing consumer demand for digital and omnichannel experiences, with AI and automation embarking on a digital transformation journey to merge physical and virtual experiences through seamless omnichannel offerings. The Company aspires to be as prominent digitally as it is physically by adding a digital dimension to its businesses and enhancing its data and analytics capabilities.

### **3. ESG: Charting the path toward retail's sustainable future**

At Majid Al Futtaim, we firmly believe that environmental, social, and corporate governance play a major role in how businesses are moving forward, and maintain that building brands,

operations and supply chains which benefit people and the planet is crucial to sustainable success. Sustainability efforts underscored by tangible governance translate to successful performance.

Majid Al Futtaim has been prioritising long-term sustainable growth by setting ambitious, science-based emissions reduction targets validated by the Science Based Targets initiative (SBTi), focused on a zero-carbon economy, boosting innovation and driving sustainable growth. The organisation is on track to become net positive in carbon and water by 2040.

### **4. Phygital experiences represent a powerful opportunity to engage with consumers**

In an era where the physical and digital worlds converge, the concept of phygital experiences has emerged as a transformative force in consumer engagement.

Blurring the lines between the physical and digital realms, phygital experiences represent a dynamic approach that combines the tangible aspects of brick-and-mortar interactions with the convenience and innovation offered by digital platforms.

As the retail landscape continues to evolve, this fusion of physical and digital elements stands out as one of the most powerful methods to engage with consumers, this includes the adoption of omnichannel strategies, ensuring a cohesive experience across both physical and digital touchpoints. It's imperative that these experiences are not just immersive but also relevant, steering clear of gimmicks, to resonate authentically with the diverse preferences and expectations of today's tech-savvy and experience-driven clientele.

# Methodology

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## Methodology



This 2024 Beyond Shopping Report draws on the following main sources:

- Majid Al Futtaim's Market Research Online Community (MROC): The primary source of consumer insights comes from The Happiness Lab, Majid Al Futtaim's MROC in the UAE and KSA. With a thriving community of 31,100 members actively participating in various consumer surveys, this platform provides valuable perspectives on evolving consumer behaviour.
- This report includes specially commissioned research, integrating Majid Al Futtaim's own case studies, insights, and data drawn from various facets of the organisation's business operations. To ensure a comprehensive view, we surveyed more than 1434 consumers across the United Arab Emirates and 1202 in Saudi Arabia. This survey utilised a mix of qualitative and quantitative research methodologies, incorporating multiple-choice and open-ended questions to capture a rich tapestry of consumer perspectives.
- Third-Party Analysts and Organisational Reports: To enrich insights, reports have been incorporated from respected third-party analysts and organisations. Each external source is meticulously credited and detailed in the endnotes, contributing valuable context to the broader retail landscape.
- Majid Al Futtaim's commitment to transparency and acknowledging inherent biases remains paramount.



# Endnotes

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- 1 <https://www2.deloitte.com/xe/en/pages/about-deloitte/articles/swift-moves/thriving-e-commerce-landscape-in-the-middle-east.html>
- 2 IMF Country Reports: United Arab Emirates: 2023 / Report
- 3 <https://www.imf.org/en/News/Articles/2023/10/13/pr23351-uae-imf-staff-concludes-visit>
- 4 <https://www.euromonitor.com/world-market-for-retailing/report>
- 5 <https://alpencapital.com/research/2022/Alpen-Capital-GCC-Retail-Industry-2022.pdf>
- 6 <https://www.stats.gov.sa/en>
- 7 <https://www.pymnts.com/study/2022-global-digital-shopping-index/>
- 8 <https://www.lightspeedhq.com/blog/the-rise-of-experiential-retail/>
- 9 <https://www.pwc.com/m1/en/media-centre/2022/pwc-middle-east-global-consumer-insights-survey-2022-pulse-4.html>
- 10 <https://www2.deloitte.com/xe/en/pages/consumer-business/articles/gobal-powers-of-retailing-2023.html>
- 11 [https://www.ey.com/en\\_ae/consumer-products-retail/how-technology-can-drive-transformation-in-retail](https://www.ey.com/en_ae/consumer-products-retail/how-technology-can-drive-transformation-in-retail)
- 12 <https://www.statista.com/study/42335/ecommerce-report/>
- 13 <https://www.pwc.com/gx/en/industries/consumer-markets/consumer-insights-survey.html>
- 14 <https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-influencer-marketing>

For more information about the Majid Al Futtaim Lifestyle business visit [www.majidalfuttaim.com](http://www.majidalfuttaim.com)

