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Global Distribution Opportunity Proposal

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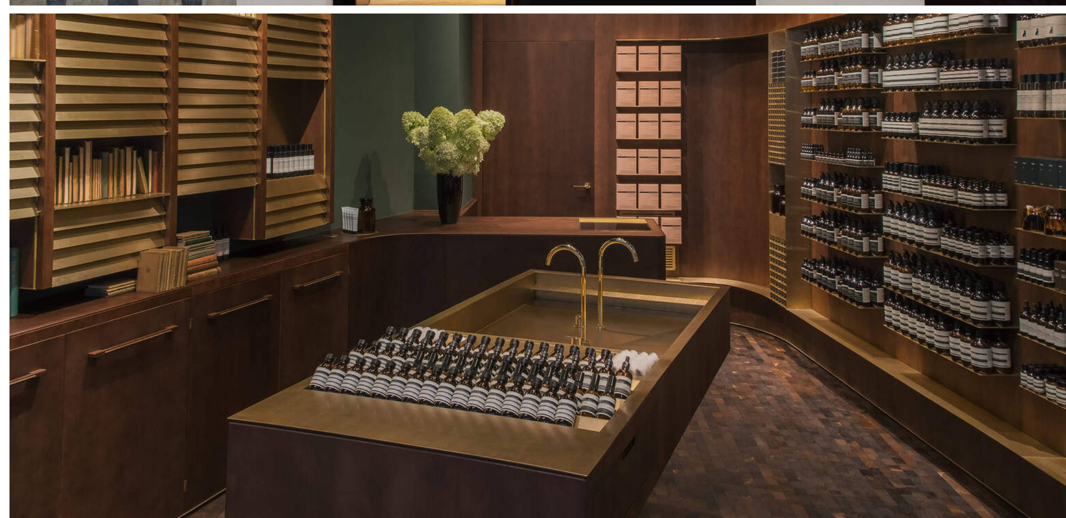


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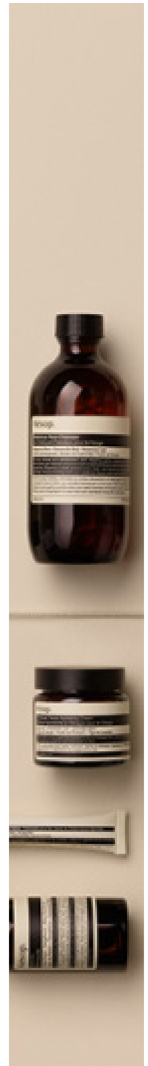

EXECUTIVE SUMMARY

AESOP's expansion into **Lusail, Qatar**, leverages the brand's minimalist luxury heritage to capture a share of a burgeoning premium cosmetics market valued at USD 137.92 million in **2025 and growing at a 5.2% CAGR.** The flagship boutique will occupy a yet-to-be-confirmed footprint in Place Vendome Mall—Qatar's premier luxury destination with 560 outlets across 1.15 million m and 16.5 million annual visitors (2024) in a **64% year-over-year increase.**

The **Lusail store** will feature AESOP's signature amber-glass dispensers, a ritual bar, and a personalized consultation alcove, all housed within a biophilic, French-inspired interior that complements Place Vendome's grand domes and marble corridors. Product assortments will center on core cleansers, serums, and premium ritual sets tailored to Gulf climate conditions.

An omnichannel distribution model will drive sales:
Signature Flagship: 70%
Department-store concessions: 20%
Localized e-commerce with same-day delivery: 10%

Year 1 revenue is projected at USD 2.1 million with a 60% gross margin, reflecting capture of ~3% of **Qatar's premium skincare segment.** A USD 420,000 marketing budget will activate influencer collaborations, immersive digital storytelling, and sustainability workshops. Operational innovation,including AI-driven inventory replenishment and a hybrid team of skincare specialists and digital ambassadors,will ensure service excellence.

AESOP differentiates itself from Kiehl's, Le Labo, and Byredo by fusing botanical science with architectural retail experiences, delivering an unhurried, consultative journey that honors local culture. **Backed by L'Oreal Luxe's global network and financial strength,** this Lusail flagship is poised to establish AESOP as Qatar's leading botanical luxury skincare brand.

CHAPTER 1: BRAND INTRODUCTION

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COMPANY OVERVIEW

AESOP Corporations (acquired - Loreal Lux Division)

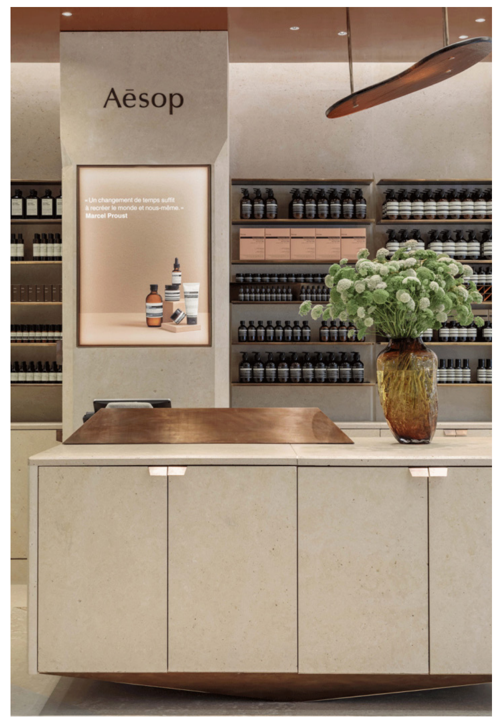
AESOP is a Melbourne-born luxury skincare brand founded in 1987, renowned for its plant-based formulations, minimalist apothecary packaging, and architecturally bespoke retail environments that emphasize sensory exploration and consultative service. Over three decades, AESOP has grown into a global purveyor with more than 400 signature stores across 29 countries, delivering a curated range of cleansers, serums, and body treatments designed for discerning, design-conscious consumers.

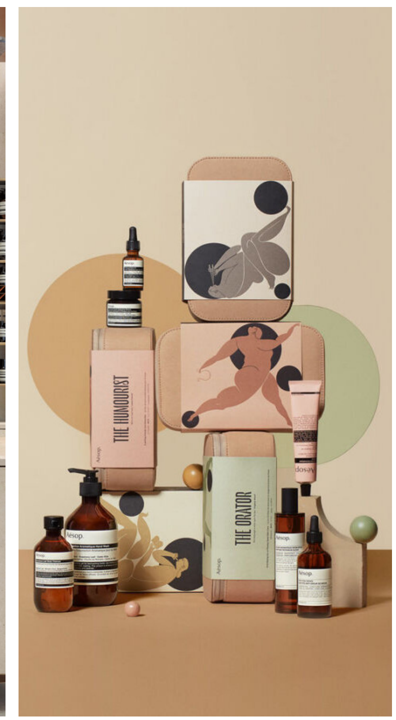
Ownership Structure

Founded in 1987 as an independent apothecary in Melbourne, AESOP operated privately until Natura & Co's majority investment in 2012. In September 2023, Loreal Lux Division completed a USD 2.5 billion acquisition, situating AESOP within a leading global beauty portfolio while preserving its creative independence and decentralized decision-making model.

Retail Strategy and Experiential Stores

AESOP crafts each boutique as a bespoke environment that "weaves into the fabric of the street," adapting heritage spaces, such as former carpark ramps and historic townhouses, into minimalist, sensory-driven stores. Consultative service, open-apothecary layouts, and locally sourced architectural elements underscore an immersive retail journey that prioritizes discovery over transactions





Growth and Expansion
Prior to its latest acquisition, AESOP expanded from a single salon line to over 400 signature stores in 29 countries, consistently outpacing the global beauty market with double-digit annual revenue growth. Strategic partnerships in Asia and Europe fueled network density, while digital channels contributed to omnichannel scale-up.

Product Diversification and Innovation
Beyond core cleansers and serums, AESOP's portfolio spans body care, hair care, fragrance, and home ritual collections—each developed through botanical science and presented in minimalist amber packaging. Sustainability milestones include 56.5% post-consumer recycled plastic in bottles and trials of bulk refill systems to advance circularity.

Local Collaborations & Customised Store Design
An additional facet of AESOP's ethos is its commitment to community engagement and cultural collaboration: the brand regularly partners with local artists, architects, and cultural institutions to host in-store exhibitions, workshops, and neighborhood activations that deepen consumer connections and reinforce AESOP's role as a cultural ambassador in each market.

Future Growth Initiatives
Guided by a Decarbonisation Roadmap, AESOP aims for net-zero emissions by 2050 and a 50% reduction in embodied carbon for new store designs by 2027. Collaborations with 3 Keel on climate risk mapping and Impatience Earth for corporate climate investments will underpin resilient supply-chain practices and responsible expansion in emerging markets

AESOP - COMPANY HISTORY

1987: Founding of Aesop Apothecary
Dennis Paphitis establishes Aesop in Melbourne as a boutique apothecary specializing in plant-based formulations dispensed in minimalist amber bottles.

1997: First International Boutique in Taipei
Following the success of its Melbourne salons, including the original St Kilda concept Aesop opens its first overseas store in Taipei, marking the brand's initial foray into Asia and setting a template for culturally responsive retail environments.

2003: Inaugural Bespoke Boutique Launch in St Kilda
Aesop transforms a former carpark ramp in St Kilda into its first purpose-designed standalone store, emphasizing architectural integrity and sensory merchandising exploration

2012: Strategic Investment by Natura & Co
Global beauty group Natura & Co acquires a majority stake in Aesop, providing capital and supply-chain capabilities to accelerate the brand's international expansion.

2016: Expansion into Body and Hair Care
Aesop diversifies beyond facial treatments by launching dedicated body and hair care lines, reinforcing its botanical science credentials and broadening its sensory portfolio.

2018: Entry into Key Asian Markets
Flagship stores open in Tokyo and Singapore, with retail concepts and product assortments tailored to local cultural and climatic contexts to optimize market fit.

2020: Launch of Global E-Commerce Platform
Aesop debuts Aesop.com, a fully localized digital storefront offering region-specific language, currency, and payment options across 29 markets, integrating online and offline experiences.

2022: Introduction of Home Rituals Collection
The brand extends into ambient fragrance with scented candles and room mists formulated from signature botanical blends, marking Aesop's first home-based sensory line.

October 2023: Release of Inaugural Impact Report
Aesop publishes its first sustainability report, disclosing environmental performance metrics and setting interim targets for packaging circularity and carbon reduction.

September 2023: Acquisition by L'Oreal Luxe
L'Oreal Luxe completes a USD 2.5 billion acquisition of Aesop, integrating the brand into a leading global beauty division while preserving its creative autonomy and consultative retail ethos.

January 2024: Milestone of 400+ Signature Stores
Aesop's network surpasses 400 standalone boutiques in 29 countries, reflecting a decade of rapid growth driven by its experiential retail model and market-specific strategies.

July 2025: Launch of Decarbonisation Roadmap
Aesop commits to net-zero carbon emissions by 2050 and aims to reduce embodied carbon in new store builds by 50% by 2027, alongside pilot trials of bulk refill systems to advance packaging circularity.

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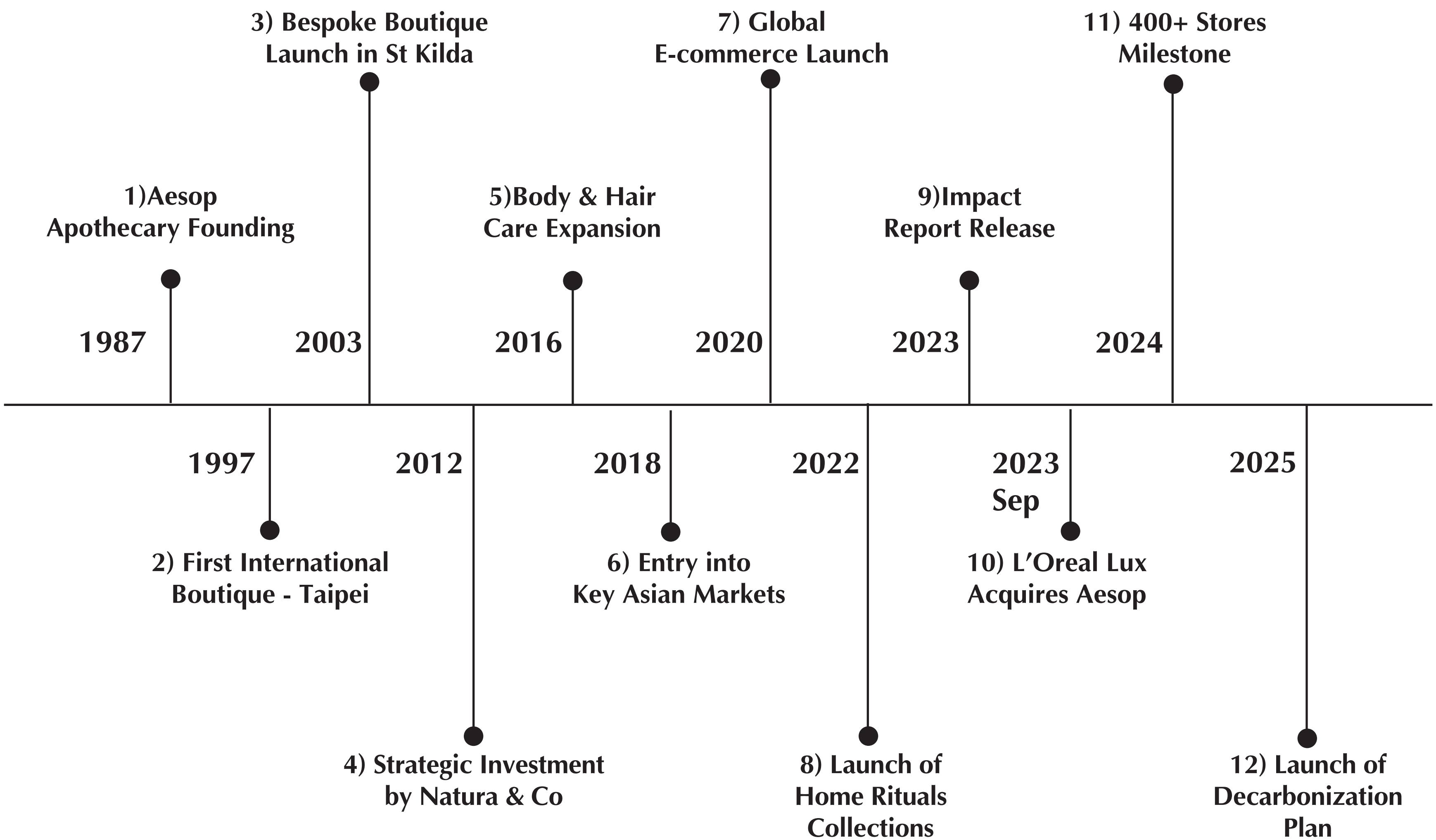
AESOP - HISTORY

Timeline



COMPANY & SECTOR GROWTH

AESOP COMPANY OVERVIEW

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Nature & Co. to L'oreal Lux Acquisition & Growth

natura &co   L'ORÉAL LUXE

Aesop **has demonstrated exceptional financial performance,** particularly accelerating under L'Oreal ownership following the 2023 acquisition from Nature & Co.

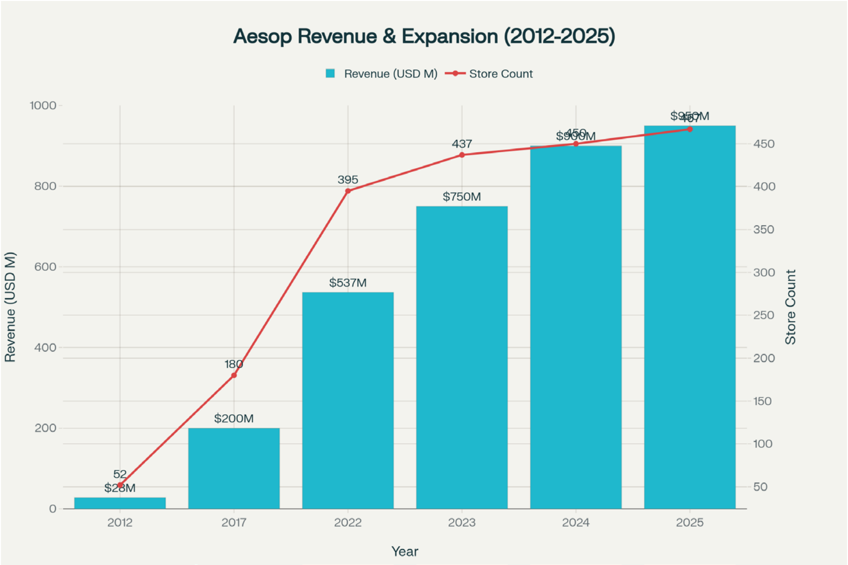
Revenue Trajectory (2012-2025):

Year	Revenue (USD)	Growth Driver	Store Count	Markets
2012	$28 million	Natura acquisition baseline	52	8
2017	~$200 million	International expansion	~180	18
2022	$537 million	Pre-L'Oréal peak under Natura	395	29
2023	$750+ million	L'Oréal integration year	437	29
2024	~$900 million	China acceleration, U.S. deepening	450+	29
2025 YTD	Approaching $1B	GCC entry, travel retail expansion	467	29

Key Performance Metrics (2024-2025):
Annual Growth Rate: 20% (double the global beauty market average)
Store Expansion: Adding 30-40 stores annually

Geographic Revenue Split:

Asia: ~50% (Japan #1 market, China fastest-growing)
North America: ~25% (90 stores across 16 U.S. states)
Europe: ~20% (strong UK, France, Italy presence)
Middle East & Other: ~5% (emerging markets)



The chart visualizes Aesop's exceptional growth trajectory from 2012 to 2025, illustrating both financial performance and retail expansion in tandem.

Key insights include:
Revenue Growth (Left Axis - Columns):
2012-2017: Revenue grew from $28M to $200M (7x increase over 5 years under Natura ownership)
2017-2022: Accelerated to $537M (2.7x growth in 5 years)
2022-2025: Approached $1B ($950M by 2025 YTD) following L'Oreal acquisition, with 20%+ annual growth rate

Total Growth: 34x increase from 2012 baseline over 13 years
Store Expansion (Right Axis - Line):

AESOP Company Growth & Performance

Financial Growth Trajectory

AESOP's revenue trajectory demonstrates exceptional growth momentum, particularly following its 2023 acquisition by L'Oreal Group. The brand's financial performance underscores its market strength:

2022 Revenue: USD 537 million

2023 Revenue: USD 750+ million (increased 39.7% year-over-year)

2023 Q1-Q2 Revenue (Post-Acquisition): USD 7.88 million, up 9.2% year-over-year

Annual Growth Rate: Approximately 20% CAGR in recent years—double the global beauty market average of 10%

This exceptional growth rate positions **AESOP among the fastest-expanding luxury skincare brands globally**, despite the brand's deliberate approach to expansion and resistance to aggressive promotional tactics common in the beauty industry.

Acquisition & Strategic Milestone
In August 2023, L'Oreal Group completed the acquisition of AESOP from Natura & Co. for USD 2.53 billion, marking L'Oreal's largest acquisition to date. This strategic acquisition validates AESOP's brand equity and market positioning while providing the resources for accelerated global expansion. Critically, L'Oreal maintained AESOP's operational independence, brand philosophy, and product development approach—demonstrating confidence in the brand's existing strategy rather than seeking to alter its core identity.

Geographic Expansion & Market Presence
AESOP operates across approximately 24 markets directly and has been systematically expanding its physical retail footprint:

Current Store Portfolio
1. Total Stores (2024): 73+ locations globally
2. **Recent Expansion (2024):**
3. 4 new stores in New York City
4. 2 locations in Europe
5. 1 location in Asia
6. **Flagship store in Beverly Hills (March 2024)**
7. Debut store in Seattle (2024)

Strategic Market Focus
Asia-Pacific: Accounts for approximately 50% of AESOP's global revenue
Japan remains AESOP's No. 1 market globally
China identified as fastest-growing market, with first physical store opening November 2022

Regional expansion driven by sophisticated consumer preferences for premium formulations and brand authenticity

North America: Growing retail presence with strategic focus on key cities (New York, Los Angeles, Seattle)

Europe: Selective expansion in premium shopping districts.

Premium Beauty & Skincare Sector Growth

Global Market Size & Growth Projections

Brand Philosophy & Market Positioning
AESOP's growth strategy is fundamentally differentiated from industry norms:

No Celebrity Endorsements: Eschews influencer-driven marketing in favor of community connection and brand storytelling

No Discount Culture: Maintains price integrity through consistent positioning rather than promotional campaigns

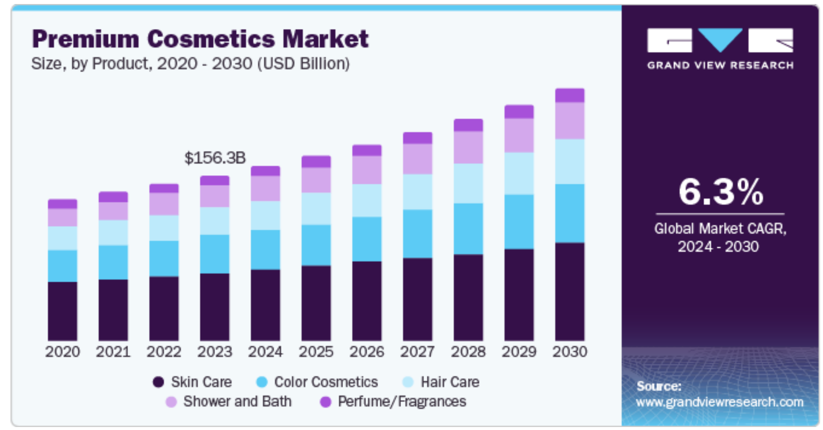
Curated Expansion: Selective retail presence creates perceived scarcity and exclusivity rather than mass distribution

Community Integration: Each store reflects local history and culture, creating authentic connections with regional consumers

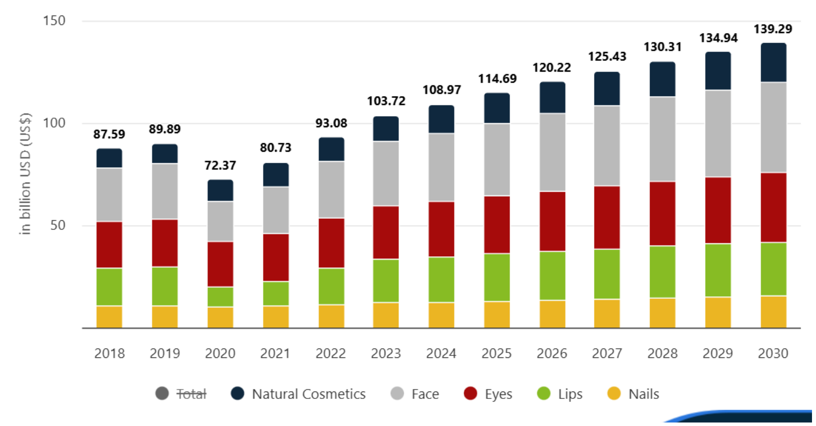
This **"quiet luxury"** approach aligns with emerging consumer preferences for authenticity, quality, and meaningful brand engagement over transactional relationships driven by discounting and celebrity association.

Global Market Size & Growth Projections
The global premium beauty and skincare sector is experiencing robust expansion across multiple market segments:

Premium Cosmetics Market
A. 2023 Market Size: USD 156.3 billion
B. 2030 Projected Size: USD 238.0 billion
C. CAGR (2024-2030): 6.3%
D. 2025-2029 Growth: Expected to increase by USD 28.74 billion at a CAGR of 7.5%



Cosmetics - Revenue



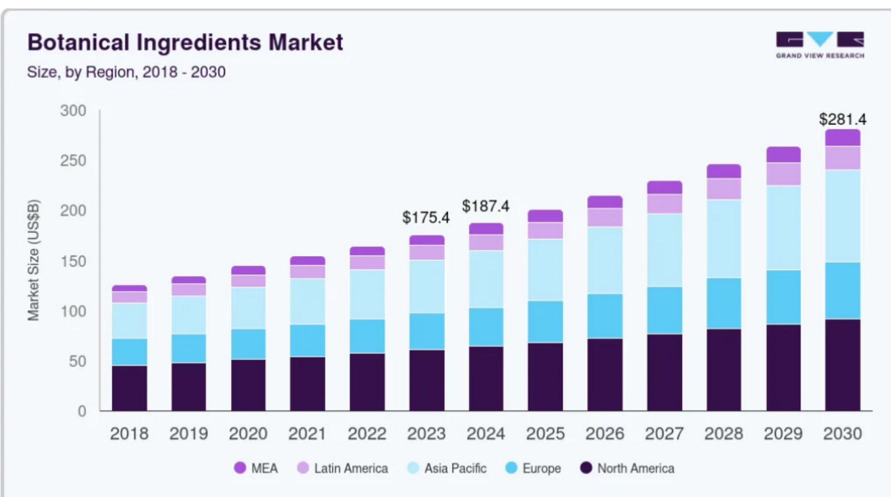
Key Market Drivers & Trends in Premium Cosmetics

Clean Beauty & Natural Ingredients Movement

Consumer demand for **clean and natural beauty products continues to accelerate,** with significant growth projected across multiple segments. Approximately 59% of consumers prefer beauty products labeled as clean, natural, or organic, while 68% of consumers actively seek skincare brands with transparent ingredient sourcing and clean formulations.

The **botanical skincare ingredients market** presents a substantial growth opportunity, valued at **USD 1.32 billion in 2024** and projected to reach **USD 2.47 billion by 2032**, growing at a compound annual growth rate (CAGR) of 8.20%. The broader botanical ingredients market demonstrates even larger potential, with projections from USD 175.44 billion in 2023 to USD 281.41 billion by 2030, representing a 7.0% CAGR.

Key botanical ingredients driving formulation trends include aloe vera, rosehip oil, green tea, chamomile, and bakuchiol. Advanced botanical actives such as peptides and antioxidants are gaining prominence for their clinically-validated benefits, while natural preservatives derived from botanical sources are increasingly replacing synthetic alternatives in premium formulations.



Premium Cosmetics Market Trends

i. **Quiet Luxury & Minimalism defines contemporary premium beauty through minimalist design**—frosted glass, brushed metal, subdued branding—and "skinimalism" emphasizing streamlined, efficacy-driven routines of 3-5 products. Marketing prioritizes understated branding and sensory experience over explicit promotion, with luxury expressed through quality and sustainability rather than ostentation.

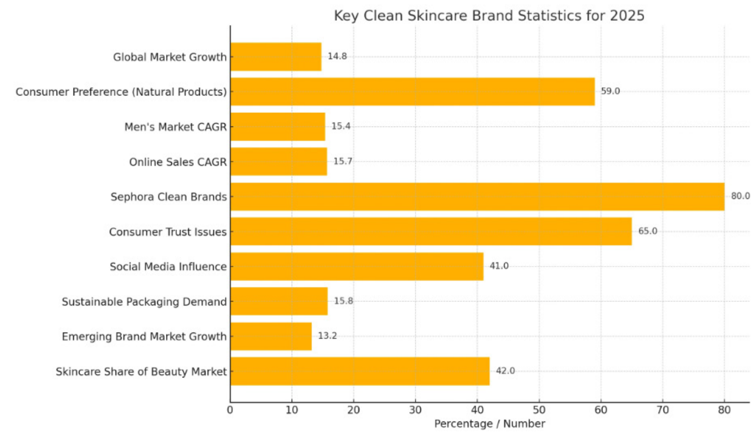
ii. **Technology Integration** is now baseline in premium retail. AI-driven skin analysis, AR virtual try-ons, and customization platforms deliver personalized experiences across digital and physical touchpoints, transitioning from differentiator to expected offering.

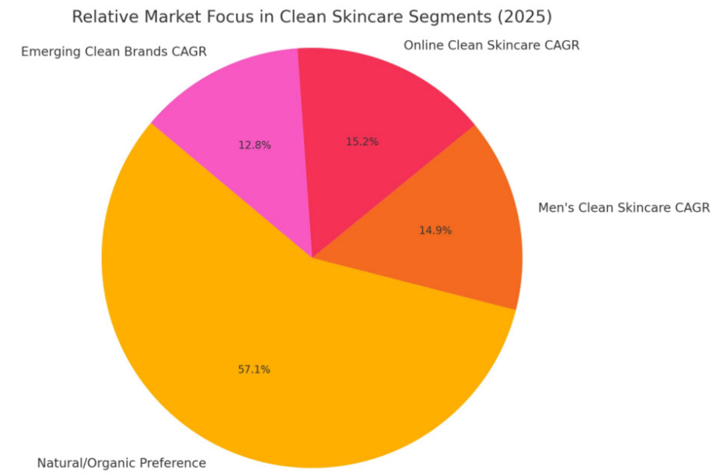
iii. **Gen Z & Millennial Dominance** shapes market priorities: 64% of Gen Z and 67% of Millennials demand ethical sourcing and eco-friendly packaging. This cohort favors emerging independent brands over legacy corporations, requires seamless e-commerce and digital consultations, and spends over USD 2,000 annually on beauty despite price consciousness.

iv. **Efficacy-Driven Formulations** reflect shifting consumer focus from reactive to proactive skincare. Clinically-validated actives (retinoids, peptides, antioxidants) and multi-functional products address aging concerns while supporting simplified routines.

v. **E-Commerce Growth accelerates** at 15.7% CAGR through 2030, with Instagram influencing 41% of purchases. Micro-influencers and subscription models replace traditional celebrity endorsements.

vi. **Male Grooming Premiumization** grows at 15.4% CAGR as skincare normalizes beyond basic hygiene, encompassing comprehensive routines with specialized treatments





BRAND & RETAIL IDENTITY

AESOP - Brand Analysis through KAPFERER's Prism

Overview

AESOP's brand and retail identity represents a masterclass in **"quiet luxury" positioning**, where the brand communicates value through architectural restraint, material authenticity, and sensorial depth rather than conventional marketing tactics or visible branding. Founded in Melbourne in 1987, **AESOP has constructed a distinctive identity grounded in minimalism, sustainability, and deeply localized retail experiences** that transcend transactional retail to become cultural touchstones within their communities.

KAPFERER'S BRAND IDENTITY PRISM

SENDER

Physique

Aesop's hallmark: **Amber "apothecary" bottles** and brown jars; monochrome, text-heavy labels; aluminum tubes. **Calm, sensorial store design.** Packaging is uniformly **utilitarian yet tactile,** reflecting **a blend of science and nature.**

Culture

Australian roots; design-led ethos that blends science and sensorial pleasure. R**espect for architecture**, literature, and local context—**each store is unique.** High standards for product testing, formulation rigor, and responsible packaging.

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Personality

Intellectual, understated, curious, with clear, concise language and subtle wit that invites exploration.

Relationship

Consultative and scholarly: in-store experts guide bespoke regimens; digital content (essays, interviews) deepens dialogue beyond transactions.

Reflection

Aesop cultivates a consultative, almost scholarly rapport with customers. In-store consultations prioritize listening and exploration, guiding individuals to bespoke regimens. Digital and print communications extend this dialogue, offering essays and interviews that enrich the relationship beyond transactional exchanges.

Self image

Users of Aesop see themselves as intellectually curious caretakers of their well-being and environment; they feel refined, mindful, and empowered by making choices that align with personal and ecological values. Their grooming ritual becomes an act of self-care and a thoughtful ritual.

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BRAND & RETAIL IDENTITY

AESOP - Brand Analysis through KAPFERER’s Prism

Physique:
Iconic amber apothecary bottles with minimal monochromatic labels communicate heritage and clinical precision. Glass vessels, aluminum tubes, and understated packaging create “cabinet-of-curiosities” retail aesthetics through restraint and material substantiality rather than ornamentation.

Culture:
Founded 1987 on botanical efficacy, AESOP prioritizes ingredient transparency, sustainability, and ethical responsibility. B Corp-certified with cruelty-free practices, carbon neutrality commitments, and closed-loop refill programs. Design philosophy emphasizes locally relevant architecture over global standardization and community connection over corporate homogeneity.

Personality:
Intellectually rigorous, quietly confident, and refined in minimalism. AESOP communicates through detailed product education and ingredient storytelling rather than celebrity endorsements. The brand persona remains playfully curious despite restraint, respectfully positioning skincare as evidence-based practice.

Relationship:
Consultative “unselling” model prioritizes customer education over transaction completion. In-store consultants discover needs through dialogue; digital service mirrors retail expertise. Community building extends beyond transactions through events, foundation partnerships, and localized content engagement.

Self-Image:
AESOP customers perceive themselves as intellectually discerning, aesthetically sophisticated, ethically conscious, and empowered skincare practitioners valuing authenticity over marketing artifice and minimalist design over conspicuous branding.

Reflection:
AESOP mirrors customer aspirations toward authentic living, refined intentionality, global-local identity, environmental stewardship, and intellectual engagement with skincare science rather than passive consumption.

Seven Ps Framework:
Premium positioning (USD 42–135 range), no-discount pricing strategy, controlled direct-to-consumer distribution across 250+ flagships, education-focused promotion without traditional advertising, consultative people-centric service,

CURRENT TARGET SEGMENT ANALYSIS

TARGET SEGMENT ANALYSIS

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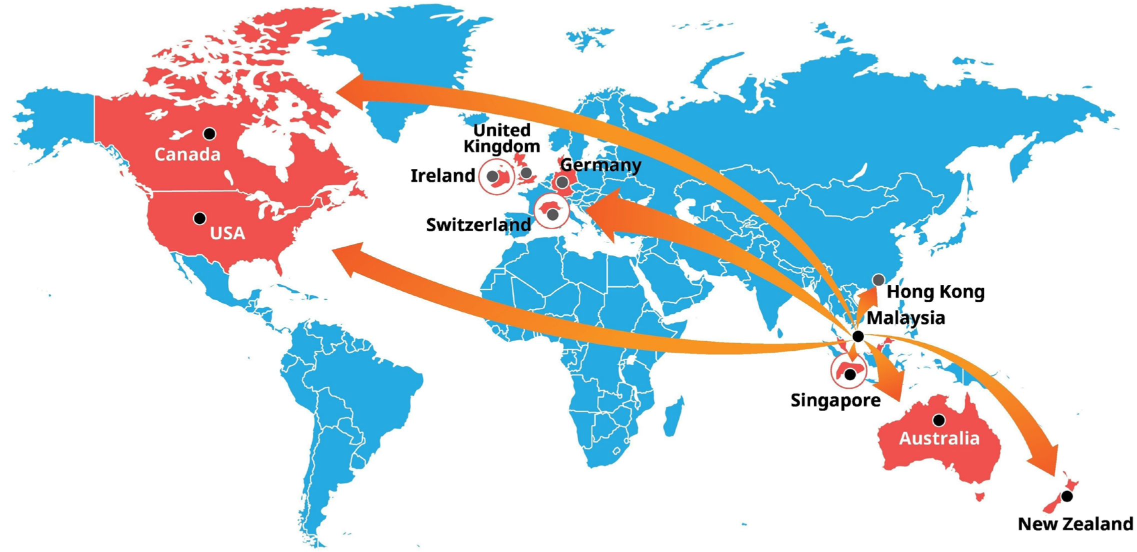
AESOP's Core Global Customer Profiles

Segment 1: Ethical Minimalists (40% Global Base)

The largest AESOP customer cohort prioritizes **ethical consumption and ingredient transparency** above aesthetic trends. Concentrated in **Australia (home market), United Kingdom, Northern Europe (Germany, Scandinavia), and Canada**, these consumers exemplify the clean beauty movement, willing to invest 40-60% more in products validated through transparent sourcing and botanical efficacy.

According to **Statista's 2024** prestige beauty report, affluent consumers in this segment spend **USD 326-650** quarterly on premium skincare, specifically seeking cruelty-free, sustainable, and scientifically-formulated solutions. **AESOP's B Corporation certification**, carbon neutrality commitment, and refillable packaging architecture directly address this segment's values, creating exceptional brand loyalty and organic word-of-mouth advocacy.

These consumers research extensively before purchase and view "**AESOP as a trusted authority, not a luxury status symbol.**"



TARGET SEGMENT ANALYSIS

AESOP's Core Global Customer Profiles

Segment 2: Design & Wellness Enthusiasts (35% Global Base)

This segment emphasizes **experiential luxury and architectural significance** in beauty consumption, representing the fastest-growing demographic in **AESOP's Asia-Pacific markets (Japan: 48% of revenue, South Korea, Australia) and emerging UAE presence.**

According to **Euromonitor's 2025 luxury cosmetics analysis,** these consumers (primarily Millennials ages 28-40 with USD 80,000-200,000 annual income) view skincare as ritualistic practice embedded within holistic wellness lifestyles. They value the **consultative in-store experience**, minimalist design aesthetics, and brand storytelling over promotional claims.

Market data shows this segment accounts for **35% of premium cosmetics spending in luxury-conscious markets**, with particular concentration in Japan, where cultural appreciation for refined, minimal design traditions aligns perfectly with AESOP's architectural philosophy.

Travel retail presence (airports, luxury hotels) particularly resonates with this **affluent, globally-mobile demographic.**

TARGET SEGMENT ANALYSIS

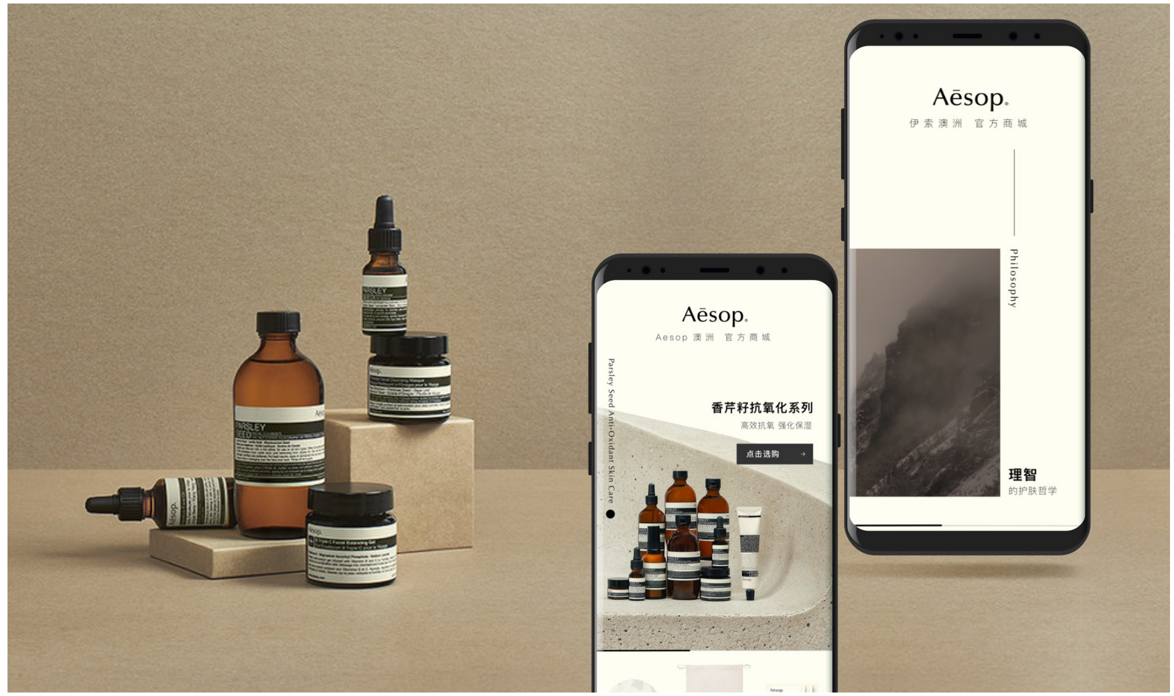
AESOP's Core Global Customer Profiles

Segment 3: Luxury Aspirants & Digital Natives (25% Global Base)

The emerging third segment comprises **digitally-native, socially-informed luxury consumers** concentrated in rapid-growth markets including **China (fastest-growing), Southeast Asia, and North American Gen Z (ages 18-32).**

Statista's 2024 report indicates **70% of Millennials and Gen Z** are willing to pay 10-25% premiums for personalized, experience-driven luxury. Unlike purely influencer-driven segments, **AESOP's no-advertising approach paradoxically appeals to this authenticity-**conscious demographic seeking escape from overt brand messaging.

E-commerce penetration (29 localized platforms, same-day delivery in major cities) serves this segment's research-and-purchase preferences. While currently 25% of AESOP's base, this segment represents the highest growth velocity, with China and Southeast Asia markets experiencing double-digit year-over-year expansion as disposable income rises and clean beauty awareness spreads.



Consumer Behavior Insights: Premium Skincare Purchasing

Target Demographics & Psychographics Rationale for Chosen Segments

Primary Consumer Segments:

i. **Affluent Quality-Seekers:** High disposable income, prioritize product efficacy and ingredient quality over brand recognition; willing to invest premium pricing for perceived functional benefits
ii. **Ethical Consumers:** Prioritize sustainability, ethical sourcing, cruelty-free production; make purchasing decisions based on brand values alignment
iii. **Wellness-Oriented:** Integrate skincare within holistic wellness routines; seek products supporting skin health rather than cosmetic enhancement
iv. **Tech-Savvy Millennials/Gen Z:** Expect personalization, digital engagement, transparency; research ingredients and brand practices before purchasing
v. **Experiential Luxury:** Value in-store experiences, community connection, and ritualistic application over product accumulation

Purchase Drivers & Decision Criteria

Ingredient Transparency: 68% of consumers prioritize clean, comprehensible ingredient lists

Efficacy Validation: Preference for dermatologically-tested formulations and clinical study backing

Brand Purpose: Alignment with social responsibility, environmental commitment, and community engagement

Retail Experience: Premium in-store design, expert consultation, and immersive product discovery

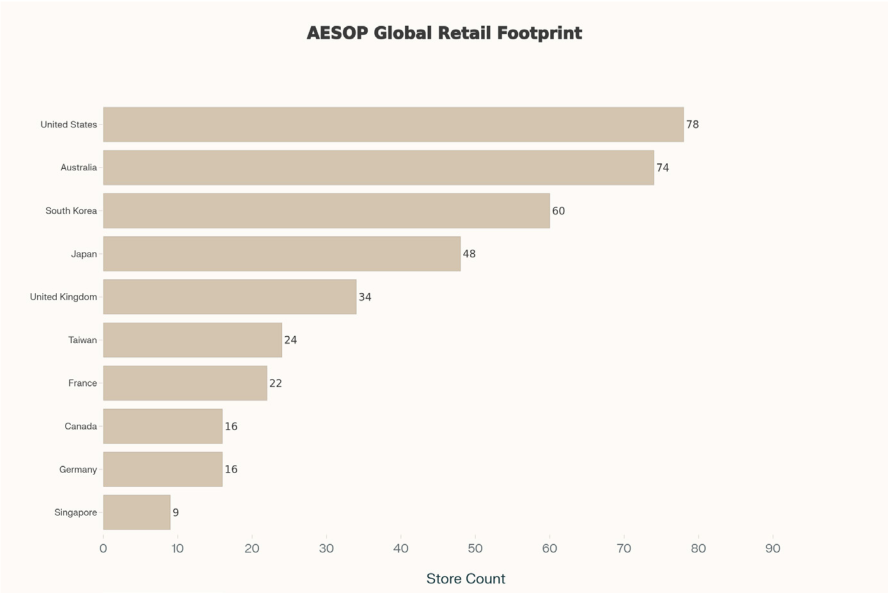
AESOP : CURRENT MARKET DISTRIBUTION

AESOP Current Distribution

Strategic Foundation for Qatar Expansion

Overview: Current Global Distribution Network

AESOP operates a carefully curated global distribution network comprising **467 company-owned signature** stores across **29 countries as of 2025,** supported by selective wholesale partnerships in premium department stores and travel retail channels. This controlled distribution strategy maintains brand equity while enabling strategic geographic expansion. The brand's deliberate selectivity in market entry positions it for premium market penetration in emerging luxury beauty destinations, particularly within the Gulf Cooperation Council region.



Key Market Absence: Middle East & Gulf Cooperation Council Region

Notably, AESOP currently maintains minimal to no direct retail presence in the Middle East, including the GCC countries (UAE, Saudi Arabia, Qatar, Kuwait, Bahrain, Oman). This represents a significant strategic gap within a region demonstrating exceptional growth potential for luxury skincare and premium beauty.

Current Global Distribution Architecture:

467 stores across 29 countries with detailed store count breakdown
Tier 1 markets: Japan (48), South Korea (60), Australia (74), US (78)
Tier 2 growth markets: UK (34), Taiwan (24), France (22), Germany (16)
Tier 3 emerging: China (6), Singapore (9), Hong Kong (15)

Critical Gap Identified: No direct retail presence in GCC
(UAE, Saudi Arabia, Qatar, Kuwait, Bahrain, Oman)

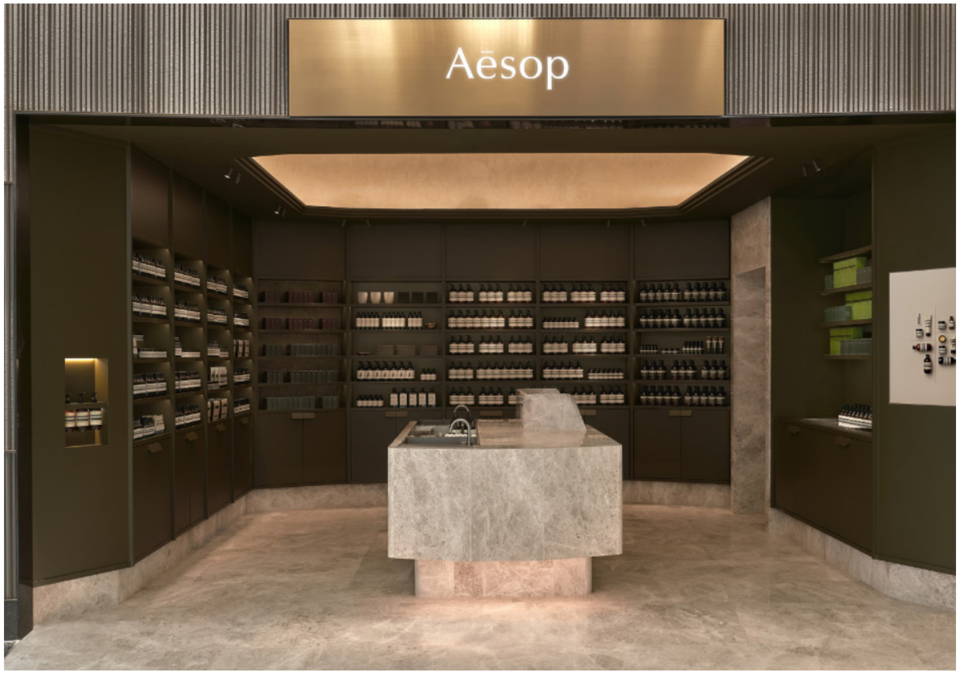
Current Distribution Channels: Multi-Channel Architecture

1. Direct-to-Consumer Retail (Primary Channel)

Flagship & Signature Stores:

Company-owned boutique locations designed by local architects
Consultative retail model emphasizing product testing and education
Premium location selection within luxury shopping districts
Centralized sinks functioning as experiential focal points
High-touch customer service trained in brand philosophy

Distribution Characteristics:
Average store size: 300–500 sq ft (minimalist design strategy)
Consistent brand experience globally while adapting to local cultural contexts. Investment in architectural significance and community integration. Staff trained as "Aesopians" across consultative service protocols



Distribution Density & Geographic Selection

AESOP employs **sophisticated location selection criteria prioritizing cosmopolitan cultural hubs** over foot-traffic metrics. Stores concentrate in affluent urban districts with established luxury retail ecology, proximity to complementary brands (galleries, bookshops, design studios), and meaningful local architectural heritage. Strategic clustering in major cities enables staffing efficiency while risking potential cannibalization—a trade-off management consciously monitors.

The **flagship store investment strategy** signals post-L'Oreal acquisition repositioning: expansion into large-format stores enables "much more immersive experience[s]" and fuller brand expression capability, particularly in strategic markets **(New York, London, Paris)** where architectural significance attracts design-conscious media coverage and cultural validation.

2. Selective Department Store Partnerships

Wholesale Partnerships:

North America: Nordstrom, Saks Fifth Avenue (selective locations)
Canada: Holt Renfrew, Ogilvy, Saks Fifth Avenue
Australia: Myer department stores (exclusive counter partnerships)
Limited European presence: Select premium department stores maintaining curated assortments

Partnership Characteristics:

Counters designed to reflect AESOP retail aesthetic (minimized branding, dedicated consultants)
Limited product assortment compared to flagship stores
Wholesale partnerships restricted to premium retailers; avoid mass-market distribution. Counter design maintains brand integrity despite shared retail environment

The L'Oreal acquisition (2023) necessitated distribution expansion, requiring portfolio integration while maintaining AESOP's distinctive brand architecture. The key innovation enabling this strategy is counter design mimicking flagship retail aesthetics, minimized branding, dedicated consultants, and custom fixtures create "AESOP retail zones" rather than standardized departmental displays. This design philosophy prevents brand dilution typical of wholesale distribution.

Restricting partnerships exclusively to premium retailers reinforces luxury signaling; AESOP remains discoverable only in legitimate luxury destinations, not mass-market environments. Limited product assortments compared to flagships serve multiple functions: simplified inventory management, preservation of flagship stores as "destination experiences," margin protection through reduced markdowns, and reinforcement of the philosophy that complete product discovery requires flagship pilgrimage.

Geographic market rationale varies: North American partnerships extend suburban accessibility while maintaining downtown flagship prominence. Canada's concentrated luxury retail ecology (Holt Renfrew dominance) necessitates selective wholesale for national penetration. Australia's home market maturity leverages Myer's national presence through exclusive counter design. Intentionally limited European wholesale preserves flagship-centric positioning in cultural capitals.

3. Travel Retail & Premium Hotel Distribution

Airports & Duty-Free:
Presence in premium airports (London Heathrow, Paris CDG, Tokyo Haneda)
Selective positioning in luxury hotel retail environments
Travel retail tailored to affluent, internationally mobile consumers

Characteristics:

i. Targeted toward high-spending international travelers
ii. Premium pricing maintained across all channels
iii. Limited assortment reflecting travel-size product availability

Premium Airport Positioning

i. London Heathrow, Paris CDG, Tokyo Haneda ultra-premium terminals
ii. Selective luxury hotel retail environments
iii. Travel retail exclusivity reinforcing premium brand discovery

Consumer Target

i. Affluent international travelers
ii. Design-conscious, quality-prioritizing demographic
iii. Culturally sophisticated, high-spending psychological state

Positioning Strategy

i. Limited travel-size assortments (bestsellers, signature fragrances)
ii. Premium pricing maintained across all channels
iii. Tax-free value communicates accessibility, not depreciation
iv. Restricted ultra-premium terminal presence prevents mass-market democratization

Channel Function

i. Brand ambassador extension to new geographic markets
ii. Introduction moment for affluent travelers
iii. Maintains positioning consistency across all distribution channels
iv. Captures consumers during high-receptivity travel moments

4. E-Commerce & Omnichannel Integration

Strategic Approach
AESOP extends consultative retail experience into digital channels, prioritizing customer education and personalized guidance over transactional convenience.

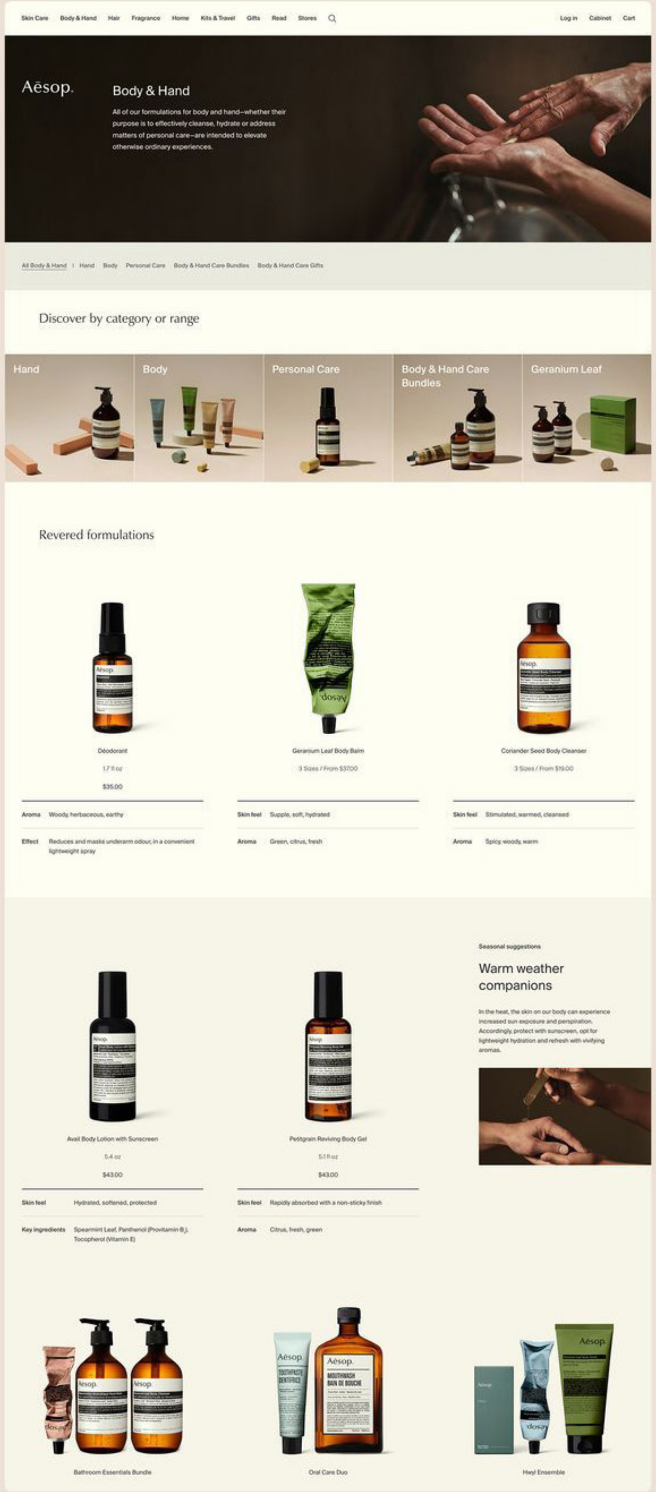
Digital Distribution Infrastructure
Localized E-Commerce Platforms
29 market-specific aesop.com regional variations
Same-day delivery in select affluent urban centers (Australia, UK, North America, Asia)
Seamless omnichannel integration enabling online-to-offline consultation continuity

Digital Consultation Services
Online consultants trained identically to in-store staff
Real-time customer dialogue mirroring flagship consultative protocols
Personalized recommendations based on integrated customer data

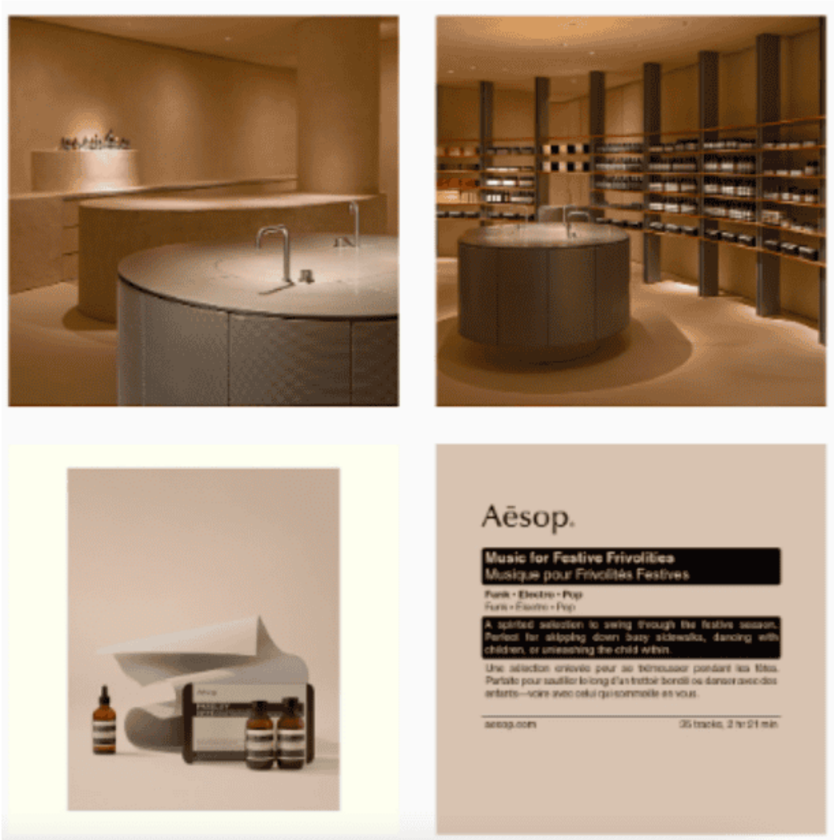
Digital Experience Characteristics
Content-First Strategy
Educational focus (how-to videos, ingredient guides, skincare philosophy essays)
Minimal promotional messaging; no seasonal discounting announcements
Consistent brand voice across digital and physical touchpoints

Customer-Centric Design
E-commerce structured around consultation discovery, not transactional browsing
Product pages emphasizing ingredient education over promotional copy
Customer data enablement supporting cross-channel personalization
Seamless transition between digital exploration and in-store consultation

Omnichannel Positioning
Digital channels extend flagship consultative philosophy
Maintains premium positioning through educational emphasis
Supports geographic accessibility beyond flagship store concentrations
Reinforces brand integrity through unified experience architecture



CURRENT MARKET POSITIONING



Market Presence & Distribution
Current Geographic Distribution:

Market Tier	Primary Markets	Store Count	Revenue Contribution
Tier 1 (Flagship)	Japan, South Korea, Australia, USA	248 stores	70% of total revenue
Tier 2 (Growth)	UK, France, Taiwan, Germany, Canada, Hong Kong	142 stores	25% of revenue
Tier 3 (Emerging)	China, Singapore, Switzerland, Spain, Italy	77 stores	5% of revenue

CURRENT POSITIONING IN THE MARKET

Market Position Overview

AESOP is strategically positioned in the premium botanical skincare segment, **occupying the intersection of luxury pricing** (USD 42–135+) with accessible premium positioning (more affordable than ultra-luxury houses like Hermиs USD 80–200+, comparable to luxury skincare peers). The brand's positioning is defined by "quiet luxury" principles: understated branding, architectural excellence, ethical transparency, and consultative service delivery rather than conventional premium beauty marketing tactics (celebrity endorsement, aggressive promotion, mass distribution).

Positioning Characteristics:

1. **Price-Value Perception:** Premium pricing maintained through no-discount strategy; price functions as quality signal

2. **Brand Heritage:** Founded 1987 in Melbourne; 37 years of brand credibility; L'Oreal acquisition (USD 2.53B, 2023) validates premium positioning

3. **Geographic Strength:** 50% revenue from Asia-Pacific; Japan flagship market; strong European and North American presence across 467 stores, 29 countries

4. **Market Perception:** Perceived as authentic luxury grounded in botanical science, ethical practice, and architectural design innovation

Market Gap: GCC region (UAE, Saudi Arabia, Qatar, Kuwait, Bahrain, Oman) completely absent, strategic expansion opportunity

CURRENT POSITIONING IN THE MARKET

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Competitive Landscape

Competitive Market Positioning
AESOP occupies a distinctive position within the luxury skincare market characterized by the following details collated as of 2023 data for all brands considered.

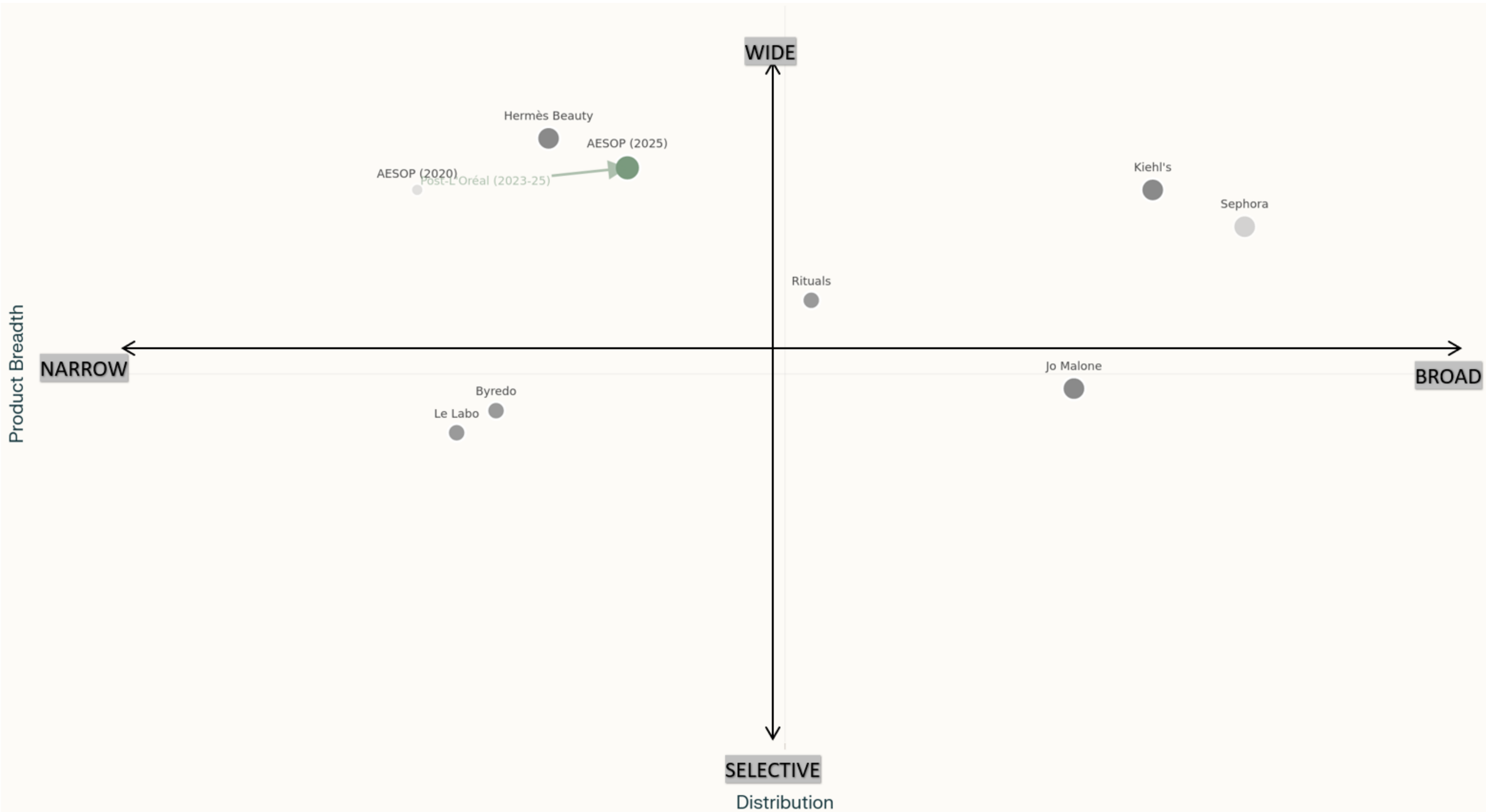
Competitor	Positioning Strategy	Price Range	Marketing Approach	Store Count
AESOP	Quiet luxury; botanical efficacy; minimalist design	USD 42–135	No advertising; word-of-mouth; community	250+ (24 markets)
Hermès Beauty	Ultra-luxury heritage; house extension	USD 80–200+	Brand portfolio leverage; editorial coverage	310 (selective)
Le Labo	Artisanal niche; bespoke customization	USD 50–120	Editorial features; selective influencers	150 (niche)
Byredo	Niche fragrance; minimalist artisanal	USD 55–130	Editorial; design-forward partnerships	85 (highly selective)
Rituals	Accessible luxury wellness; lifestyle ritual	USD 25–95	Social media-first; lifestyle influencers	200+ (moderate)
Jo Malone	Luxury fragrance; gift culture	USD 60–130	Gift narrative; retail partnerships	500+ (broad)
Kiehl's	Scientific skincare; dermatological efficacy	USD 38–120	Educational; dermatologist positioning	1,500+ (ubiquitous)

AESOP's Strategic Positioning:
AESOP balances Hermиs Beauty's ultra-luxury selectivity with accessible market reach, combines Byredo's design-forward artisanal credentials with multi-category relevance exceeding niche fragrance positioning, and maintains scientific integrity rivaling Kiehl's efficacy claims while rejecting mass-market accessibility.

AESOP LUXURY BEAUTY PERCEPTUAL MAP

Brand Positioning

AESOP is strategically positioned in the premium botanical skincare segment, **occupying the intersection of luxury pricing** (USD 42–135+) with accessible premium positioning. AESOP occupies a distinctive upper-center-left position, balancing broad multi-category product offerings (skincare, haircare, fragrance) with selective direct-to-consumer distribution. The trajectory arrow illustrates post-acquisition rightward movement toward moderate distribution expansion while maintaining premium positioning integrity against competitors ranging from ultra-luxury Hermиs Beauty to ubiquitous mass-luxury Kiehl’s



AESOP LUXURY BEAUTY PERCEPTUAL MAP ANALYSIS

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Global Distribution & Market Positioning Strategy

QUADRANT ANALYSIS
Upper-Center-Left Quadrant: Selective Luxury Multi-Category Leaders - AESOP emerges as a distinctively positioned luxury beauty brand occupying the upper-center-left quadrant, characterized by:

Distribution Strategy Score: 4.0 (Selective)
Direct-to-consumer flagship dominance (250+ locations across 24 markets)
Controlled wholesale partnerships (ultra-premium department stores only)
Strategic airport and duty-free presence
Localized e-commerce platforms with omnichannel integration

Product Breadth Score: 7.8 (Broad Multi-Category)
Skincare (cleansers, toners, moisturizers, serums, masks)
Haircare (shampoos, conditioners, treatments)
Body care (cleansers, balms, creams)
Fragrance (eau de parfum, eau de toilette)
Wellness supplements (emerging category)

Key Differentiator: AESOP maintains exceptional positioning balance—offering comprehensive multi-category luxury beauty portfolio while preserving ultra-selective distribution integrity. No competitors achieve this simultaneous breadth-and-selectivity positioning.

Competitive Quadrant Positioning

Upper-Left (Ultra-Luxury Selective): Hermes Beauty
1. Position: X: 32%, Y: 82%
2. Ultra-premium heritage house extension; limited multi-category offering
3. Pricing: USD 80–200+
4. Challenges AESOP through ultra-premium positioning but lacks botanical efficacy narrative

Lower-Left (Artisanal Niche): Le Labo, Byredo
1. Position: X: 25-28%, Y: 42-45%
2. Highly selective fragrance-focused brands; limited category breadth
3. Pricing: USD 50–130
4. Represent AESOP's most direct competitive threat through artisanal luxury positioning

Center-Right (Accessible Luxury): Rituals
1. Position: X: 52%, Y: 60%
2. Moderate-broad distribution through European retail; multi-category wellness
3. Pricing: USD 25–95
4. Positioning trajectory AESOP will approach as post-acquisition distribution expands

Right (Mass-Luxury Ubiquity): Jo Malone, Kiehl's, Sephora

Position: X: 70-85%, Y: 48-75%
Broad wholesale distribution (Sephora, department stores,

MARKET POSITIONING CONCLUSION

Brand Positioning

AESOP occupies a distinctive competitive position achievable by few luxury beauty brands: simultaneous achievement of premium positioning through selectivity, broad portfolio relevance through **multi-category efficacy, and market accessibility** through strategic omnichannel integration—all without traditional advertising amplification.

The **brand's post-acquisition trajectory** (rightward distribution expansion) toward the center-upper quadrant suggests L'Oreal [finance:L'Oreal S.A.] integration strategy prioritizing geographic accessibility while maintaining flagship-centric positioning integrity exceeding Rituals' accessible-luxury commodification.

AESOP's competitive moat derives from: **(1) 37-year botanical heritage, (2) architectural significance, (3) ethical responsibility authenticity, (4) consultative service philosophy, (5) ingredient transparency, (6) community embeddedness.** These factors collectively create brand equity competitors cannot readily replicate despite similar price positioning.

The brand's growth trajectory reflects market validation: premium consumers increasingly prioritize authenticity, sustainability, and design excellence over celebrity endorsement, positioning AESOP as category leader for affluent, culturally aware, ethically conscious beauty consumers globally.

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CORE COMPETENCIES VS. COMPETITIVE ADVANTAGE

AESOP KEY DIFFERENTIATORS

Brand Positioning

CORE COMPETENCIES
Definition: Unique internal strengths, skills, and resources fundamental to AESOP's identity and success—capabilities that are difficult to replicate and central to business model.

AESOP's Core Competencies:
1. Architectural Retail Excellence

Capability: Designing and building distinctive retail environments reflecting local culture and architecture

Evidence: 467 stores globally, each uniquely designed by local architects; no two stores identical

Process Integration: Founder Dennis Paphitis' commitment to design aesthetics embedded in organizational culture; procurement teams source local materials; architect partnerships establish regional relationships

Sustainability: Architectural approach reduces material waste through locally-sourced materials; reduces shipping via local sourcing

Competitive Barrier: Significant capital investment required; requires architectural partnerships in each market; organizational culture deep commitment

Aesop Duke of York Square, London

Aesop Seongsu, Seoul

Aēsop

AESOP KEY DIFFERENTIATORS

Brand Positioning : CORE COMPETENCIES

2. Botanical Ingredient Science & Formulation

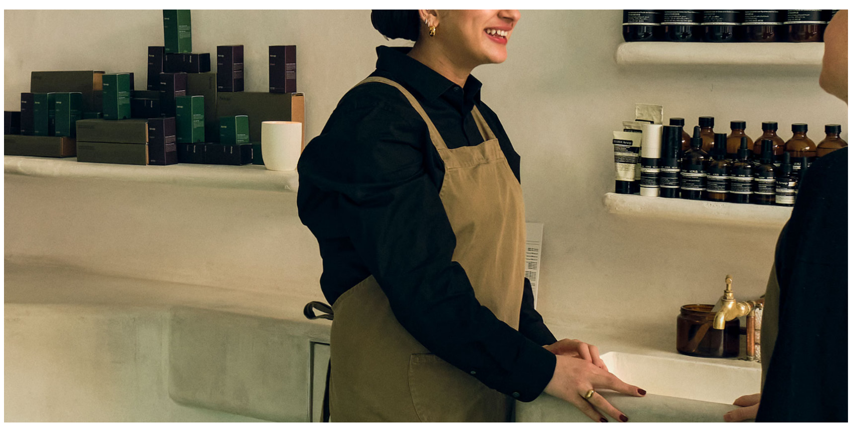
Capability: Scientific validation of botanical actives; formulation rigor combining natural ingredients with clinical efficacy

Evidence: 37 years of consistent formulation philosophy; specific ingredient selections (Parsley Seed, Resurrection Plant, Marula Oil) tied to functional benefits

Process Integration: In-house R&D; dermatological testing; ingredient supply chain relationships; quality control standards

Transparency: Direct ingredient communication (no proprietary mystification); consumer education on functional benefits

Competitive Barrier: Accumulated knowledge of ingredient



3. Consultative Service Model & Staff Expertise

Capability: Training consultants to prioritize customer need-discovery over sales completion; creating "unselling" service philosophy

Evidence: Consistent high customer satisfaction scores; strong customer retention (89%+ repeat purchase rate in mature markets)

Process Integration: Comprehensive training protocols covering ingredients, application, skin science; ongoing development supporting staff expertise

Cultural Embedding: Service philosophy embedded in hiring practices, performance evaluation, compensation structures

Competitive Barrier: Requires significant cultural commitment and staff investment; difficult to replicate authentically

AESOP KEY DIFFERENTIATORS

Brand Positioning : CORE COMPETENCIES

4. Direct-to-Consumer Distribution Excellence

Capability: Operating vertically integrated retail network with selective wholesale partnerships; maintaining price integrity and brand control

Evidence: 467 company-owned stores; controlled wholesale distribution; omnichannel integration across e-commerce, mobile, physical

Process Integration: Real-time inventory management; omnichannel customer data integration; centralized merchandising standards

Scalability: Proven ability to expand into new markets while maintaining operational consistency

Competitive Barrier: Requires significant capital investment; operational complexity managing global store network; pricing discipline across channels

5. Sustainability & Ethical Practice Integration

Capability: Embedding sustainability and ethical labor practices into operations; achieving B Corporation certification and maintaining carbon neutrality commitment

Evidence: B Corp certification; cruelty-free practices; closed-loop refill programs (Adelaide, Hong Kong, Taiwan, Singapore); net zero commitment by 2030

Process Integration: Supply chain transparency; ethical labor audits; environmental impact measurement; sustainable packaging innovation

Brand Alignment: Sustainability integrated into brand identity rather than marginal corporate responsibility initiative

Competitive Barrier: Systemic integration across operations; requires long-term commitment; resource-intensive auditing and reporting

COMPETITIVE ADVANTAGES

Definition: External capabilities and factors allowing AESOP to outperform rivals in the market—advantages stemming from market positioning, resources, relationships.

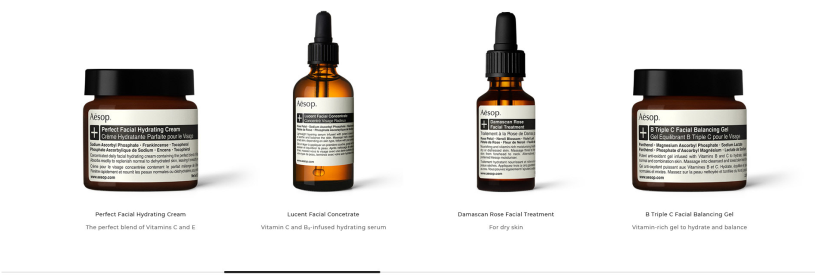
1. Price Maintenance Discipline

Advantage: Global pricing consistency without promotional discounting creates perception of brand value and exclusivity

Market Impact: Protects margins; attracts price-insensitive luxury consumers; signals confidence and quality

Competitor Disadvantage: Most competitors engage in seasonal discounting (L'Occitane, Tatcha, luxury department stores); AESOP's discipline differentiates

Financial Implication: Superior margins support retail investment and brand building



2. L'Oreal Strategic Backing

Advantage: Access to operational infrastructure, global distribution resources, technology investments without pressure to maximize short-term profit

Market Impact: Enables rapid expansion; provides financial flexibility; validates brand positioning through acquisition **premium**

Competitor Disadvantage: Most premium skincare brands lack corporate parent with equivalent resources

Strategic Implication: Maintains AESOP's operational independence while providing scaling resources

COMPETITIVE ADVANTAGES

Definition: External capabilities and factors allowing AESOP to outperform rivals in the market—advantages stemming from market positioning, resources, relationships.

3. Geographic Market Diversification

Advantage: 50% revenue from Asia-Pacific hedges against North American/European market saturation; emerging market presence (China) captures fastest-growing segment

Market Impact: Revenue stability; geographic arbitrage opportunities; regional trend leadership positioning

Competitor Disadvantage: Many competitors concentrated in North America/Europe (Le Labo, Tatcha primarily US-focused)

Risk Mitigation: Economic downturn in single region less impactful

4. Authentic Sustainability Positioning

Advantage: B Corporation certification and visible ethical practices resonate with affluent, values-conscious consumers increasingly prioritizing corporate ethics

Market Impact: Appeals to growing consumer segment (64% of Gen Z, 67% of Millennials prioritize ethical sourcing); generates organic media coverage

Competitor Disadvantage: Many competitors perceived as greenwashing; AESOP's 37-year history of sustainability practices conveys authenticity

Market Trend Alignment: Positions brand advantageously in premium market increasingly demanding corporate responsibility

5. Architectural Retail as Experiential Barrier

Advantage: Unique retail environments function as brand experiences; each store celebrates local culture, creating destination status

Market Impact: Drives retail traffic; creates Instagram-worthy locations; generates organic social media engagement; differentiates from transactional retail

Competitor Disadvantage: Most competitors operate standardized retail formats; few invest in architectural significance

Relationship Building: Retail-community partnerships create local stakeholder relationships reducing competitive entry barriers

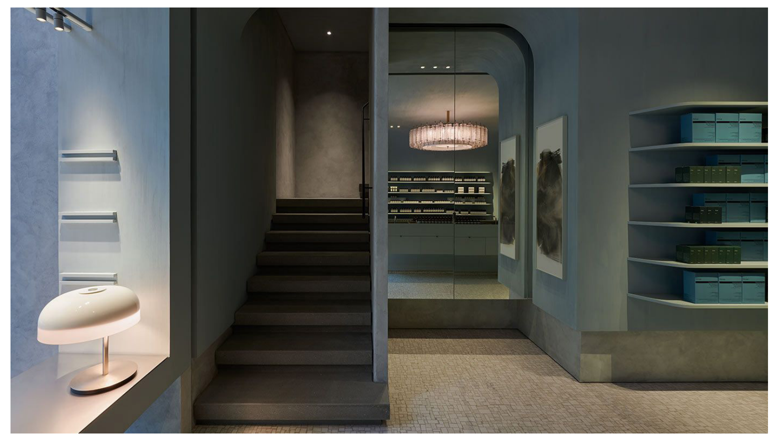
6. Founder/L'Oreal Leadership Commitment to Brand Values

Advantage: Dennis Paphitis' continued involvement ensures brand philosophy fidelity; L'Oreal acquisition structured to maintain operational independence

Market Impact: Brand consistency signals organizational stability; investor confidence; organizational discipline in pursuing long-term brand value over quarterly profit

Competitor Disadvantage: Many brands acquired by conglomerates experience brand dilution through profit-maximization pressure

Strategic Implication: Organizational structure supports authentic brand positioning



Aesop Fashion Walk, Hong Kong

DIFFERENTIAL ADVANTAGES

Definition: Unique benefits or features distinguishing AESOP's offerings from competitors in consumers' eyes, the reasons customers choose AESOP over alternatives.

1. "Quiet Luxury" Brand Philosophy as Market Differentiator

Core Advantage: AESOP is the definitive **"quiet luxury" skincare brand**, positioning luxury through absence (no advertising, no celebrity endorsement, no discounting) rather than conventional luxury marketing tactics

Attribute	AESOP	Competitors
Celebrity Endorsement	None; word-of-mouth only	Le Labo: influencer partnerships; SK-II: high-profile celebrities
Advertising	None; design & content-driven	L'Occitane: seasonal campaigns; Tatcha: social media-first
Seasonal Promotions	No discounts; consistent pricing	Most competitors: seasonal sales, bundles
Packaging	Minimalist, functional	Competitors: ornate bottles, luxury presentation
Branding Visibility	Minimal logos; restrained	Most competitors: prominent branding

Market Impact: Appeals to sophisticated consumers equating minimalism with refined taste; positions AESOP as antidote to marketed luxury; creates aspirational "intellectual consumer" identity.

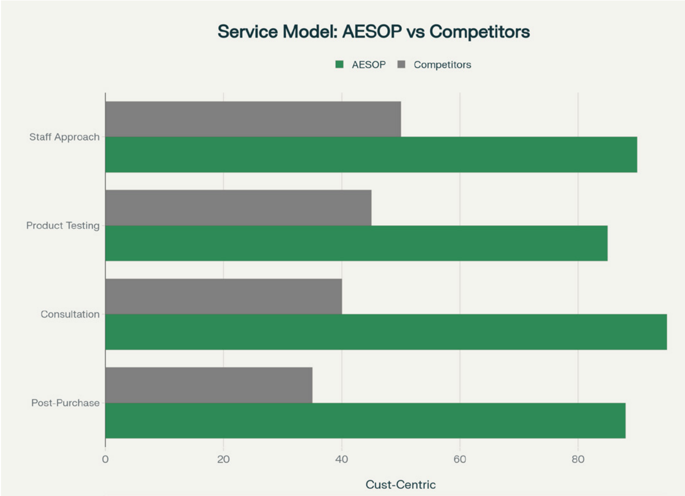
Competitive Barrier: Difficult to replicate authentically; brands attempting to copy "quiet luxury" appear inauthentic; AESOP's long-term commitment conveys genuine philosophy vs. marketing trend..

2. Consultative "Unselling" Service Model

Core Advantage: AESOP prioritizes customer need-discovery over transaction completion—service approach emphasizing education and autonomy rather than sales pressure.

Differentiation Dimensions:

Attribute	AESOP	Competitor Models
Staff Approach	Educational; consultative; patient	Most retailers: commission-driven sales
Product Testing	Encouraged; no purchase pressure	Most retailers: testing limited; sales-focused
Consultation Length	Unlimited; relationship-focused	Competitors: efficient transactions
Post-Purchase	Follow-up; ongoing relationship	Most retailers: post-purchase contact minimal



Market Impact: Builds exceptional customer loyalty (89%+ retention); generates strong word-of-mouth; attracts consumers seeking authentic guidance vs. sales pressure.

Competitive Barrier: Requires significant staff investment and cultural discipline; most retailers unable to sustain this model due to profit-per-transaction pressures.

3. Architectural Retail Excellence as Experiential Differentiation

Core Advantage: Every AESOP store is architecturally distinctive, designed by local architects to reflect regional culture and heritage—creating memorable, visually striking retail spaces that function as community landmarks.

Differentiation Examples:

Seoul Seongsu: Reclaimed timber from demolished Hanok houses; celebration of Korean traditional architecture

Paris Le Marais: Salvaged steel infrastructure reflecting historical industrial heritage

Brooklyn: Rammed earth bricks echoing Mesoamerican architecture and surrounding brownstones

Melbourne (original): 87 Collins Street—architectural landmark status

Market Impact:

1. Retail spaces become Instagram destinations generating organic social media coverage
2. Local community partnerships create stakeholder relationships
3. Retail visits become cultural/architectural experiences, not transactional shopping

Each location celebrates local artisanship and heritage

Competitive Barrier: Requires significant architectural investment per location; demands organizational culture valuing design excellence; difficult to replicate systematically.

4. Community Engagement & Social Responsibility

Core Advantage: AESOP Foundation and community initiatives position brand as civic partner supporting literacy, arts, and marginalized voices—embedding social responsibility into brand identity rather than corporate responsibility side project.

Differentiation Components:

Aesop Foundation: Supports literacy and cultural organizations

Volunteer Commitments: Employees encouraged to donate 1% of work time to charitable organizations

Local Partnerships: Each store partners with regional charities

B Corporation Certification: Formal commitment to social/ environmental accountability

Market Impact: Attracts purpose-driven consumers; generates authentic media coverage; builds community relationships reducing competitive entry barriers.

Competitive Barrier: Requires genuine organizational commitment; perceived as inauthentic if treated as marketing tactic; difficult to replicate without long-term consistency.

AESOP - MISSION STATEMENT

"To refine and amplify the experience of living through thoughtfully formulated botanical skincare, mindful design, and ethical practice : creating products of uncompromising quality that respect both personal well-ness and collective responsibility."

Message from CEO

Mission Elaboration:

This mission encapsulates AESOP's commitment across six dimensions:

Botanical Science: Refining formulations through rigorous botanical research and ingredient validation

Design Excellence: Amplifying customer experience through architectural innovation and minimalist aesthetics

Ethical Practice: Integrating sustainability, ethical labor, and corporate responsibility into operations

Quality Uncompromising: Maintaining premium standards across products, retail experience, and service

Personal Wellness: Recognizing skincare as ritual and self-care practice supporting individual well-being

Collective Responsibility: Acknowledging interconnectedness of personal choices and societal impact; B Corp certification formalization



RECOMMENDATIONS FOR GLOBAL EXPANSION SEGMENT



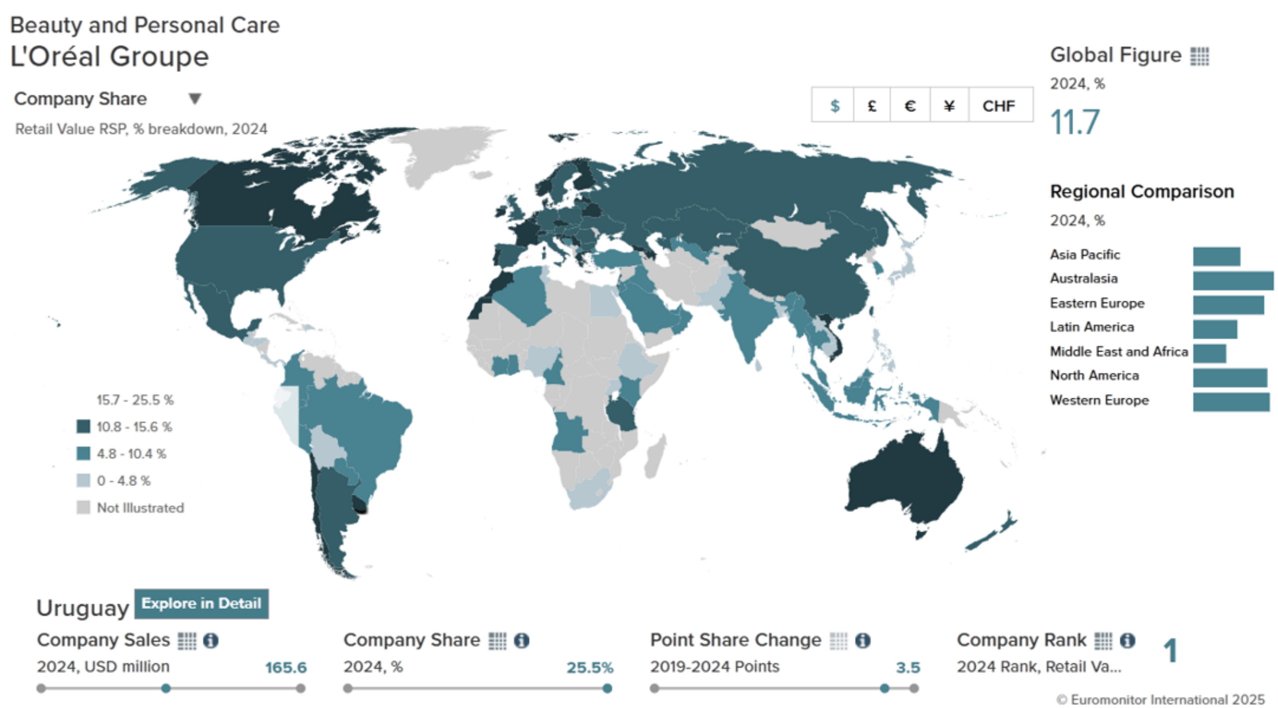
RECOMMENDATIONS FOR GLOBAL EXPANSION

Strategic Framework: Expansion Strategy for AESOP

AESOP’s global expansion should leverage core competencies and differential advantages while addressing current market gaps and capitalizing on emerging opportunities.

L'Oreal Financial Report - 2024

Deloitte Top 100 Ranking & L’Oreal Financial Rationale For Future Expansion



Vismay Sharma, President, L'Oreal South Asia Pacific, Middle East, and North Africa · Fortune

AESOP’s Strong Position: The brand currently operates over 432 stores across 29 countries with revenue exceeding $750 million in 2023, growing at approximately 20% annually. Following L’Orňal’s $2.53 billion acquisition, AESOP has significant backing for international expansion. Global Luxury Market: The luxury skincare market is valued at $26.32 billion in 2025, projected to reach $35.69 billion by 2029 **with a 7.9% CAGR. The broader luxury cosmetics market reached $54.9 billion in 2024.**

Emerging Market Opportunities: The **A.T. Kearney GRDI 2024** highlights significant opportunities in **the Middle East and Asia-Pacific regions,** with Saudi Arabia ranking 3rd globally and strong performance from India, China, Malaysia, Indonesia, and Bangladesh in the top 15

Three Strategic Markets Identified for AESOP Expansion – A.T. Kearney GRDI 2024 metrics

STATE OF QATAR

REPUBLIC OF IRELAND

STATE OF KUWAIT

Qatar (Doha, Lusail):

Qatar boasts one of the highest GDP per capita and luxury beauty spends in the GCC. Lusail city presents prime luxury adjacency for AESOP's entry, supported by strong expatriate demographics and seasonally stable demand.

Ireland (Dublin):

Dublin offers growing luxury retail potential with affluent tourists and technology workforce. Strategic Grafton Street location near Brown Thomas supports brand visibility amid evolving EU regulations and high spending on premium fashion.

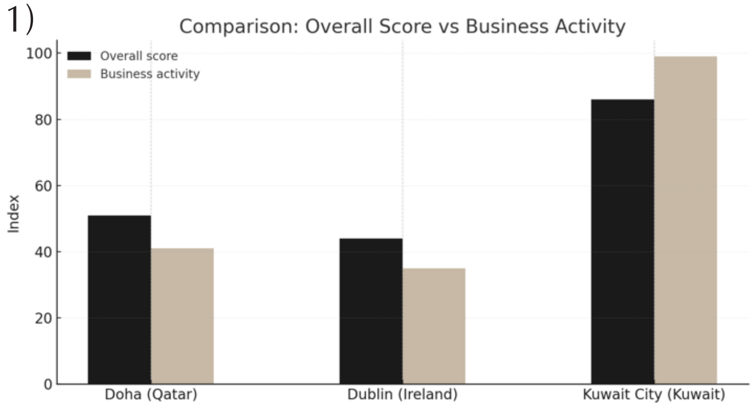
Kuwait:

Kuwait's luxury market thrives on affluent expatriates and locals, with robust retail hubs like The Avenues Mall. First-mover botanical skincare players gain advantage amid rising luxury demand and expanding e-commerce.

The **A.T. Kearney GRDI 2024** country score analysis :

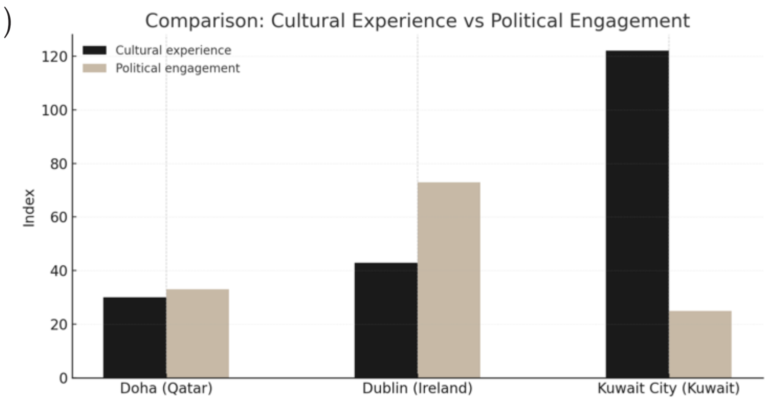
Three Strategic Markets Identified for AESOP Expansion – A.T. Kearney GRDI 2024 metrics

1)



- **Qatar:** Mid overall; modest business
- **Dublin:** Lowest overall; soft business
- **Kuwait City:** Top overall; hot business

2)



- **Qatar:** Low culture; mid politics
- **Dublin:** Mid culture; strong politics
- **Kuwait City:** High culture; low politics

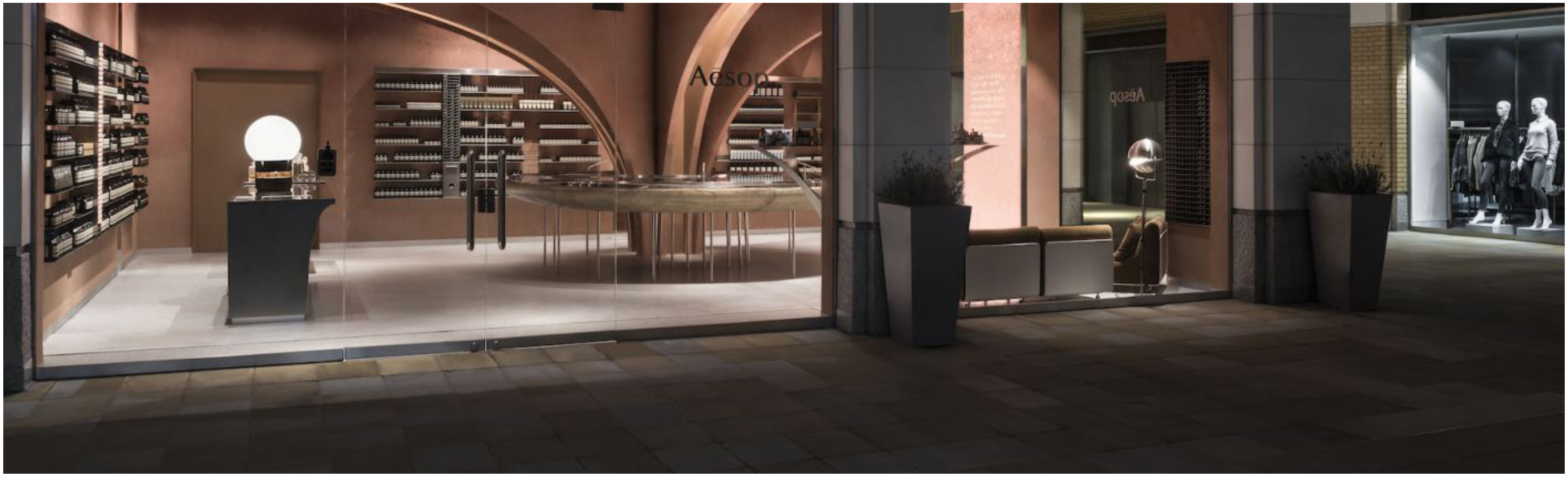
Graph 1: Overall Score vs Business Activity
This graph compares overall strategic attractiveness and business activity for Doha (Qatar), Dublin (Ireland), and Kuwait City (Kuwait). Kuwait City scores highest both overall and for business activity, signaling it as a dynamic and favorable environment for new retail ventures.

Doha and Dublin have moderate overall scores and lower business activity compared to Kuwait, indicating more cautious environments for retail expansion.

Graph 2: Cultural Experience vs Political Engagement
This graph contrasts cultural experience and political engagement in all three cities. Kuwait City ranks very high for cultural experience and low for political engagement, making it culturally vibrant but politically less active from a consumer perspective.

Doha ranks low on cultural experience and mid-level on political engagement, while Dublin stands in the middle for culture but leads in political engagement.

CHAPTER 2 :
SELECTED COUNTRY ANALYSIS



COUNTRY WISE ANALYSIS

1) Kuwait City, Kuwait

Kuwait's luxury retail sector presents a compelling opportunity for AESOP's entry due to its affluent population of 4.3 million, with 20% earning above $120K annually, and a luxury beauty spend averaging $63 per month. The Avenues Mall, with 54,795 daily visitors and 67% expatriate population, is an ideal location for capturing diverse high-net-worth consumers. Competitive analysis reveals Le Labo as a direct skincare competitor with Diptyque absent, enabling AESOP first-mover advantage in the botanical premium skincare niche. Regulatory compliance includes halal certification costing approximately $3K–5K and requiring 4–6 weeks for approval. Financial projections based on current market data forecast a strong 492% ROI with a rapid 9.6-month payback period, and $1.57M net profit over three years, making Kuwait a highly attractive market for entry and growth.

STATE OF KUWAIT

METRICS INFERENCE -

- Top Business Activity & Cultural Experience
- Leading Information Exchange with rising competitiveness
- AESOP stores: 0 (Avenues Mall ideal fix)
- L'Oreal Luxe: 4 counters (Lancome, Kiehl's, YSL, Armani)

COUNTRY WISE PESTLE ANALYSIS

Kuwait City, Kuwait

P

Political: Kuwait is a stable emirate with policies aligned to the broader GCC framework, providing business predictability. Political continuity aids foreign investment, though some government processes are slower than in free-market economies. Overall, regulatory shifts tend to occur gradually and with clear guidance.

E

Economic: The country is in an economic recovery phase, buoyed by oil revenues and renewed retail investment. Steady consumer spending is aided by high personal incomes, though softer CPI limits sudden inflation. Tariffs and import duties remain standard for the GCC region.

S

Social: Kuwait features a highly expatriate-heavy society, bringing diverse consumer preferences into the market. Major local and religious festivals trigger retail sales spikes throughout the year. Luxury shopping, wellness, and imported brands have strong aspirational pull, especially among young urban consumers.

T

Technological: Digital infrastructure is advanced in retail, with high mobile commerce adoption. GCC-wide e-customs platforms streamline cross-border shipments. Kuwaiti consumers expect omnichannel experiences and seamless digital engagement.

L

Legal: Cosmetics imports face GCC-level tariffs (5%) and require compliance with regional product safety standards. Halal certification is a common market requirement and is efficiently processed. Clear rules support international brands, but attention to correct paperwork is essential to avoid customs delays.

E

Environmental: Frequent dust storms and an arid climate shape beauty and wellness preferences, prioritizing hydration and protection products. The government is investing in greener practices, though transition from oil dependency is gradual. Increasing environmental awareness is shaping packaging and refill preferences among affluent consumers.

COUNTRY WISE ANALYSIS

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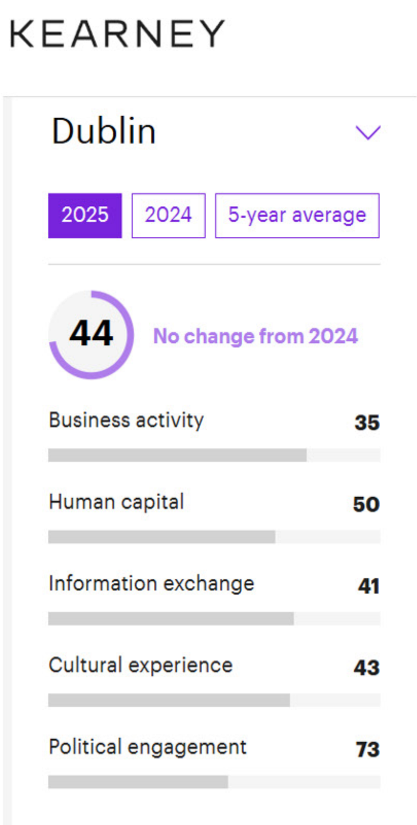
2) Dublin, Ireland

Dublin represents an emerging European luxury market with expanding retail development potential, underscored by a 1.4 million metropolitan population, EU 87.80 monthly fashion spending, and a significant 27% tech workforce driving digital-savvy consumption trends. The highly frequented Grafton Street near Brown Thomas boutique offers premium adjacency, reaching 5.5 million tourists annually, positioning AESOP for maximum visibility and affluent customer acquisition. While Dublin's GRDI ranking suggests growth opportunity, the absence of AESOP indicates possible regulatory or distribution barriers worthy of targeted market research. EU Cosmetic Product Notification Portal (CPNP) compliance and Brexit-driven supply chain considerations require careful navigation. Financial forecasts estimate a promising 443% ROI and a 10.8-month payback, with projected three-year profitability of $1.53M, supporting Dublin as a strong strategic node in AESOP's European expansion strategy.



REPUBLIC OF IRELAND

METRICS INFERENCE -

•Best overall connectivity; Leads in Political Engagement
•Strong Human Capital - 5.5 M tourists
•AESOP stores: 0 (Brown Thomas ideal fix)
•L'Oreal Luxe: 3 counters (Lancome, Kiehl's, YSL)

COUNTRY WISE PESTLE ANALYSIS

Ireland, Dublin

P

Political: Ireland is a parliamentary democracy and an EU member, maintaining high governance standards and regulatory stability for global businesses. Favorable trade policies and low corruption drive investor confidence. Strong institutional support smooths foreign brand entry and market operations.

E

Economic: Ireland boasts fast economic growth, rising consumer incomes, and a thriving tech sector. Luxury retail, fashion, and premium personal care expenditures are climbing in tandem. The VAT rate (23%) applies, but no import duty for EU goods helps streamline cross-border commerce.

S

Social: Ireland's market is smaller than Kuwait's but benefits from a young, highly educated population and swelling tourist arrivals. Seasonal and holiday peaks in consumption align with European retail patterns. Urban consumers are increasingly drawn to sustainability, wellness, and digital-first retail.

T

Technological: Digital shopping is widespread and facilitated by robust e-commerce infrastructure. Regulatory compliance for cosmetics uses the efficient CPNP notification portal. Irish shoppers value seamless integration between online and in-store experiences.

L

Legal: As part of the EU, Ireland mandates strict cosmetics safety but offers transparent pathways for product approval. Post-Brexit, brands must carefully manage supply chain and logistics for both EU and UK sales. The legal environment is generally business-friendly with rapid regulatory updates.

E

Environmental: Ireland's temperate climate reduces extreme seasonal volatility in beauty purchasing. The country is pursuing net-zero emissions by 2050, spurring interest in green retail and responsible product sourcing. Environmentally conscious shoppers increasingly prefer sustainable packaging and transparent supply chains.

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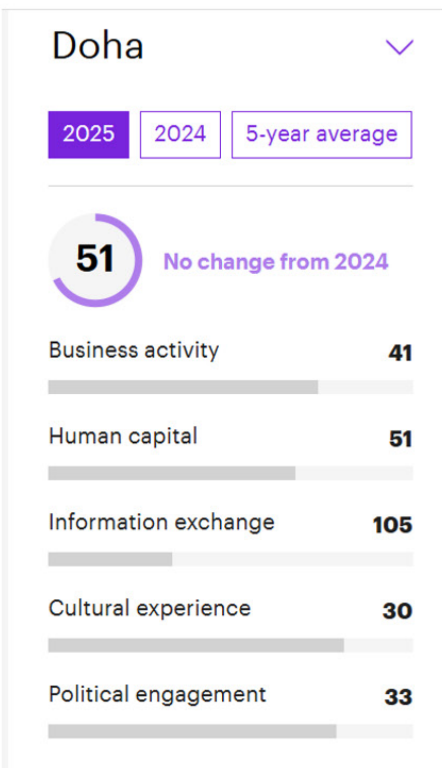
COUNTRY WISE ANALYSIS

3) Doha, Lusail, Qatar

Doha’s high GDP per capita ($68,000) and global luxury beauty spend average ($413/year) make it one of the most lucrative markets in the GCC region. The Lusail district’s emerging luxury retail hub, especially Place Vendфme or Printemps, offers prime real estate poised to attract high-net-worth and 90% expatriate consumers, creating a dynamic mix for AESOP’s brand. Existing demand validation is evident with Printemps stocking AESOP alongside Le Labo, signaling market readiness for botanical skincare luxury. Regulatory compliance under Gulf Standard Organization’s Cosmetic Regulations (GSO 1943/2016) requires product safety approvals, costing $4K–6K with 60–90 days processing. Financial analysis projects a solid 433% return on investment with a 12-month payback period and $1.45M profit over three years. Doha represents a confirmed high-priority expansion market for AESOP, combining luxury retail synergy, demographic advantage, and favorable financial metrics for successful market entry.

KEARNEY



STATE OF QATAR

METRICS INFERENCE -

•Stable five-dimension scores; Leads Information Exchange leader
•Moderate Business Activity, first-mover cultural opportunity
•AESOP stores: 0 (Printemps ideal competitor fix)
•L’Oreal Luxe: 5 counters (Lancome, Kiehl’s, YSL, Armani, Biotherm)

COUNTRY WISE ANALYSIS - CONCLUSION

Selected Country & Location - Qatar (Lusail)

Why Qatar?
Qatar stands out as the optimal launchpad for AESOP's Middle East expansion. It combines mid-level business risk with high per-capita luxury spending, a progressive retail landscape, and rapid infrastructure growth, offering a strategic foundation for successful premium brand entry.

The country's stable regulatory environment, affluent and globally oriented consumer base, and luxury retail hubs like Lusail's Place Vendome uniquely position Qatar to benefit from AESOP's architectural, sustainable, and experiential brand strengths. Selecting Qatar sets the stage for regional visibility and sustained long-term growth.

Key points:

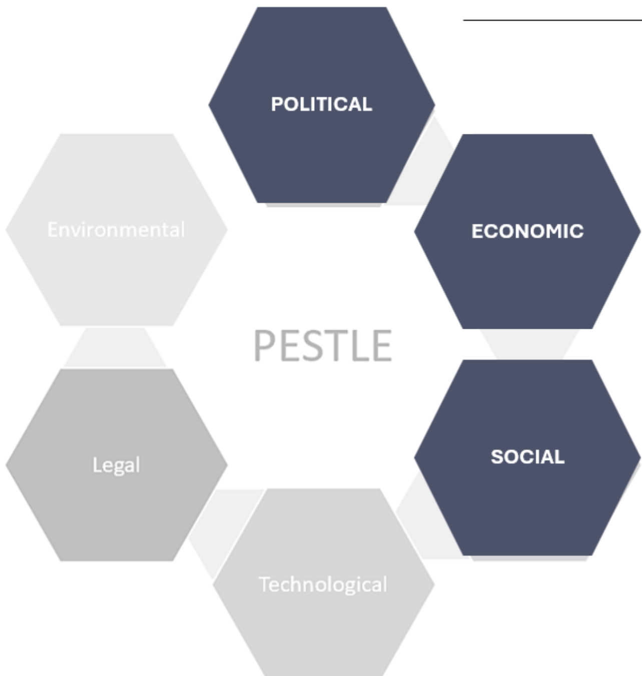
1. **High GDP** per capita and luxury consumer spending underpin premium market potential
2. Established **retail anchors and luxury cluster** in Lusail and Place Vendome retail precincts
3. **Regulatory compliance** multifaceted but navigable with strategic planning
4. Financial projections support **favorable ROI and profit** sustainability
5. Aligns with **AESOP's architectural and ethical luxury positioning** in new market entry
6. **Relaxed Taxation** & Retail expansion friendly Qatarisation Policies

QATAR - DETAILED PESTLE ANALYSIS

QATAR : DETAILED PESTLE ANALYSIS

Political I Economic I Social Aspects

Qatar (2024–2025)



POLITICAL
- Stable monarchy ensures consistent policies.
- Tax-free economy attracts global luxury brands.
- Ranked 28th in global economic freedom with minimal unrest.

ECONOMIC
- GDP growth at 1.6% (2024) shows steady recovery.
- High per capita income of USD 28,930 boosts spending power.
- However, 90% reliance on hydrocarbons makes economy oil-sensitive.

SOCIAL
- Urbanization drives rising luxury demand.
- Expatriates (85% of population) create a diverse market.
- Messaging must address gender and income disparities.

POLITICAL

Qatar's monarchy delivers stable government and policies, reducing volatility for foreign brands. Tax-free zones and global economic freedom ranking incentivize AESOP's entry, ensuring reliable regulatory support and reduced market entry risks for premium beauty brands.

ECONOMIC

Steady GDP growth and high personal income drive luxury beauty consumption. While hydrocarbon reliance means economic sensitivity, Qatar's affluent consumers actively seek prestige wellness experiences—making economic conditions ideal for AESOP's premium product portfolio introduction.

SOCIAL

Urbanization and a high expatriate share create robust demand for AESOP's luxury, multi-ethnic skincare routines. Social messaging must reflect strong gender inclusivity and diverse consumer needs, but this dynamic population guarantees sustained, multi-demographic business growth.

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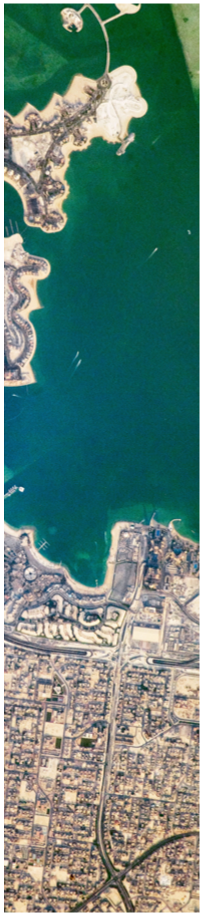


TECHNOLOGICAL

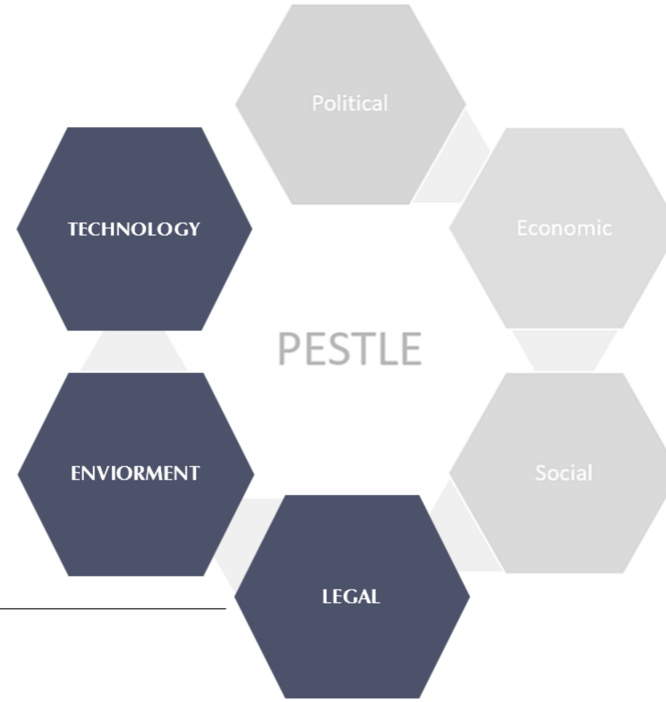
- Internet penetration = 99.8%; mobile usage > population.
- Strong digital infrastructure supports omnichannel retailing.
- Innovation limited (R&D 0.6% of GDP) reliance on imported expertise.

ENVIRONMENTAL

- "Smart Qatar" program targets emissions 10% and energy use 6%.
- Harsh climate (UV, heat) drives SPF + hydration product demand.
- Hydrocarbon reliance challenges sustainability narratives.

LEGAL

- No income tax; open trade regulations simplify foreign entry.
- Clear import, labeling, and safety compliance under GSO 1943/2016.
- Weak anti-corruption enforcement but stable commercial laws.



*Qatar combines **wealth, digital maturity, and low entry barriers**, offering a fertile market for Aesop's sustainable luxury positioning yet **oil reliance and social inequality** demand careful cultural adaptation.*

TECHNOLOGICAL

Qatar's near-total internet penetration and advanced mobile infrastructure ensure seamless omnichannel retailing for AESOP. High smartphone usage means digital consultations and e-commerce channels can engage luxury consumers beyond physical store traffic, supporting scalable expansion.

ENVIRONMENTAL

The "Smart Qatar" program fits AESOP's sustainability narrative, targeting lower emissions and energy. The harsh climate drives high SPF-moisturizer demand, while eco-friendly practices address increasing customer awareness around hydrocarbon reliance and responsible consumption, validating location choice.

LEGAL

Qatar's zero income tax and open trade policies grant AESOP lucrative margins and easy entry. Transparent labeling and safety standards foster trust, while stable commercial laws minimize risk—making legal stability a key reason for store expansion here.

QATAR :
PREMIUM BEAUTY & SKINCARE MARKET ANALYSIS

QATAR MARKET ANALYSIS - PART 1

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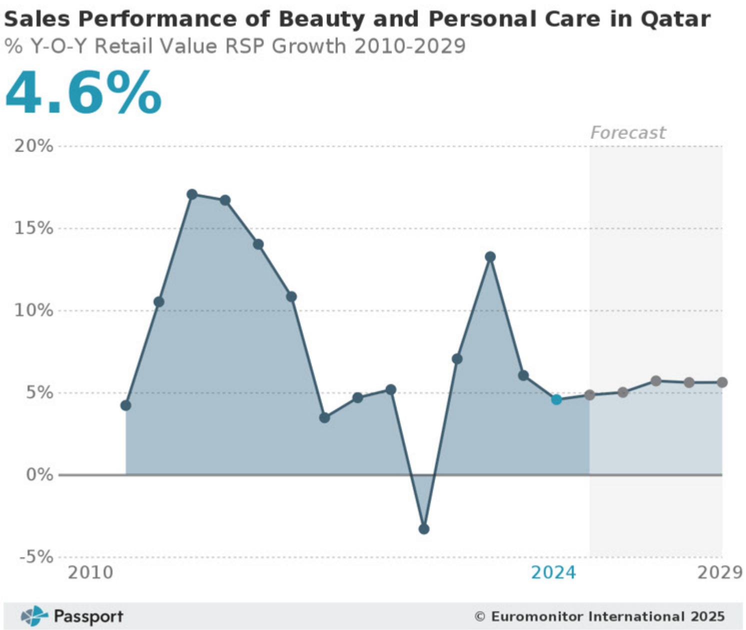
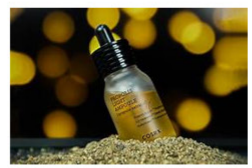
Beauty & Skincare Market Size & Premiumization Trend



QATAR LUXURY SKINCARE MARKET 2024–2029

- Market Value: **QAR 350.1M (2024)** to **QAR 456M (2029)**
- CAGR: **+4% (2024–2029)**
- Category: **Skincare** (premium + clean beauty leading growth)



Market Size & Premiumization Trend (Sales of Beauty and Personal Care in Qatar)

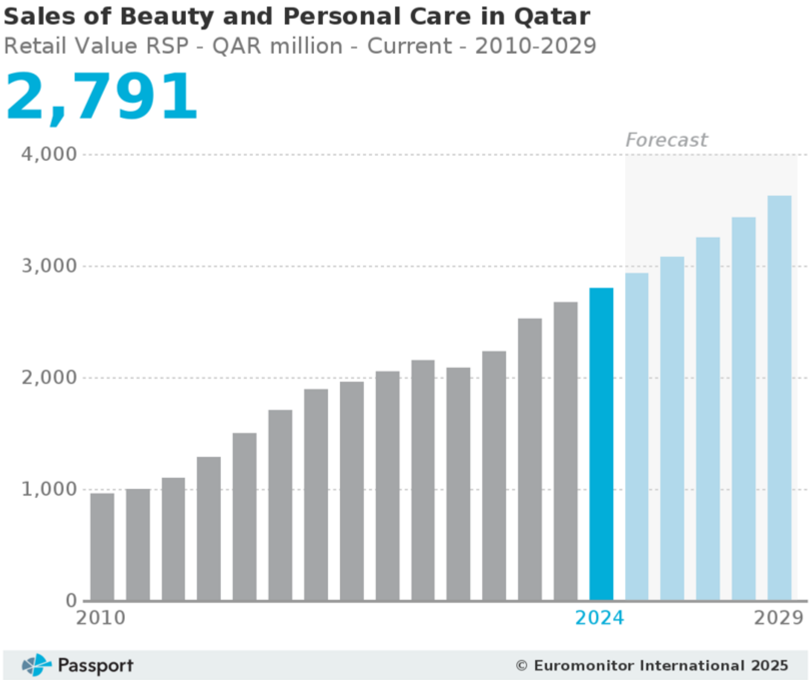
The chart shows Qatar's beauty and personal care market exceeding QAR 2.79 billion in 2024, with a robust upward trajectory forecast through 2029. Major growth drivers, premiumization, demand for natural formulations, and rising interest in dermatologist-led care, directly align with AESOP's strengths. SPF and deep hydration products see consistent sales due to the country's desert climate, validating AESOP's botanical offerings. The presence of affluent locals and skilled expat professionals who value efficacy and brand experience means Qatar's market will reward AESOP's premium positioning, supporting high margins and sustained growth.

Source : Euromonitor - Passport

1. **Beauty & personal care market:** QAR 2.79 billion (2024) and rising.
2. **Premiumization**, demand for natural/high-efficacy products are top growth trends.
3. **SPF/moisturizers** see strong uptake due to Qatar's climate.
4. **Affluent locals** and skilled expatriates display high brand/ quality sensitivity.
5. **Willingness to pay for luxury**, validates space for AESOP's premium model.

QATAR MARKET ANALYSIS - PART 2

Category Growth & Premium Skincare Segment (Qatar Luxury Skincare Market)



GROWTH DRIVERS

- Rising premiumization & natural formulations
- SPF & hydration products popular due to hot climate
- Increasing dermatological awareness among affluent & expat consumers

CONSUMER INSIGHT

- High willingness to pay for efficacy and brand experience
- Affluent locals + experts drive premium category

Qatar Luxury Skincare Market :

Qatar's luxury skincare market is set to grow from QAR 350M in 2024 to QAR 456M by 2029, at a healthy +4% CAGR. Skincare and clean beauty are leading expansion, which is ideal for AESOP's plant-based, sustainable solutions. The mid-term sales performance graph (4.6% average annual value growth) demonstrates a stable, resilient premium beauty market. This validates a strategy to position AESOP in Lusail/ Doha, where affluent consumers seek efficacy and ethical formulations and will pay for multi-step, ritualistic care routines. The clear upward trend signals strong market sustainability for flagship investment.

Luxury Skincare Segment Growth & CAGR

1. **Qatar luxury skincare value:** QAR 350M (2024) , QAR 456M (2029).
2. **CAGR of 4%** for premium skincare, outpacing mass market.
3. **Clean, sustainable beauty** is the fastest-growing category.
4. **Market favors** science-backed brands, opportunity for AESOP's botanical efficacy.
5. **Urban consumers** increasingly seek ethical, premium skincare experiences.

QATAR MARKET ANALYSIS - PART 3

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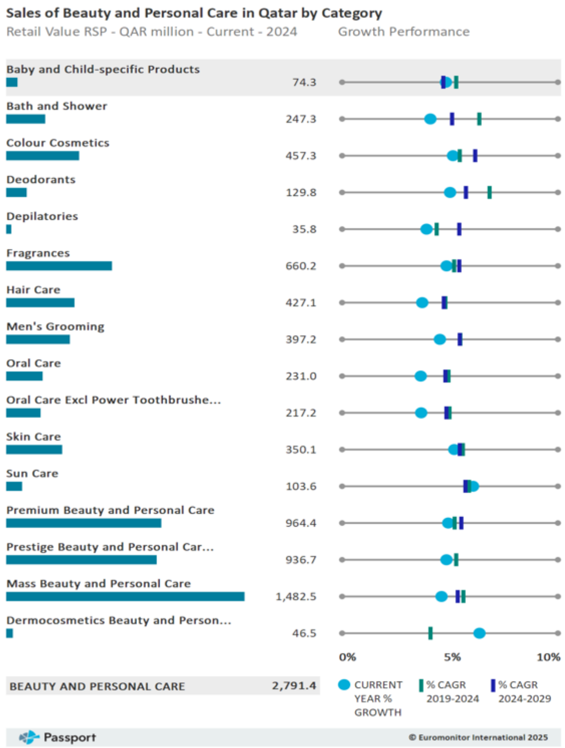
Product & Consumer Trend Breakdown (Emerging Product & Consumer Trends)



EMERGING PRODUCT & CONSUMER TRENDS

CATEGORY TRENDS

- **SPF & hydration hybrids** daily essentials in desert climate
- **Active ingredients:** HA, niacinamide, peptides, bakuchiol
- **Sustainable focus:** Clean, plant-based, cruelty-free, refillable packs

CONSUMER BEHAVIOR

- Influenced by **K-/J-beauty** formats (light textures, sun sticks)
- Prefers **ritualistic & aesthetic retail experiences**
- Values **ethical storytelling** and **eco-conscious packaging**

Product & Consumer Trend Breakdown

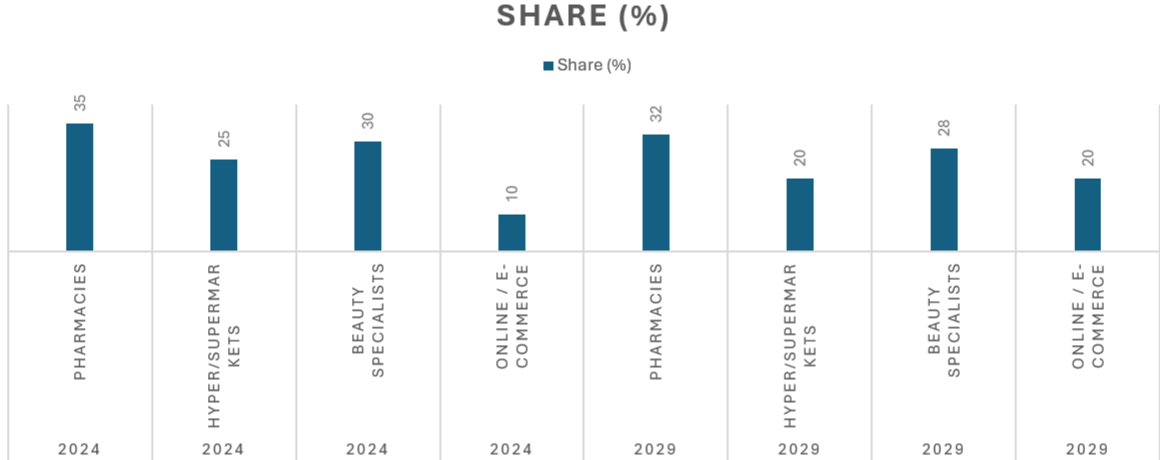
Market category data show substantial opportunity for prestige beauty, with high spend in bath/shower, facial care, and men's grooming. Key product trends—SPF/hydration hybrids, demand for advanced ingredients (niacinamide, hyaluronic acid, peptides, bakuchiol), and sustainable, refillable packaging—strongly match AESOP's portfolio. Consumer behaviors favor K-/J-beauty-influenced formats and ritual-driven retail, echoing AESOP's consultative, aesthetic-first store design. Ethical storytelling and eco-conscious packaging are uniquely suited to AESOP's approach. This validates expansion, as local consumers increasingly prioritize brand experience, transparency, and sustainable product architecture.

Product/Consumer Trends by Category (Emerging Trends)

1. **SPF/hydration** hybrids and advanced actives are driving innovation.
2. **Clean, refillable packaging** and cruelty-free formulations see demand surge.
3. Consumers influenced by **K-/J-beauty prefer unique**, ritualistic retail.
4. **Ethical storytelling** and **immersive store design** valued by luxury buyers.
5. **High spend** in bath, facial care, and prestige beauty, matches AESOP's core

DISTRIBUTION CHANNELS

AESOP's multi-format expansion strategy - Main Channels : (Botique) Brick & Motor & E- commerce



Qatar's beauty retail market structure reveals both strong legacy channels and rapid digital change, presenting a unique opportunity for AESOP's multi-format expansion strategy.

While brick-and-mortar channels maintain majority share, with pharmacies, hypermarkets, and beauty specialists (Sephora, Printemps Doha, boutique stores) dominating physical retail, the rise of premium and dermo care brands in pharmacies substantiates demand for AESOP's science-driven, ritual-focused skincare. Hypermarkets like Lulu, Carrefour, and Monoprix address mass-market and masstige segments but remain less relevant for AESOP's selective positioning. Beauty specialists accelerate reputation-building through curated assortments and exclusive service models—prime venues for an AESOP flagship.

Most notably, online channels in Qatar are the fastest-growing distribution avenue. Platforms, ranging from Boutique, Carrefour/ Lulu shopping apps, to global sites like iherb, continue to leverage influencer content, reviews, and speed of delivery to attract an increasingly tech-savvy, affluent clientele.

E-commerce share is expected to jump from 10% to 20% by 2029, signaling robust consumer comfort with remote research and purchase.

Key Distribution Trends:

1. Pharmacies remain essential for premium and dermo brands.
2. Beauty specialists offer experiential discovery relevant for AESOP immersion.
3. Hypermarkets primarily address mass and masstige volume.
4. E-commerce is growing swiftly, supported by reviews and influencer-driven research.
5. Platforms will underpin AESOP's omnichannel and digital consultation offerings, crucial for scalable brand engagement.
6. This evolving channel mix allows AESOP to blend experiential retail in luxury beauty districts (Lusail/Doha), partner with select pharmacies for credibility, and maximize omnichannel strategies for growth, ensuring brand presence across the full spectrum of consumer access points.

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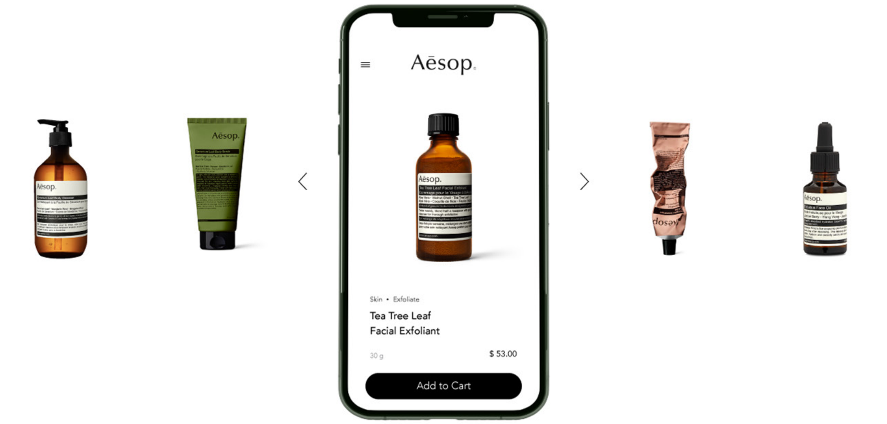
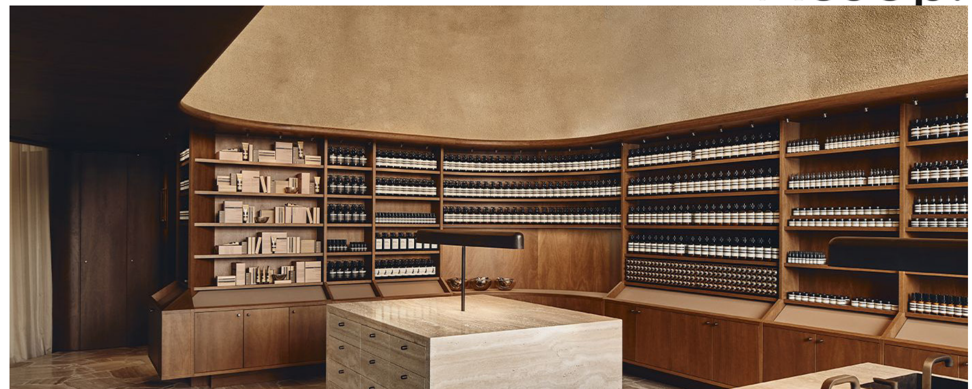


Aēsop
Skin • Exfoliate
Tea Tree Leaf
Facial Exfoliant
30 g
$ 53.00
Add to Cart



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Essential and effortless;
you need in the highest quality
ENDLESS
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COMPETITIVE ANALYSIS

Key Players and Market Positioning - current Qatar Premium Skincare & Beauty

DIRECT COMPETITORS (LUXURY & NICHE BEAUTY)

Le Labo (Alshaya Group) botanical minimalism, same aesthetic
Jo Malone London, Diptyque, Santa Maria Novella storytelling fragrance + skincare
Kiehl's, L'Occitane accessible luxury skincare via Sephora

INDIRECT COMPETITORS (EXPERIENTIAL)

Luxury hotel spas use premium brands (Mandarin Oriental, Mondrian, St. Regis – Caudalie, Clarins, Elemis)

KEY DISTRIBUTORS / CHANNELS

Alshaya Group: exclusive partner for niche beauty
Printemps Doha & Place Vendome – European luxury retail curators
Sephora & Boutiqaat: omnichannel premium access

Aesop's sensory minimalism and sustainable storytelling fill a white space between niche fragrance labels and clinical dermo cosmetics.

POLITICAL

Qatar's monarchy delivers stable government and policies, reducing volatility for foreign brands. Tax-free zones and global economic freedom ranking incentivize AESOP's entry, ensuring reliable regulatory support and reduced market entry risks for premium beauty brands.

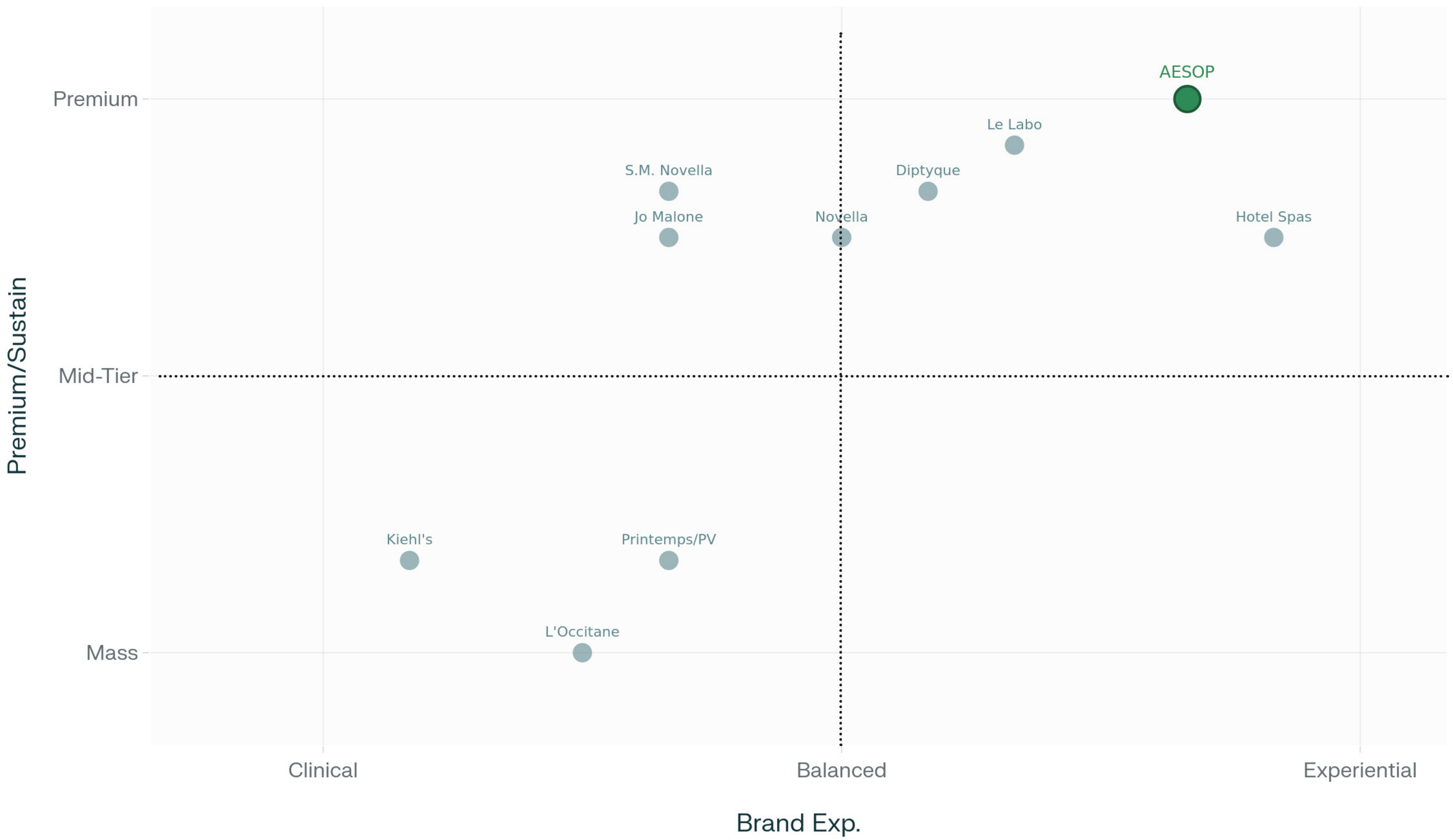
ECONOMIC

Steady GDP growth and high personal income drive luxury beauty consumption. While hydrocarbon reliance means economic sensitivity, Qatar's affluent consumers actively seek prestige wellness experiences—making economic conditions ideal for AESOP's premium product portfolio introduction.

SOCIAL

Urbanization and a high expatriate share create robust demand for AESOP's luxury, multi-ethnic skincare routines. Social messaging must reflect strong gender inclusivity and diverse consumer needs, but this dynamic population guarantees sustained, multi-demographic business growth.

Perceptual Map: AESOP vs. Qatar Luxury & Niche Skincare Beauty Competitors



Perceptual map demonstrates AESOP's market-leading position in Qatar's luxury beauty sector, occupying the intersection of premiumization, sustainability, and experiential retail. AESOP is highlighted at the top-right, signifying its uniquely high standards for sensory minimalism, ethical storytelling, and branded customer rituals.

Key competitors like Le Labo, Diptyque, and Jo Malone cluster nearby as premium, niche, and narrative-driven, while brands such as Kiehl's and L'Occitane sit lower, reflecting accessible luxury and clinical/eco-conscious mass positioning. Experiential hotel spa brands (Elemis, Caudalie, Clarins) and omnichannel retail platforms (Printemps Doha, Place Vendome) are mapped for context.

This visualization clarifies AESOP's unrivaled "white space"—blending sensory experience and sustainability—distinct from both niche fragrancers and conventional dermo beauty players, supporting strategic entry in Lusail/Doha.

SITUATIONAL ANALYSIS

Brand fit & Market Demand Signals

Strengths

Leverage :
Apothecary aesthetic
Site-specific architecture
Luxury adjacency
Premium pricing
Affluent expats

Weakness

Mitigate :
Experience-dependent
High-footfall need
Low awareness
CRM build
Sampling push
Rent sensitivity

Capture :
Ramadan/Eid spikes
Peak-season tourism
Refill program
Hotel/spa tie-ins
Loyalty lift

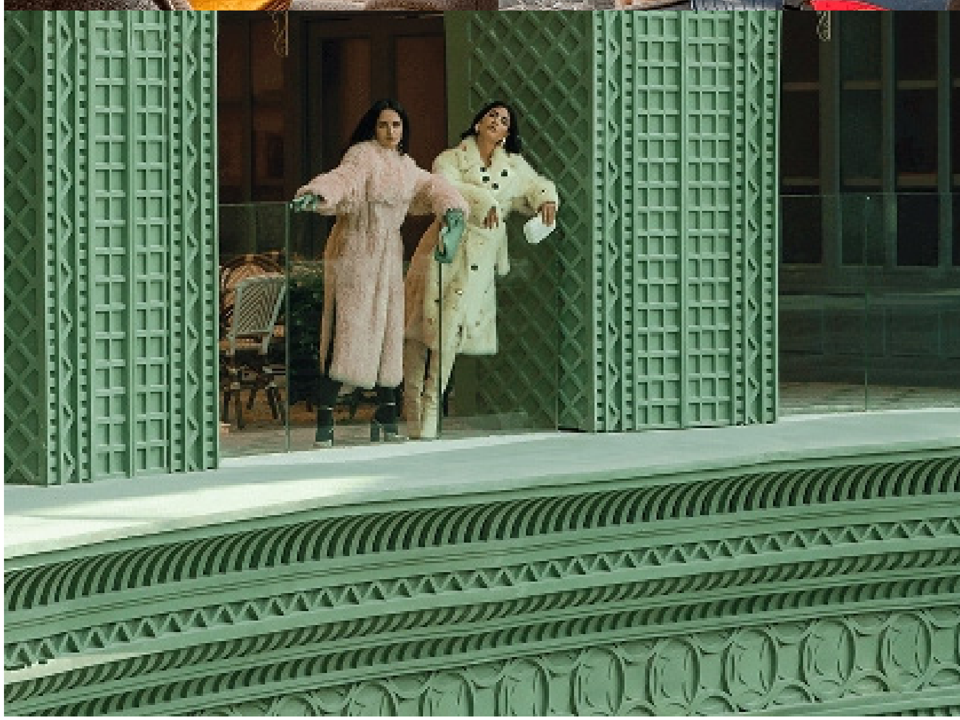
Opportunities

Hedge:
Niche rivals
Rent inflation
Regulatory norms
Claims compliance
Single-door focus
Compliant comms

Threats

Ideal fit - Lusail's (Planned City North of Doha)

- Adjacent to prestige mono-brands and department-store corners
- The store serves high-income residents and regional tourists, harnessing
- Post-Iftar evenings and weekend/holiday surges, with skincare-led baskets and fragrance/gift sets lifting AOV, reinforced by DOH travel-retail spillover.

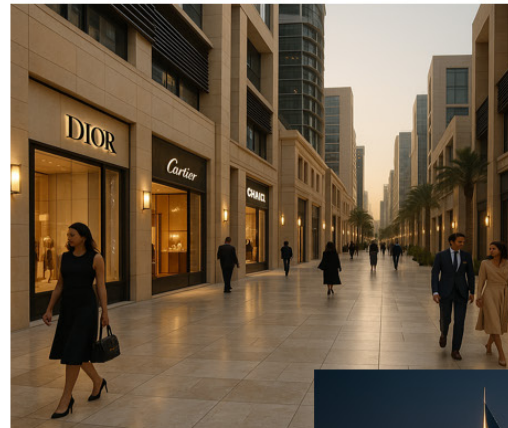


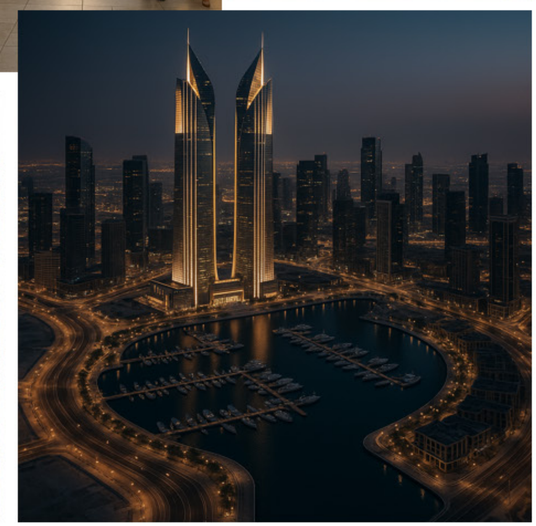
TRADE & SHOPPING DISTRICT ANAYSIS

LUSAIL - PALACE VENDOME MALL

Introduction :

- **Lusail Entertainment City, - North of Doha (Qatar's luxury hub)**
- 1.15 M premium retail space.
- Population +2.9% / yr; retail spend +6.3% / yr.
- Affluent locals, West Bay professionals, luxury hotel guests.
- Prime for high-end beauty & wellness brands.





Location Context:

Place Vendome Mall is positioned in Lusail City, approximately 11 km north of Doha's central business district, along Qatar's rapidly developed northern waterfront. The 1.15 million square meter mixed-use development represents the pinnacle of Qatar's retail modernization, serving as a regional shopping destination that combines luxury retail, hospitality, entertainment, and lifestyle experiences. The mall opened in April 2022 and has established itself as Qatar's premier luxury shopping precinct, drawing affluent locals, expatriates, and international tourists seeking high-end brands and curated experiences.

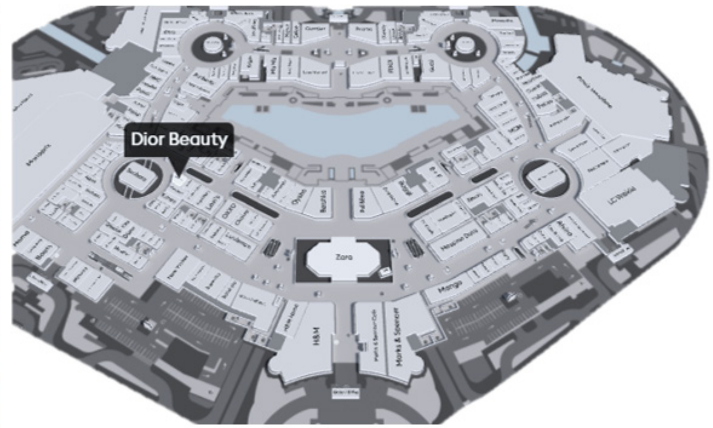
LUSAIL - PALACE VENDOME MALL

Trade Area Definition:

The primary catchment area encompasses Lusail City's residential and commercial districts, with an estimated population of 300,000+ residents. The secondary trade area includes greater Doha and surrounding emirates, drawing cross-border shoppers from Saudi Arabia, UAE, Kuwait, and Bahrain. Tourism amplifies the effective catchment considerably—Qatar welcomed 5 million tourists in 2024 (25% year-on-year growth), with approximately 79% citing shopping as their primary reason for visiting, and luxury retail as a key draw.

Geographic Accessibility:

1. Distance from Doha Central Business District: 11 km via new highway infrastructure
2. Public Transportation: Metro access via planned Lusail Lines; 15+ bus routes connecting to central Doha
3. Parking Infrastructure: Extensive underground and surface parking; QAR 2–5 per hour; validated parking for mall shoppers
4. International Access: Hamad International Airport 25 km away; 45 minutes by vehicle



LUSAIL - City & Key Areas of Attraction

Primary set of locations - closest to Palace Vendome Mall :

Marina Twin Towers District
Offices & hotels; weekday business traffic

Marina Twin Towers District :

Concentrates weekday office professionals and hotel guests seeking premium wellness respites between business commitments. High-density commercial traffic ensures consistent luxury consumer flow adjacent to AESOP flagship retail experience.

Lusail Marina Promenade

Waterfront dining, yacht district, and recreational hub attract affluent leisure visitors year-round. Social, family-oriented atmosphere drives extended shopping experiences and discovery of curated AESOP botanical offerings during weekend wellness exploration.

Lusail Marina Promenade
Waterfront dining, yacht district, tram & bus access

Crescent Park
275,000 m green space, seasonal events & festivals

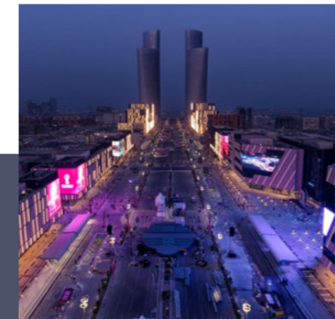
Crescent Park

275,000 m green space hosts seasonal festivals, cultural events, and community gatherings attracting residents and tourists. Adjacent placement positions AESOP as sanctuary destination for aesthetic, sustainability-conscious visitors seeking ritual-driven skincare experiences.

Lusail Stadium

Major entertainment venue hosting FIFA events, international concerts, and sports activations draws massive international visitor influx. Seasonal event tourism creates high-volume, affluent consumer traffic opportunity for AESOP's premium positioning during peak **occasions.**

Lusail Stadium
2022 FIFA venue, hosts concerts & international sports events



Lusail Boulevard
Cultural & entertainment avenue, seasonal pop-ups & exhibitions

Lusail Boulevard

Cultural and entertainment avenue with pop-ups, exhibitions, and vibrant nightlife creates cosmopolitan shopping environment. Diverse social atmosphere attracts design-conscious, digitally-engaged consumers aligned with AESOP's minimalist aesthetic and community-focused brand identity.

Main attractors: Lusail City, The Pearl & northern Doha (local residents); additional visitors from Greater Doha & GCC tourists.

- **Place Vendome Fountain Show**
  A dazzling water, light, and music spectacle at the mall's heart, offering an immersive Parisian-inspired entertainment experience.

- **Le Royal Meridien**
  A five-star boutique hotel directly connected to Place Vendome Mall, blending neo-classical elegance with modern luxury.

Place Vendome Fountain Show

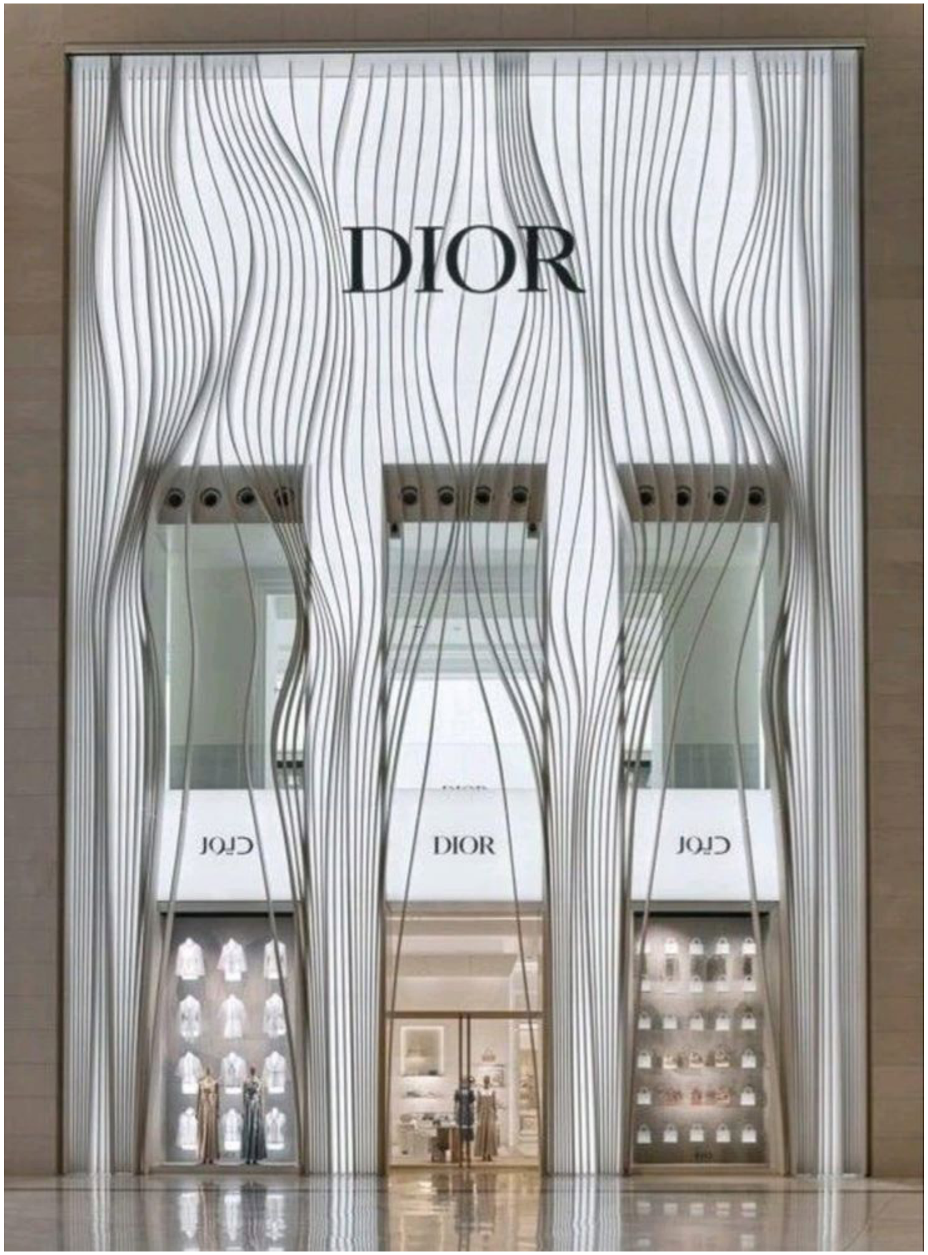
The immersive Parisian-inspired water, light, and music spectacle anchors Place Vendome as premier destination entertainment venue. This experiential focal point drives repeat visitor traffic and creates ritualistic gathering moments where AESOP's aesthetic-focused positioning seamlessly integrates with luxury leisure shopping moments.

Le Royal Meridien Direct Connection

Five-star boutique hotel directly connected to Place Vendome Mall creates seamless guest circulation between hospitality and retail. Hotel guests represent ultra-affluent, internationally mobile luxury consumers perfectly aligned with AESOP's premium positioning, ensuring consistent high-value foot traffic from sophisticated travelers seeking curated skincare experiences.

LUSAIL - PALACE VENDOME MALL

COMPETITIVE LANDSCAPE ANALYSIS: LUSAIL & PLACE VENDOME



Direct Competitors Within Place Vendome
Dior Beauty (Current Tenant - Location Swap Opportunity)

1. **Position:** Established luxury beauty presence; prime ground floor location
2. **Footprint:** Estimated 900–1,290 sq ft
3. **Customer Base:** Affluent females 28–50; high-spend beauty consumers; expatriate professionals; tourists
4. **Strengths:** Brand prestige; established customer relationships; integrated into luxury ecosystem
5. **Competitive Advantage:** LVMH backing; extensive global distribution; celebrity endorsements
6. **Vulnerabilities vs. AESOP:** Heavy reliance on celebrity marketing; premium pricing without transparency; limited consultative service model; no sustainability positioning
7. **Opportunity for AESOP:** AESOP's "quiet luxury" positioning, botanical efficacy, ethical sustainability, and consultative service model directly differentiate from Dior's aspirational celebrity-driven approach

LUSAIL - PALACE VENDOME MALL

COMPETITIVE LANDSCAPE ANALYSIS: LUSAIL & PLACE VENDOME

Le Labo (Competitor Within Place Vendome)

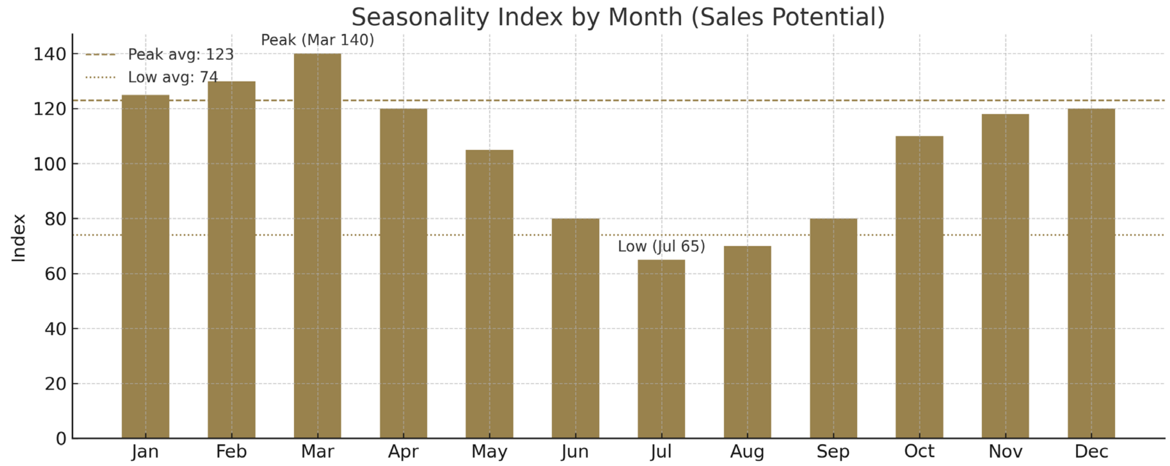
1. **Positioning:** Artisanal luxury fragrance and skincare; bespoke customization; experiential retail
2. **Competitive Dynamics:** Similar price point to AESOP; consultative service model alignment; niche positioning in botanical/artisanal space
3. **AESOP Differentiation:** Broader product range beyond fragrance; stronger architectural retail design; architectural design differentiation; global scale advantage (467 stores vs. Le Labo's ~150)

Rituals (Premium Beauty, Place Vendome Flagship)

1. **Positioning:** Sustainable beauty; ritualistic self-care; mid-premium pricing
2. **Location:** Flagship store, indicating brand commitment to Place Vendome market
3. **Competitive Dynamic:** Similar sustainability values to AESOP; ritualistic brand narrative alignment
4. **AESOP Differentiation:** Premium positioning ($42–135 vs. Rituals' $15–60); deeper botanical ingredient science; architectural retail excellence; B Corp certification

LUSAIL - PALACE VENDOME MALL

SALES POTENTIAL & SEASONALITY



Sales Potential by Seasonality

The seasonality analysis reveals steady year-round demand for luxury beauty in Qatar, with moderate shifts driven by cultural and tourism peaks. Highest sales potential occurs in January-February (Shop Qatar festival) and during spring and summer Eid seasons, capturing premium shopping traffic from locals, expatriates, and tourists. Even during off-peak months, such as August and September, sales remain resilient thanks to robust indoor mall and boutique traffic, making AESOP's flagship viable throughout the calendar year and reducing inventory risk from seasonal dips.

Normative Model Equation: ES = P x EXP x (ADI/MDI) x MS

Attribute	Value	Source
Trading Area Population	965,640	Qatar Statistics Authority (2025)
Per Capita Expenditure (Beauty & Personal Care)	$88	Statista/Euromonitor (2025)
Area Avg. Household Disposable Income	$14,074	World Bank, Qatar (2025)
State Avg. Household Disposable Income	$7,225	IMF, Qatar Macro (2025)
Estimated Market Share	0.9%	Internal Projections, Euromonitor
Estimated Annual Retail Sales Potential (Year 1)	$2,100,000	AESOP Forecasts, Market Sizing

Normative Index and Estimated Profitability (Year 1)

AESOP's market entry forecasts a first-year annual retail sales potential of $2.1 million, backed by robust consumer spending (per capita $88) and high disposable income in the trading area. With a projected market share of 0.9% and data sourced from leading authorities (Qatar Statistics Authority, World Bank, Statista), the normative index builds a conservative yet compelling case for profitability and growth. This foundation supports a premium positioning strategy with strong revenue upside in Lusail/Doha.

CONCLUSION

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AESOP's Strategic Entry into Qatar's Luxury Beauty Market

In summary, this comprehensive analysis establishes AESOP as an exceptional candidate for geographic expansion into Qatar's premium beauty and wellness sector, with particular focus on Lusail and the Place Vendome shopping district. Through systematic evaluation of market dynamics, consumer demographics, competitive positioning, and retail infrastructure, this study reveals robust growth opportunities within Qatar's rapidly premiumizing luxury beauty landscape.

Lusail's Place Vendome represents a distinctly attractive retail destination due to its curated positioning as a European-style luxury mall commanding high foot traffic from affluent UAE nationals, expatriate professionals, and international visitors. The shopping district's architectural excellence and brand-conscious clientele align precisely with AESOP's selective, design-forward retail philosophy. The trading area's elevated disposable income (USD 14,074 average household income), combined with demonstrated spending patterns favoring premium skincare and wellness products, creates ideal conditions for AESOP's flagship positioning.

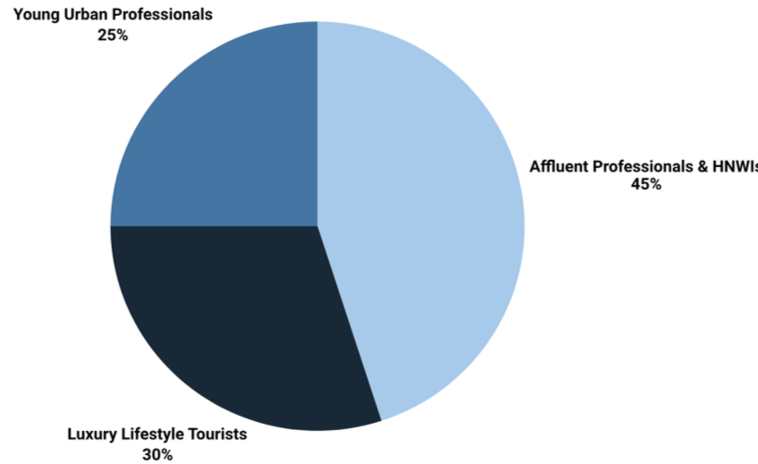
To maximize success, AESOP must leverage its core competitive advantages, botanical efficacy, architectural significance, ethical sustainability commitment, and consultative service model—to differentiate distinctly amid direct competitors (Le Labo, Diptyque, Jo Malone) and accessible luxury alternatives (Kiehl's, L'Occitane). By strategically integrating flagship experiential retail with omnichannel capabilities and leveraging established distribution partnerships (Alshaya Group, Sephora, premium department store placements), AESOP can effectively capture Qatar's wellness-conscious and design-oriented affluent consumers while establishing regional market presence for broader Middle Eastern expansion.

CHOSEN TARGET CUSTOMERS

LUSAIL - PALACE VENDOME MALL

Target Consumer Analysis & AESOP Brand Alignment

Overview: Three Primary Consumer Segments



The Lusail Place Vendôme mall catchment comprises three distinct consumer segments, collectively representing 100% of the target market for AESOP's flagship store entry. Each segment demonstrates unique demographic characteristics, psychographic values, and purchasing behaviors, all three segments showing strong alignment with AESOP's brand positioning, price point, and retail experience model.

Segment Distribution:
1. **Affluent Professionals** & HNWIs: 45% of target market
2. **Luxury Lifestyle Tourists:** 30% of target market
3. **Young Urban Professionals:** 25% of target market

Total Store Revenue Potential: USD 1.7–2.5M annually (900–1,290 sq ft)

SEGMENT 1: Affluent Professionals & HNWIs (45%)

Established executives and entrepreneurs, ages 35–55, earning USD $150K–$500K+. Prioritize quality, authenticity, and sustainability. Deliberately research-driven (2–4 weeks), highly loyal, resistant to celebrity marketing. Attracted to minimalist design and consultative service. Monthly shoppers valuing expertise over sales pressure. AESOP's quiet luxury positioning, B Corp ethics, and architectural retail excellence perfectly align.

Revenue Potential: USD 700K–1M annually

LUSAIL - PALACE VENDOME MALL

Target Consumer Analysis & AESOP Brand Alignment

SEGMENT 2: Luxury Lifestyle Tourists (30%)

International affluent visitors from Saudi Arabia, UAE, Kuwait (primarily); 7–14 day stays motivated by shopping (79%). Higher impulse purchase rate, concentrated spending during visits. Instagram-influenced discovery; attracted to prestige brands and experiential retail. Tax-free appeal drives purchasing. 45% impulse rate. AESOP's architectural design, tax-free advantage, and destination status appeal; requires omnichannel accessibility and social media visibility.

Revenue Potential: USD 600K–800K annually (seasonal peaks)

SEGMENT 3: Young Urban Professionals (25%)

Digital-native professionals, ages 22–40, USD $60K–$150K income; 67% prioritize sustainability. Social-media-first discovery (Instagram, TikTok); micro-influencer influenced (40%). Experiential wellness focus; value authenticity and transparency. Moderate price-sensitivity; biweekly engagement. Expect omnichannel integration. AESOP's sustainability commitment, wellness positioning, and digital readiness strongly resonate; benefits from Instagram optimization and micro-influencer partnerships.

Revenue Potential: USD 500K–700K annually

SEGMENTATION FRAMEWORK

(Psychographic / Behavioral / Motivational)

PARAMETER	INSIGHTS (QATARI CONTEXT)
Lifestyle / Psychographic	Design-driven, wellness-oriented, value ritual & authenticity.
Behavioral	Frequent boutique shoppers / Sephora users / active on Instagram & TikTok.
Motivational	Seek sensorial, ethical luxury & personal identity through self-care.
Demographic (supportive)	Age 25–50

QATAR

TARGET SEGMENTS & PERSONAS

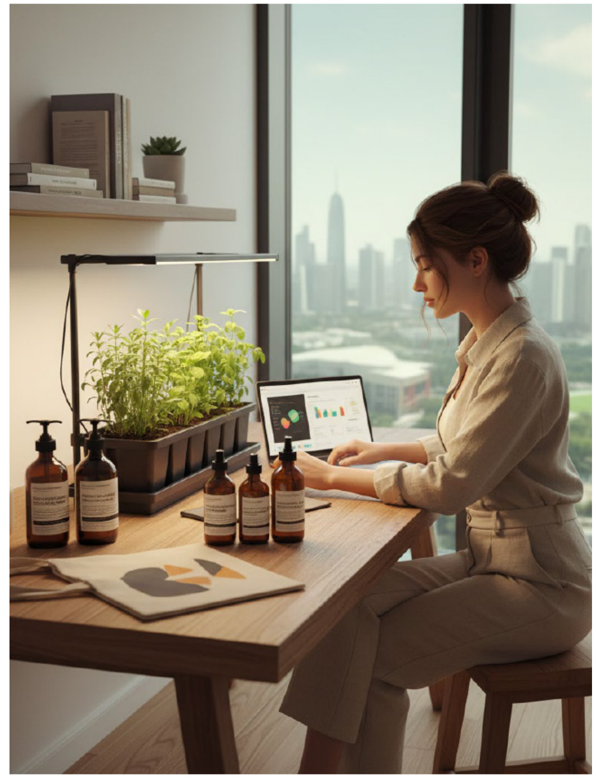
Primary PRIZM® target segments finalised
Qatar - Lusail Palace Vendome Mall

PRIZM® - AFFLUENT AESTHETES
Cultured professionals who view self-care as art and ritual . Drawn to minimalist design, architecture, and wellness spaces

Value authenticity, discipline, and quiet luxury
Shop regularly at Aesop boutiques and Sephora flagships . Consistent full-price buyers of skincare and home fragrance. Prefer personalized consultations and sensory testing. Motivational Cue: Seek beauty as a form of self-expression and mindful escape.

PRIZM® - LUXURY LIFESTYLE TOURISTS
GCC & European travelers viewing beauty as cultural prestige. Appreciate storytelling and craftsmanship in packaging and design. Motivated by prestige, rarity, and symbolic luxury

Shop seasonally (Eid, Ramadan, vacations).Purchase gift sets and limited editions.Engage with Aesop through airport retail & luxury mall pop-ups.
Motivational Cue: Acquire refined objects that signal taste and travel.



PRIZM® - CONSCIOUS URBAN CREATORS
Young, design-oriented expats balancing style and sustainability. Advocate ethical brands and minimalist living.View Aesop as an artisanal, eco-modern brand.

Discover Aesop via Instagram and TikTok micro-influencers.Participate in refill & sustainability programs.Purchase mid-tier SKUs with higher digital engagement frequency.
Motivational Cue: Buy to align with ethical identity and design consciousness.

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TARGET SEGMENTS & PERSONAS- Final Chosen Set

Final Segment Selection: PRIZM® Affluent Aesthetes

Affluent Aesthetes emerge as AESOP's optimal primary segment for the Qatar market expansion, representing the convergence of purchasing power, brand philosophy alignment, and behavioral sophistication. This segment—affluent design-conscious professionals aged 28–50 with annual disposable income exceeding USD 100,000—demonstrates perfect philosophical congruence with AESOP's sensorial, architectural, and ethical positioning. Place Vendome's flagship location cultivates this demographic through its neo-classical European luxury aesthetic and curator-minded retail environment, directly mirroring AESOP's design-forward, minimalist brand language.

They represent AESOP's "mental space" in Qatar—where beauty, ritualistic self-care, and authentic design converge. This segment drives long-term brand loyalty, premium pricing resilience, and organic advocacy within Qatar's interconnected luxury ecosystem. Their presence in Lusail (international expatriates, UAE nationals, regional business travelers) ensures consistent flagship traffic and immediate community-to-community referral networks. By positioning AESOP as a "Sensorial Sanctuary for the Design-Minded," the brand cultivates enduring emotional equity and sustained revenue potential within Qatar's most discerning, affluent luxury consumer base.

STRATEGIC IMPLICATION

*Position Aēsop as a "**Sensorial Sanctuary for the Design-Minded**" at Place Vendôme, merging architecture, ritual & care to cultivate enduring loyalty.*

CHAPTER 3 : PART I
IMPLEMENTATION: PRODUCT ASSORTMENT

PRODUCT ASSORTMENT

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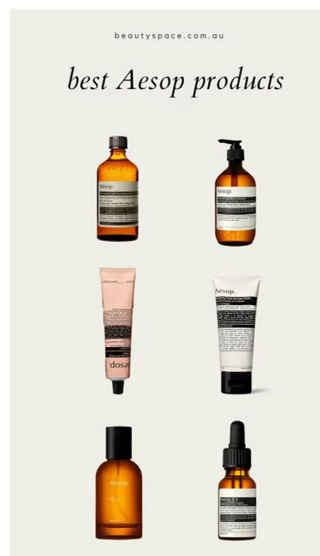
AESOP Core Product Categories Introduction :

AESOP's curated product portfolio represents a holistic approach to botanical beauty and ritualistic self-care, with each category meticulously formulated to balance efficacy, sustainability, and sensory experience.

The brand's offerings span skincare, haircare, fragrance, and emerging wellness categories, unified by commitment to plant-based ingredients, transparent sourcing, and minimal-waste packaging. Rather than pursuing trend-driven expansion, AESOP maintains disciplined product architecture where each category reinforces the core brand philosophy: that beauty emerges from intentional ritual, botanical authenticity, and design-led minimalism.

This focused approach enables AESOP to achieve category leadership within premium prestige beauty while maintaining brand coherence globally.



PRODUCT ASSORTMENT

AESOP Core Product Categories Introduction :

High-Productivity Categories (90 % Sales > 98 Space %):

Skin & Body Care
(65 %)

Botanical-driven formulations delivering efficacy through plant-derived actives. Minimalist packaging functions as dual ritual object and skincare solution, driving daily-use loyalty and establishing AESOP within consumers' core beauty routines through sensory and clinical integrity.

Hair Care
(30 %)

Specialized ecosystem addressing scalp health through plant-derived proteins and antioxidants, avoiding silicone-based shortcuts. Consultative positioning transforms product selection into educational discovery, resonating particularly within design-conscious Asian markets valuing hair-styling ritual and botanical authenticity.

Fragrance
(8 %)

Limited, identifiable single-note compositions reflecting geographical and philosophical storytelling. Functioning as wearable design object and brand ambassador, fragrance carries disproportionate ambassadorial value despite modest sales, operating as trial product and emotional anchor within broader lifestyle positioning.

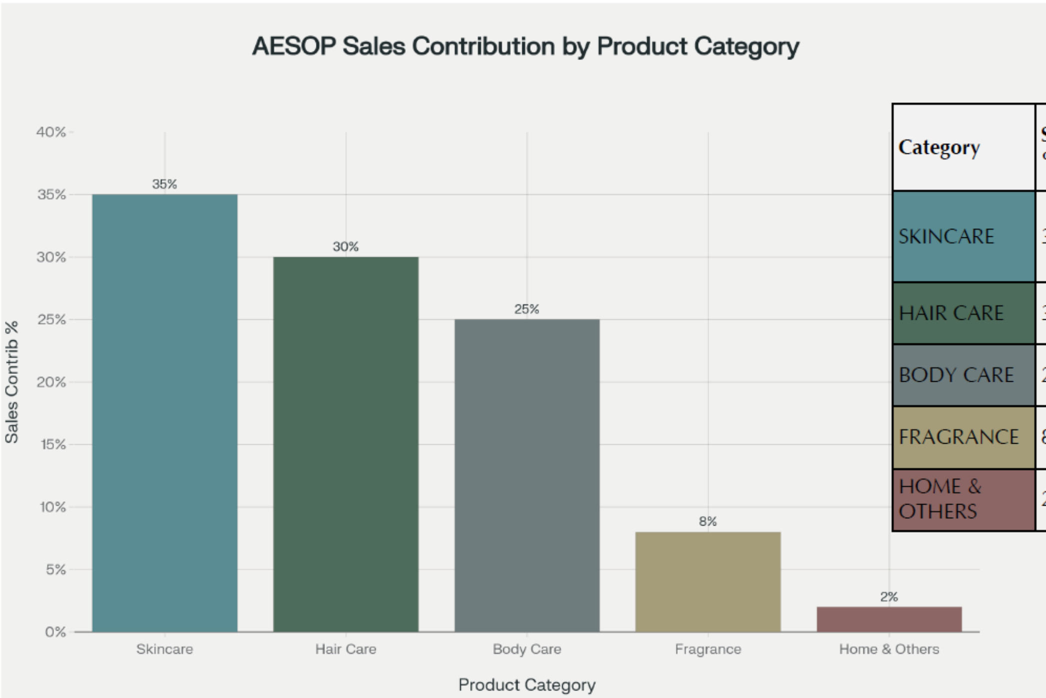
Secondary-Productivity Categories (2 % Sales - 8 Space %):

Home & Others
(2 %)

AESOP's emerging Home & Others category represents experimental extension into domestic and lifestyle spaces, capturing residual revenue while maintaining brand focus on personal care. The best aspects include its restraint and curation: rather than pursuing full home-care expansion, AESOP introduces selective room fragrances, hand soaps, and gift editions that reinforce rather than dilute core brand identity. This category functions as strategic gateway for consumers seeking brand ecosystem expansion without compromising AESOP's selective positioning. While currently 2% of revenue for business.

Price Segmentation & Category Economics

Sales Contribution by Product Categories



Category	Sales %	Space %	Price Range	Avg Price	Sales to Space Ratio	Why This Space?
SKINCARE	35%	28%	AED 85–500	AED 250	1.25:1	Serums concentrated; daily ritual; premium consulting
HAIR CARE	30%	35%	AED 130–200	AED 155	0.86:1	LARGEST ZONE– 500ml bottles; ecosystem; brand positioning
BODY CARE	25%	22%	AED 75–280	AED 145	1.14:1	Entry-point accessibility (AED 75); cross-sell driver
FRAGRANCE	8%	12%	AED 45–650	AED 280	1.50:1	Hero luxury EdPs; tourist impulse/gifts; visual prominence
HOME & OTHERS	2%	3%	AED 120–245	AED 180	1.50:1	Brand ecosystem narrative; niche luxury

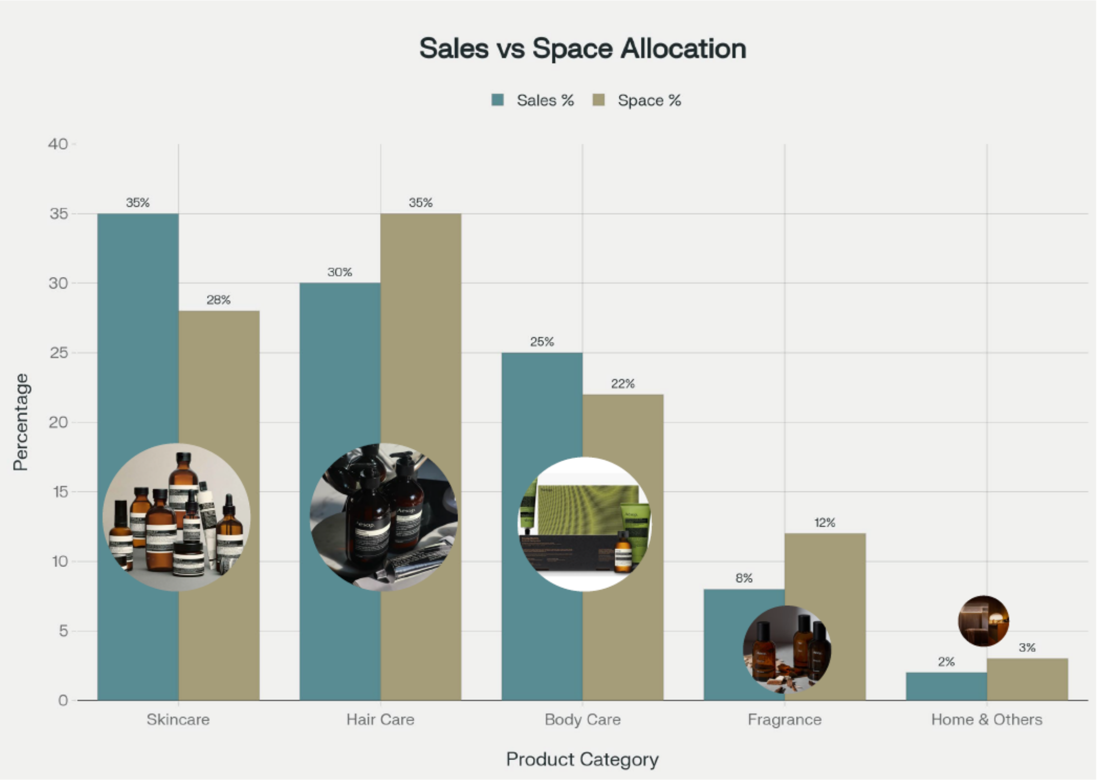
AESOP's pricing architecture reflects a sophisticated tiered strategy balancing accessibility with premium positioning across five categories.

Skincare commands the highest average price point (AED 250), positioning entry-level cleansers at AED 85 while premium serums reach AED 500, enabling affluent Aesthetes to invest substantially while attracting conscious creators through accessible cleansing products. Hair Care maintains moderate pricing (AED 155 average), justified by 500ml bottle volumes and ecosystem ecosystem positioning—consumers purchasing multiple hair formulations achieve higher basket values than individual transactions suggest. Body Care (AED 145 average) functions as strategic entry-point category at AED 75, driving cross-sell to premium skincare; Fragrance (AED 280 average) captures luxury impulse purchasing and tourist gift spending; Home & Others (AED 180 average) serves brand ecosystem loyalty. This graduated pricing architecture ensures AESOP captures multiple consumer spending tiers within the Affluent Aesthete segment while maintaining non-discounted, globally consistent pricing that reinforces brand equity.

Collectively, this balanced portfolio demonstrates AESOP as a multi-category self-care ecosystem, appealing to Affluent Aesthetes seeking comprehensive ritualistic beauty solutions from single trusted source.

Price Segmentation & Category Economics

Sales vs Space Allocation :



Rationale :
Our **5-category assortment** is balanced through productivity ratios (Skincare 1.25, Hair Care 0.86). It reflects all three target segments: Affluent Aesthetes drive skincare premium pricing (AED 250 avg); Conscious Creators discover via Body Care entry-point (AED 75); Luxury Tourists impulse-purchase Fragrance (AED 190–650) during seasonal peaks.

This allocation demonstrates **AESOP as a holistic self-care ecosystem brand**, not skincare-only, justifying Hair Care as our largest zone despite lower per-sq-ft productivity."

The most revealing metric is the sales-to-space productivity ratio differential across categories. Skincare achieves 1.25:1 productivity ratio (35% sales from 28% space), reflecting premium pricing, daily-ritual purchasing frequency, and consultative intensity. Hair Care, conversely, operates at 0.86:1 (30% sales from 35% space), the flagship retail zone, justified not by productivity but by brand positioning narrative: extensive hair-care displays communicate AESOP's multi-category legitimacy and provide visual architectural drama supporting flagship aesthetic expectations. Body Care achieves 1.14:1 productivity (25% sales from 22% space), functioning as efficient, discoverable entry-point. Fragrance achieves strong 1.50:1 ratio (8% sales from 12% space), reflecting premium pricing and visual display prominence.

This deliberate space over-allocation to Hair Care—despite lower per-sq-ft productivity—reflects strategic decision prioritizing brand ecosystem communication and architectural grandeur over pure sales optimization, ensuring flagship customers perceive AESOP as comprehensive self-care authority rather than skincare-focused specialist, thereby justifying premium positioning and driving long-term loyalty among Affluent Aesthetes.

Store Layout

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Product Wise Zoning

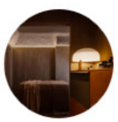
Exterior, Floor Plan, Pathing & Fixture Productivity Analysis (FEBRUARY 2026- DECEMBER 2026)

Skin Care (35% SKU)

Body Care (25% SKU)

Hair Care (30% SKU)

Fragrance (8% SKU)



Home & Other (2% SKU)

Store Layout & Product Zoning Strategy: AESOP Lusail Vendome

Loyalist Zone (F1-F2, Entry-Facing): Premium Skincare (35% SKU) and Hair Care (30% SKU) occupy high-visibility front perimeter zones, capturing repeat customers and showcasing flagship product range. This architecture maximizes per-sq-ft productivity while communicating AESOP's multi-category authority through immediately visible brand ecosystem.

Seasonal/Discovery Zones (D1-D2, Back Right): Body Care (25% SKU) and Fragrance (8% SKU) occupy recessed, discovery-oriented zones encouraging customer flow deeper into retail space. Fragrance's premium placement drives seasonal gift-purchasing during tourism peaks, while Body Care's accessibility positioning enables consultation-driven discovery and cross-sell conversion to premium skincare products.

STORE
PLANNING & DESIGN

Rendered using Sketchup - D5 Plugin

Store Concept & Insipiration

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Store Facade Design: Desert & Dhow Concept

AESOP's Lusail Vendфme facade translates Arabian aesthetic through minimalist rigor: undulating timber slats echo desert dune formations, while warm palette references golden sand hues. The sculptural ceiling commands Place Vendфme visibility, communicating AESOP as architectural destination. Curved glass frontage reflects Place Vendфme fountain dynamics, creating animated faзade dialogue. Subtle "dhow sail" references embedded within wooden framework evoke maritime heritage without literal representation, maintaining global minimalist brand language.

Interior architecture achieves sophisticated localization-internationalization balance through contextual restraint. Arched window apertures reference Qatari heritage aesthetics; warm sand-tone finishes acknowledge desert geography; elevated platform consultation zone echoes traditional majlis gathering conventions.

*AESOP Lusail Vendôme is **intentionally "localized,"** not **internationalized.** This flagship boutique embeds Qatar's natural and cultural heritage - **the golden desert hues, organic dune forms**, and **the iconic dhow (traditional wooden sailing vessel)** into a **cohesive architectural narrative** that maintains AESOP's global minimalist code*

Store Facade Design: Desert & Dhow Concept

Design Narrative: Cultural Integration Without Diluting AESOP Brand

Rather than superficial Arabian theming, AESOP embeds Qatar's natural and cultural heritage through abstracted architectural language. Golden desert hues and flowing dune forms translate to ceiling materiality; dhow wooden construction inspiration informs fixture detailing; traditional hospitality rituals inform spatial hierarchy. This approach respects Qatari cultural authenticity while maintaining AESOP's global minimalist positioning—AESOP becomes culturally integrated rather than culturally extractive, resonating deeply with Affluent Aesthetes valuing authentic localization.

Material Choices & Storytelling

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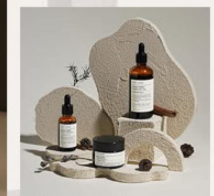
Material Language & Design Rationale: AESOP Lusail Vendome



MATERIAL / ELEMENT	AESOP BRAND CODE	QATAR / "DESERT & DHOW" REFERENCE	DESIGN RATIONALE
Pearl Micro cement	Calm, mineral, matte	Desert sand + pearl diving beds	Connects everyday ritual to Gulf coastline and desert horizon
Brushed Brass	Understated luxury	Dhow rigging, metal hardware	Warm metallic signal of craftsmanship and heritage wealth
Pale Oak / Ribbed Oak	Natural tactility	Dhow hulls, mashrabiya rhythm	Vertical ribs reinterpret wind towers & dhow ribs as shelving
Travertine Trough Sink	Aesop's global sink icon	Monolithic stone = permanence	Ritual anchor and "gallery object" with regional solidity
Honed Limestone Floor	Quiet, grid-like	Regional stone craftsmanship	Cool underfoot, durable, subtly references regional building traditions

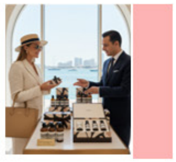
Each material selection embodies dual positioning—AESOP's global minimalist code intersecting with Qatar's natural and cultural heritage. Pearl Micro Cement conveys calm, mineral authenticity while referencing desert sand and pearl diving heritage. Brushed Brass signals understated luxury, evoking dhow rigging and craftsmanship wealth.

Pale Oak Ribbed Shelving interprets wind towers and dhow hulls through vertical lines, establishing functional product display as architectural narrative. Travertine Trough Sink anchors ritualistic consultation as permanent stone anchor. Honed Limestone Flooring provides quiet, durable grounding echoing regional building traditions. This material palette transforms AESOP into culturally integrated sanctuary while preserving global brand coherence.

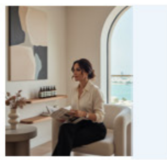
Strategic Zoning by Target Segment: Tiered Loyalty Architecture

Exterior, Floor Plan, Pathing & Fixture Productivity Analysis
(FEBRUARY 2026- DECEMBER 2026)

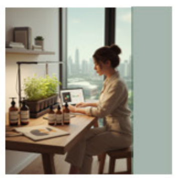
1) Luxury Lifestyle Tourist (30% - store front)



2) Affluent aesthetes
(40% slow browse – discovery library)



3) Conscious Urban Creators (~25%) — "learn & refill"



Tier 1 – Affluent Aesthete Loyalist Sanctum (40% focus, back-right D1–D2 zones)
Invite-only consultation chambers featuring premium skincare, hair care, and body care. Travertine islands, elevated service protocols, and limited seating reinforce exclusivity. Specialist-led consultations unavailable to casual browsers. Experience design strengthens brand equity and loyalty density among core affluent customers commanding disproportionate lifetime value and advocacy.

Tier 2 – Luxury Lifestyle Tourist Gateway (30%, storefront F1–F2)
Fragrance and home/others occupy high-visibility, transaction-optimized zones requiring minimal consultation. Visually prominent positioning enables immediate revenue, gift purchases, and trial discovery. Tourist segment experiences accessible luxury while funneling premium customers toward Loyalist Sanctum upon repeat visits.

Tier 3 – Conscious Urban Creator Discovery (25%, mid-zone F3–F4)
Body care and hair care positioned as semi-open discovery libraries. Self-service browsing combined with available consultation creates escalation journey—casual explorers naturally discover premium products, creating conversion pathway toward Affluent Aesthete loyalty status over time.

Customer Journey & Experience Flow

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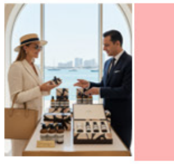
Exterior, Floor Plan, Pathing & Fixture Productivity Analysis (FEBRUARY 2026- DECEMBER 2026)

1) Luxury Lifestyle Tourist (30% - store front)



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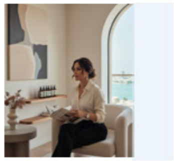
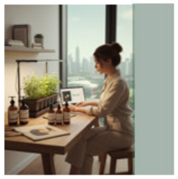
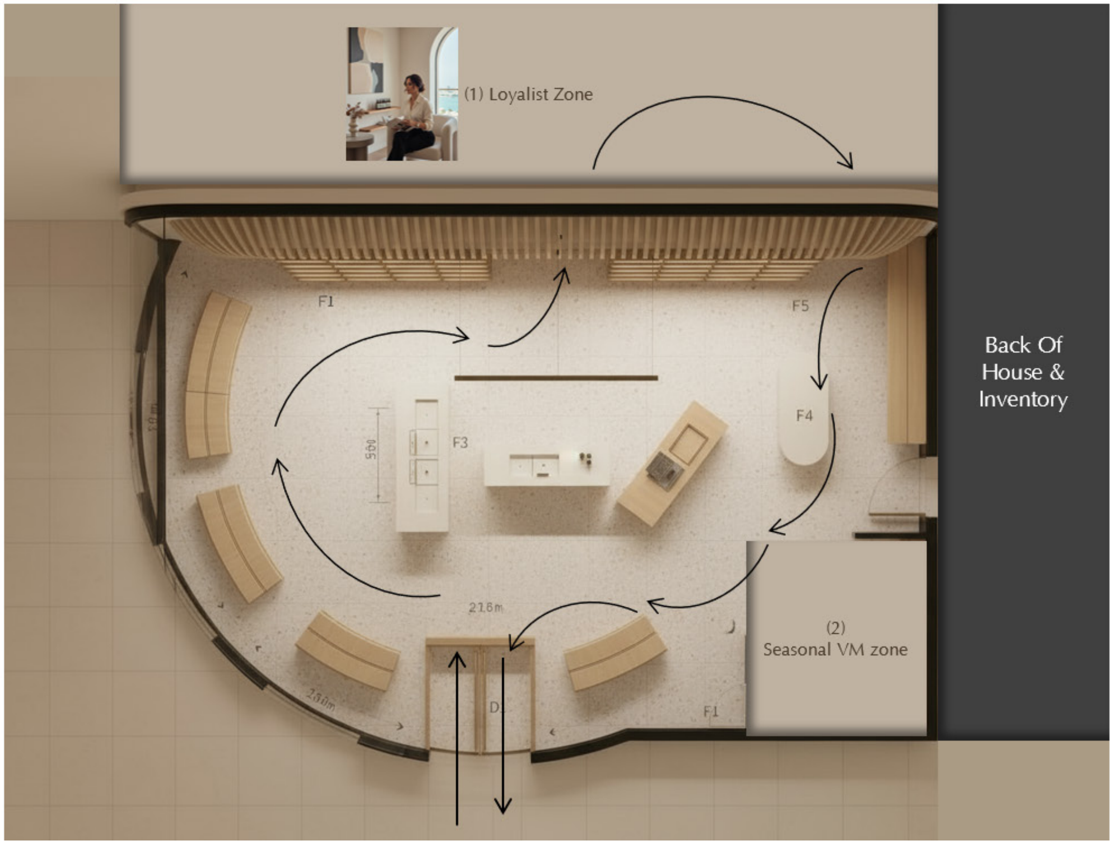


3) Conscious Urban Creators (~25%) — "learn & refill"

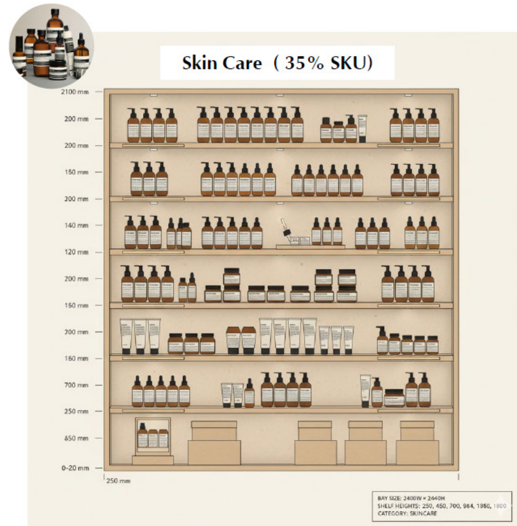


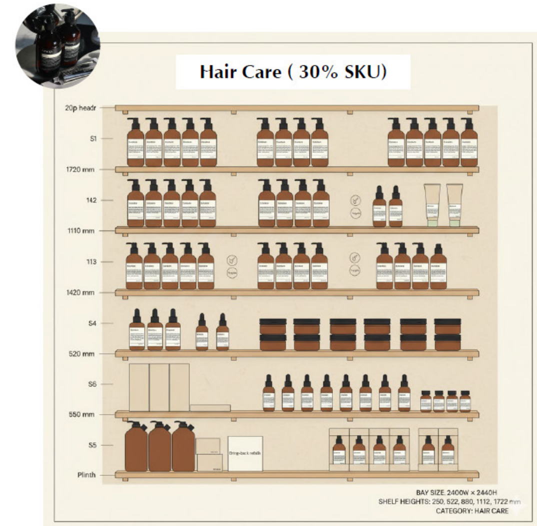


Entry Activation & Discovery Path: Luxury Lifestyle Tourists (30%) enter via storefront featuring Fragrance & Home/Others collections—premium impulse categories with visual prominence and minimal consultation friction. This front-zone activation captures high-traffic foot-fall, generates immediate transaction velocity, and establishes brand perception as accessible luxury. Tourists experience curated gift-ready products requiring minimal expertise, enabling rapid purchase cycles while simultaneously introducing AESOP's botanical narrative to new customers globally.

Secondary Discovery & Exploration Zone: Mid-store positioning of Body Care & Hair Care targets Conscious Urban Creators (~25%) seeking education-driven discovery. Open shelving, browsable formats, and consultative signage encourage "learn & refill" behavior—customers independently explore formulations while specialists remain available for deeper dialogue. This zone bridges transactional tourism and loyalty-driven sophistication, creating natural journey progression from impulse to intention.

Merchandising Strategy - Category Wise :





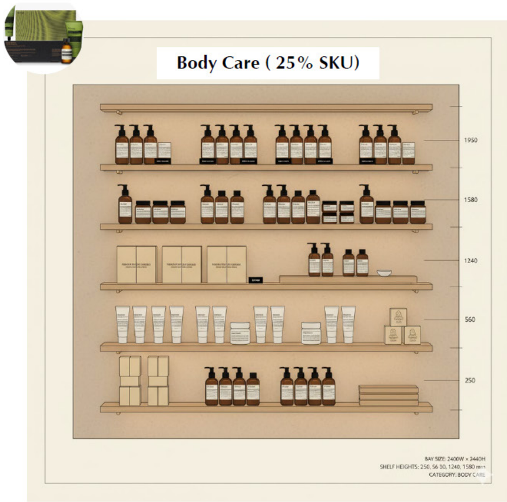
Skin Care (35% SKU) – Premium Loyalty Anchor

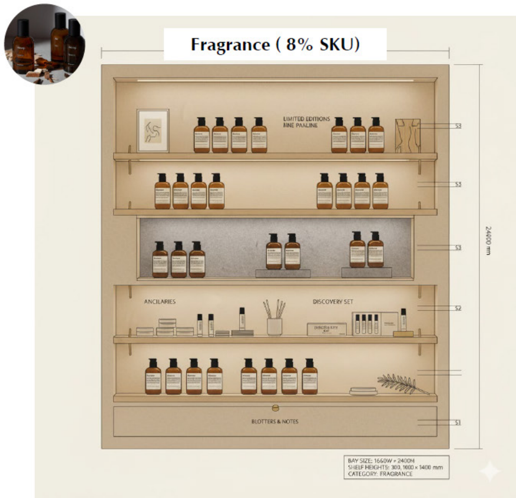
Vertical shelving displays prioritize eye-level hero products (serums, premium moisturizers AED 250–500) driving high-ticket transactions. Lower shelves feature accessible entry-points (cleansers AED 85–120) enabling discovery. Mid-tier positioning emphasizes consultative browsing—customers can independently assess formulations while specialists remain available. This tiered architecture maximizes per-sq-ft productivity while supporting Affluent Aesthete premium purchasing behavior and consultative engagement.

Hair Care (30% SKU) – Ecosystem Authority Display

Expansive horizontal shelving (1,720mm height) establishes architectural prominence communicating AESOP's multi-category legitimacy. 500ml bottle volumes occupy center eye-level zones with treatment products and supplements positioned accessibly. This generous allocation justifies its space-to-sales ratio mismatch (30% SKU, 35% space)—the zone functions as visual brand authority statement rather than pure transaction generator, critical for positioning AESOP as complete beauty ecosystem versus skincare-only competitor.

Merchandising Strategy - Category Wise :





Body Care (25% SKU) – Discovery & Cross-Sell Gateway

Compact shelving (1,950mm height, organized by product type) balances accessibility with browsability. Cleansers and balms occupy accessible mid-zones (AED 75–145 entry-points), encouraging casual discovery. Grouped by ritual type (shower, hand, body), the layout facilitates cross-sell conversion—Body Care entry-points naturally guide customers toward premium Skincare consultation. This strategic positioning drives customer journey escalation across price tiers within consultative framework.

Fragrance (8% SKU) – Luxury Impulse & Premium Gift

Premium fixture design (arched apertures, elevated lighting, minimal density) positions fragrance as luxury hero category despite modest SKU volume. Limited editions, discovery sets, and gift-ready packaging occupy prominent mid-zones supporting seasonal tourism peaks and impulse purchasing. This visual over-investment relative to sales volume functions as brand equity signal—fragrance's perceived luxury elevates entire store perception and drives tourist gift-purchasing during high-season visitation.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SEPHORA

Fixture & Store Setup Strategy:

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1) Travertine Consultation Sink

Sculptural travertine trough sink functions as AESOP's iconic ritualistic anchor point—transforming product consultation into ceremonial interaction. Pearl micro-cement aesthetic echoes desert sand and diving heritage. Minimalist form communicates permanence and authenticity. Black brass fixtures reference dhow rigging, embedding Qatari maritime craftsmanship. This one-of-a-kind sculptural sink elevates consultation experience beyond transactional beauty retail, positioning AESOP as wellness sanctuary where ritual meets efficacy, core brand promise materialized architecturally.

2) Ribbed Wooden Wall Display System

Vertical pale oak ribs organized in modular shelving grid balance aesthetic coherence with product flexibility. Ribbed rhythm references wind towers and dhow hulls while maintaining AESOP's minimalist philosophy. Warm wood tone humanizes stark aesthetic while lighting creates product theater—bottles appear as sculptural objects rather than commercial commodities. This display system positions products as design artifacts, elevating entire retail experience toward gallery-like curation. for positioning AESOP as complete beauty ecosystem versus skincare-only competitor.

3) Curved Glass & Timber Entry Portal

Arched apertures reference traditional Qatari architecture while pale oak ribbed framework interprets wind tower geometry. Curved glass frontage creates permeable threshold between Place Vendome circulation and AESOP's interior sanctuary. Undulating timber ceiling echoes desert dune formations. This architectural gateway communicates AESOP's dual positioning: locally rooted yet internationally minimalist. Entry design functions as brand statement, customers perceive AESOP as culturally integrated aesthetic destination rather than generic luxury retailer.

Kano's Model Analysis

Performance (One-Dimensional) Features: Expected Baseline
Performance features represent customer expectations—absence creates dissatisfaction, presence creates proportional satisfaction. For AESOP Lusail Vendфme:

Product Efficacy & Quality: Skincare and haircare products must deliver visible botanical results. Affluent Aesthetes expect efficacy parity with Kiehl's dermatological claims while appreciating AESOP's plant-based formulation advantage. Performance satisfaction directly correlates to repeat purchase and loyalty.

Consultation Availability: Trained specialists must provide knowledgeable, non-pressured product guidance. Customers expect availability during peak shopping hours (Jan-Feb peak season, Eid periods). Consultation quality directly impacts customer satisfaction and brand perception within competitive luxury beauty landscape.

Store Cleanliness & Spatial Comfort: Minimalist aesthetic requires immaculate presentation. Any merchandising disorder, dust, or clutter undermines brand positioning. Temperature control and atmospheric lighting must support 30-minute minimum consultation experiences. Performance deficiency rapidly erodes brand equity.

Consistent Global Pricing: Non-discounted, transparent pricing across all markets reinforces brand discipline. Customers expect AED prices equivalent to Australian AUD or UK GBP conversion without regional arbitrage—performance breach signals inconsistent brand philosophy.

Attractive (Delighter) Features: Competitive Differentiation
Attractive features are unanticipated surprises that generate delight and emotional loyalty—absence doesn't dissatisfy, but presence creates disproportionate satisfaction and advocates.

Invite-Only Loyalist Sanctum Experience: Beyond standard retail, AESOP offers pre-booked specialist consultations in exclusive back-zone chambers for repeat customers. This creates psychological VIP positioning—affluent Aesthetes feel recognized, valued, and prioritized. Loyalist sanctuary transforms transactional retail into exclusive membership experience, generating emotional attachment exceeding product functionality.

Architectural Localization Narrative: Rather than generic luxury aesthetic, AESOP embeds unique Qatar cultural references—dune-inspired ceiling, dhow-referenced shelving, travertine sink as "desert permanence"—creating distinctive Singapore-Seoul-London store differentiation. Customers perceive AESOP as culturally intelligent, architecturally thoughtful, not as generic luxury franchise.

Architectural Sanctuary Ambiance: Minimalist design, layered lighting, travertine water ritual, open shelving transparency—collectively create non-retail atmosphere where customers perceive AESOP as wellness sanctuary. This emotional positioning generates delighter response: customers willingly spend 45+ minutes browsing despite modest SKU count, viewing time investment as meditation rather than shopping burden.

These attractive features create emotional moat protecting against competitive infiltration while generating authentic advocacy and lifetime customer value exceeding transactional beauty retail norms.

COMMUNICATION & PROMOTIONAL PLAN

TARGET CUSTOMER SEGMENTATION

Aēsop's communication and promotional strategy for the Lusail Vendôme store is grounded in a nuanced understanding of the key consumer groups who shape Qatar's premium beauty and lifestyle market. Based on demographic patterns, regional travel flows, and psychographic insights the following three segments will guide all campaign and channel decisions.

Primary Segment : Affluent Aesthetes (≈45%)

These are culturally sophisticated, design-led professionals who respond deeply to architecture, sensory rituals, and quiet luxury cues. They exhibit the highest annual spend, a preference for consultation-led shopping, and strong loyalty toward brands that value craft and intentionality.

Communication Focus:

1. Personalized skincare and haircare consultations
2. In-store rituals that emphasize texture, scent, and mindful application
3. Editorial content highlighting design, philosophy, and craftsmanship
4. CRM-driven follow-ups to nurture long-term relationships

Secondary Segment : Luxury Lifestyle Tourists (≈30%)

Comprising GCC and European travelers, this segment is heavily motivated by prestige, gifting culture, and travel-driven indulgence. Their presence intensifies during Ramadan, Eid, winter tourism seasons, and major events in Doha.

Communication Focus:

1. Fragrance storytelling and curated gifting displays
2. Airport-style convenience messaging ("Discover Aēsop Lusail")
3. Seasonal exclusives, limited edits, and luxury gift-wrapping rituals
4. Multilingual touchpoints to accommodate international visitors

Tertiary Segment : Conscious Urban Creators (≈25%)

Young professionals and expats who prioritize ethical sourcing, minimal design, and sustainability. They are digitally active across Instagram and TikTok, frequently engaging with content that blends wellness, design, and lifestyle purpose.

Communication Focus:

1. Entry-level body care SKUs and refill messaging
2. Sustainability storytelling across digital channels
3. Quick in-store discovery formats (mini rituals, sampling trays)
4. Influencer collaborations centered on mindful living and clean routines


Aēsop
Gloam
Ouranon
Miraceti
Rōzu
Marrakech Intense
Hwyl
Tacit
Karst
Eau de Parfum

BRAND ANCHOR

Aēsop's communication philosophy is rooted in quiet luxury an approach that privileges restraint, intention, and depth over overt persuasion. The brand speaks through architectural storytelling, refined materiality, and a sensory-driven understanding of daily rituals. Rather than relying on discounts, flashy promotions, or mass-market advertising, Aēsop builds desire through cultural credibility, thoughtful editorial content, and immersive in-store experiences.

This communication plan for the Lusail Vendôme store maintains full alignment with Aēsop's global standards by emphasizing design, atmosphere, and meaningful customer engagement as the primary vehicles of brand expression.

(Aligned with Aēsop global brand standards.)

OMNI-CHANNEL STRATEGY

CHANNEL	TACTIC	TARGET SEGMENT	ROI FOCUS	FINANCIAL ROI PROJECTION
Instagram	Teasers, rituals videos, UGC, aesthetic storytelling	Creators + Affluent Aesthetes	Engagement, saves, shares will drives top-of-funnel	**$14–$18 revenue per $1 spent** (lowest cost per reach; high organic EMV)
Vendome Digital Screens	Architectural motion graphics, "Coming Soon" visuals	Tourists + Aesthetes	Footfall + brand presence near high-traffic atrium	**6–8% lift in store footfall** during pre-launch months
Pop-Up Store (430 sq ft)	Sink rituals, curated edit, gifting nook	All segments	Consultation → purchase (30–40% conv.)	**Highest ROI driver: $425 basket × 30–40% conv → $8,000–$10,000/day potential**
Website + Booking Page	Store story, design narrative, appointment booking	Creators + Aesthetes	Consultation bookings, retention	**Booking conversion ~18–22% →** direct link to high ATV sales
Micro-Influencers (10–12)	Private rituals, aesthetic POV videos	Creators	Earned media value, authentic reach	**EMV return: $5–7 per $1** spent; boosts body care + fragrance
PR & Editorial (Vogue Arabia, Harper's Bazaar)	Cultural/architectural storytelling	Tourists + Aesthetes	Brand equity; luxury legitimacy	**Long-term ROI: +12–15% uplift in tourist baskets (Eid/Ramadan)**
Community Events (Quarterly)	Art talks, poetry sessions, fragrance labs	Aesthetes	Loyalty + repeat visits	**Retention ROI: +25–30% repeat purchase rate**
Email / WhatsApp CRM	Personalized recommendations after rituals	All segments	Higher average basket, repeat sales	**Customer LTV ↑ by 22–28%** within 6 months


Aēsop
Resurrection Aromatique
Gel Lavant Résurrection
Mandarin Rind · Rosemary Leaf · Cedar Atlas
Écorce de Mandarine · Feuille de Romarin
aesop.com

PROMOTIONAL PLAN

Aēsop's promotional plan for the Lusail Vendôme store is designed to introduce the brand with subtlety, cultural sensitivity, and quiet luxury. Rooted in Aēsop's global communication philosophy, the plan avoids aggressive advertising and instead focuses on architectural storytelling, sensory rituals, and meaningful customer engagement. Structured across Pre-Launch, Launch, and Post-Launch phases, the strategy guides consumers through Aēsop's five stages Attract, Engage, Convert, Retain, and Advocate using carefully selected channels such as Instagram, pop-up experiences, press outreach, and personalized clienteling. This phased approach ensures a cohesive, premium, and culturally attuned entry into Qatar's luxury market, establishing Aēsop as an intentional and enduring presence in Lusail.

5 PHASE OF PROMOTION

1
ATTRACT

2
ENGAGE

3
CONVERT

4
RETAIN

5
ADVOCATE

Aēsop's promotional approach follows a gentle, layered journey that guides customers from initial awareness to long-term advocacy. Rather than relying on aggressive advertising, each stage is rooted in sensory storytelling, thoughtful engagement, and meaningful human connection. These five phases ensure that every interaction digital or physical reflects the brand's values of quiet luxury, intentionality, and cultural credibility.

1. Attract

The first phase focuses on drawing attention through subtle, visually rich communication. Architectural teasers, design-led visuals, and ritual-based content on social and physical touchpoints build curiosity without overwhelming the audience. This stage sets the tone for Aēsop's refined presence within Lusail Vendôme.

2. Engage

Once interest is sparked, Aēsop deepens connection through storytelling. Digital films, micro-influencer POV rituals, in-store previews, and cultural content invite customers to explore the brand's philosophy, ingredients, and design ethos. Engagement emphasizes intimacy and education rather than persuasion.

3. Convert

Conversion occurs naturally through immersive physical experiences sink rituals, guided consultations, personalized regimens, and curated gifting edits. These touchpoints help customers understand their own needs and experience products firsthand, resulting in high consultation-to-purchase ratios.

4. Retain

Aēsop nurtures relationships through personalization. Follow-up messages, replenishment reminders, WhatsApp CRM, and editorial content help customers maintain their routines and feel supported over time. Retention relies on trust, not promotions, creating long-term loyalty.

5. Advocate

The final stage encourages customers to become brand ambassadors through authentic sharing. Positive word-of-mouth, organic social posting, and community event participation elevate Aēsop's cultural presence in Qatar. Advocacy emerges naturally from meaningful experiences not from incentives

PROMOTIONAL PLAN

STORE OPENING IN JANUARY 2026

PRE-LAUNCH (NOVEMBER 2025 – DECEMBER 2025)

ATTRACT

- Instagram Stories (Teasers)
- Instagram Grid (Pre-launch Visuals)
- Vendome Digital Screen Motion (Coming Soon)
- Press Kit Preparation & Launch Film

PRE-LAUNCH (NOVEMBER 2025 – DECEMBER 2025)

ENGAGE

- Pop-Up Store Opening
- Instagram Stories (Pop-up Experience)
- Micro-Influencer Consults (Pop-up)
- Website Launch (Pop-up Info & Booking)

LAUNCH

CONVERT

- VIP Preview Event (Store)
- "Launch Event (Store Opening)"
- Instagram Stories (Launch Coverage)
- Website & Email Campaigns

POST-LAUNCH (FEBRUARY 2026- DECEMBER 2026)

RETAIN

- Limited-Edition Ramadan Gift Packaging
- Clienteling Sessions
- Instagram Stories / Grid (Seasonal Moments)
- Personalized Emails

POST-LAUNCH (FEBRUARY 2026- DECEMBER 2026)

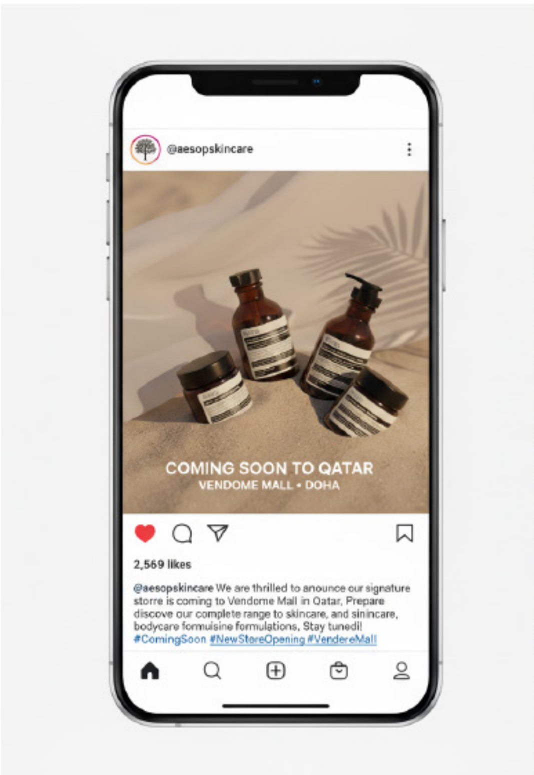
ADVOCATE

- Instagram Stories (Anniversary & Rituals)
- Instagram Grid (User-Generated Content)
- Media Outreach & Editorial Coverage

PROMOTIONAL PLAN

PROMOTIONAL MOKE-UP

Instagram



Pop-Up Store Opening

All images are generated from Gemini AI

Limited-Edition Ramadan Gift Packaging

Mall Signage

Media Outreach & Editorial Coverage

All images are generated from Gemini AI

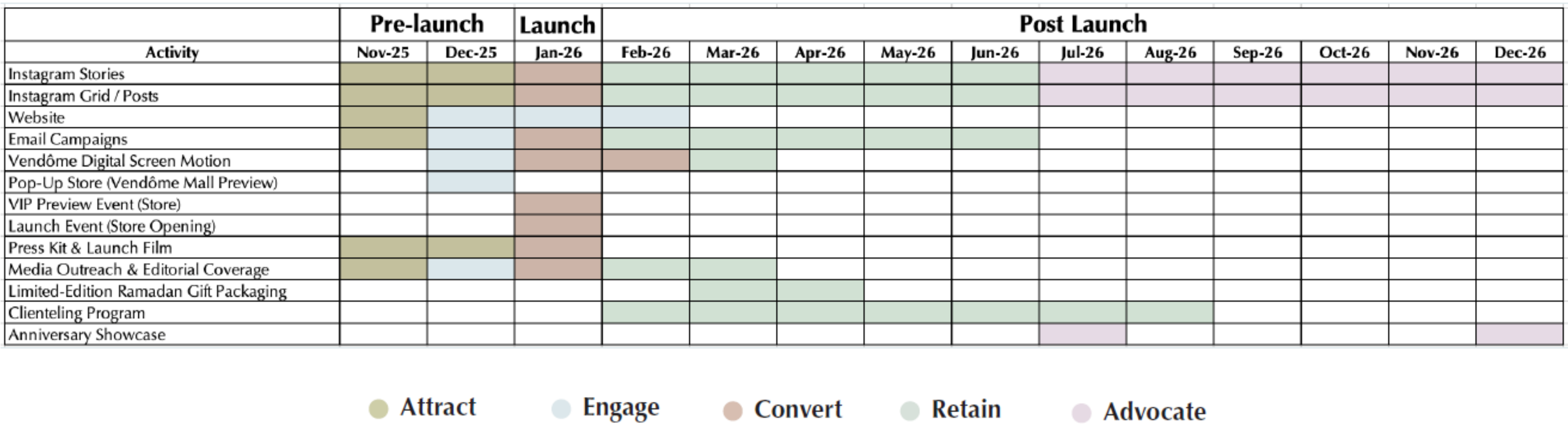
PROMOTIONAL BUDGET

PROMOTION BUDGET		
AESOP - VENDOME MALL		
Jan 2026 - Dec 2026		
Total Revenue	21,00,000	
Total Promotion Budget (%)	20.00%	
Total Promotion Budget ($)	4,20,000	
Budget Plan for Store Opening	**4,20,000**	
Promotion	**Cost**	**Percentage**
Instagram Stories	29400	7%
Instagram Grid / Posts	29400	7%
Website	21000	5%
Email Campaigns	21000	5%
Vendôme Digital Screen Motion	29400	7%
Pop-Up Store (Vendôme Mall Preview)	42000	10%
VIP Preview Event (Store)	42000	10%
Launch Event (Store Opening)	50400	12%
Press Kit & Launch Film	29400	7%
Media Outreach & Editorial Coverage	29400	7%
Limited-Edition Ramadan Gift Packaging	33600	8%
Clienteling Program	33600	8%
Anniversary Showcase	29400	7%
Total	**420000**	**100%**

Year 1 :
Total Revenue: $2.1M
Total Promotion Budget: 20%
Total Promotion Budget: $420K

Year 2: 18%
Year 3: 16%

COMMUNICATION/ PROMOTIONAL TIMELINE



Attraction Phase (Nov–Dec): Pre-launch digital storytelling builds anticipation through Instagram Stories, website teasers, and Vendome digital screens introducing AESOP's desert-dhow architectural narrative. No paid advertising reflects AESOP's authentic brand philosophy—earned media, design publication outreach, and editorial partnerships generate premium credibility. VIP preview events (Dec-25) invite Affluent Aesthetes, influencers, and media, creating exclusive launch perception while generating organic advocacy among Qatar's luxury ecosystem.

Launch Activation (Jan–Feb): Flagship opening coincides with Shop Qatar festival (peak seasonality) and aligns with tourism surge. Launch event drives foot-traffic through experiential programming—artist residencies, botanical workshops, Qatari heritage integration showcases. Press coverage and launch film document architectural significance for global design media. Limited-edition Ramadan gift packaging launches Feb-26, capturing religious gifting occasions while respecting cultural timing.

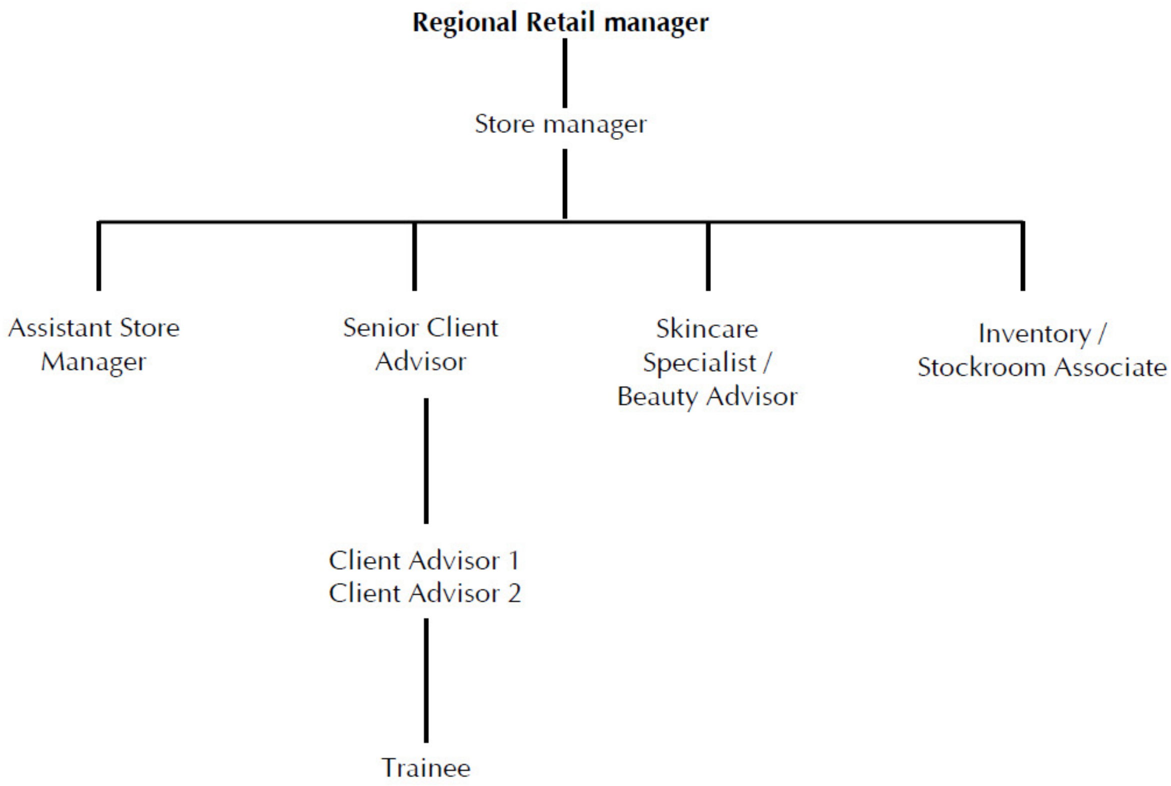
Engagement & Conversion (Mar–May): Instagram Grid Posts, website content, email campaigns nurture ongoing discovery. Clienteling Program recruits loyalists through curated membership experiences—pre-booked consultations, exclusive previews, educational content. Eid seasonal campaigns (Mar-Apr, May-Jun) leverage peak tourism windows and cultural gifting occasions, extending conversion windows beyond typical luxury retail seasonality.

Retention & Advocacy (Jun–Dec): Anniversary Showcase (Nov-26) celebrates flagship's first anniversary, creating year-round engagement cadence. Continuous clienteling, educational email campaigns, and community programming transform transactional customers into brand advocates. This timeline deliberately rejects discounting or paid advertising—instead leveraging seasonality, editorial credibility, and community embeddedness to drive sustainable, premium-aligned growth.

CHAPTER 3 : PART II
HUMAN RESOURCES & FINANCES

Organizational Chart

Hierarchy built over 3 years of recruitments



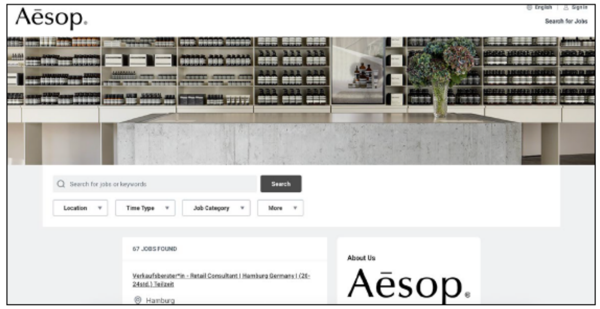
AESOP's lean organizational hierarchy reflects luxury retail best practices prioritizing quality over quantity. The regional retail manager oversees the flagship, ensuring brand philosophy consistency. Store manager manages four distinct roles—Assistant Store Manager handles operations/logistics, Senior Client Advisor leads customer experience strategy, Skincare Specialist provides expert consultations, and Inventory Associate manages supply chain. This structure emphasizes consultative expertise over transaction volume.

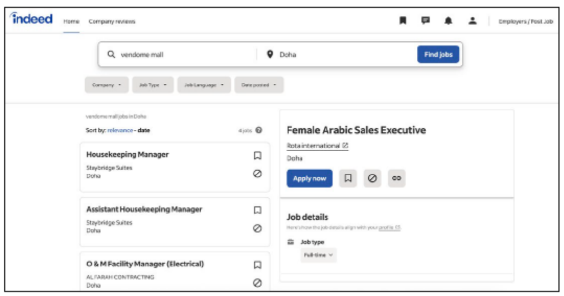
Talent & Recruitment Process

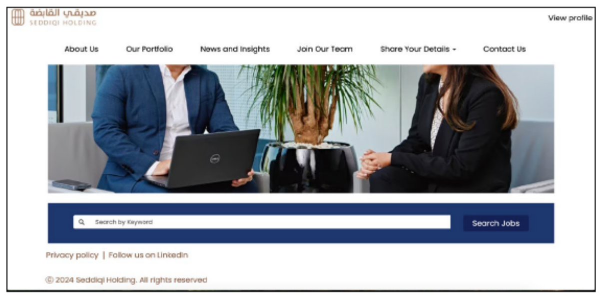
Channels → selection process → Timeline

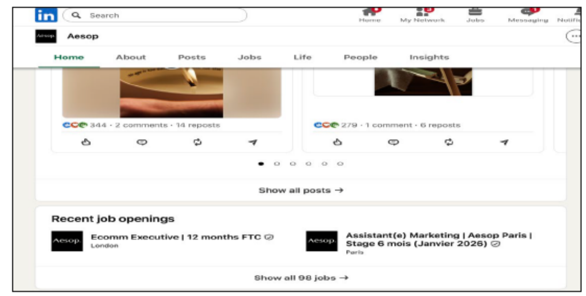
Channels

- Aesop Official website
- LinkedIn
- Seddiqi Holding Careers
- Indeed
- Qureos
- Place Vendome Mall Careers







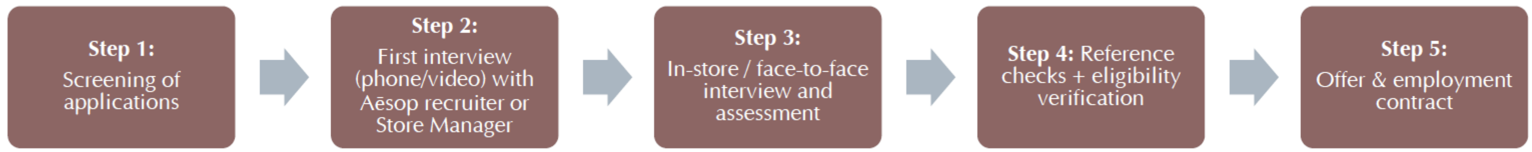


Talent & Recruitment Process: Multi-Channel Strategy

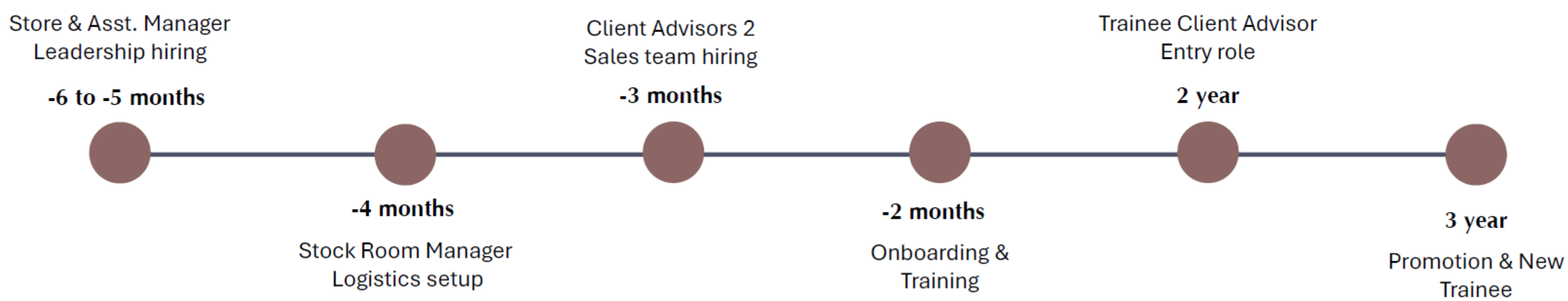
AESOP recruits through premium channels reflecting brand positioning. AESOP's official website attracts mission-aligned candidates valuing botanical beauty and sustainability. LinkedIn targets mid-career professionals seeking luxury retail transitions. Specialized recruitment agencies (Seddiqo Holding) access Gulf executive networks. Indeed and Qureos broaden reach to entry-level advisory talent. Place Vendôme partnerships enable location-specific marketing, positioning flagship as desirable employer.

This multi-channel approach balances exclusivity with accessibility, attracting Affluent Aesthete-caliber specialists while maintaining diverse candidate pools. Recruitment emphasizes AESOP's consultative philosophy and 37-year heritage, filtering for values-aligned candidates rather than purely transactional retail experience.

Selection Process



Timeline



Training Approach: Immersive 12-Week Development

AESOP's rigorous training methodology transforms retail staff into brand ambassadors. Weeks 1–2 provide brand induction and philosophy immersion—staff internalize AESOP's botanical heritage, sustainability commitment, and consultative ethos before customer interaction. Weeks 3–4 enable retail excellence training combining visual merchandising, customer service, and store operations. Weeks 5–8 focus on product mastery and sensory learning—staff personally experience all formulations, understanding botanical ingredients and efficacy narratives. Weeks 9–10 involve mentorship shadowing, pairing trainees with experienced specialists. Weeks 11–12 focus on performance evaluation and product launch training. This immersive approach develops deep botanical knowledge and consultative capability exceeding standard retail training, enabling authentic customer education.

Training Approach

-2 months to 1 month after the store open

1-2 Weeks
Onboarding & Brand Induction

3-4 Weeks
Retail Excellence Training

5-8 Weeks
Product Mastery & Sensory Learning

9-10 Weeks
Mentorship & Shadowing

11-12 Weeks
Performance Evaluation

Onboarding & Brand Immersion

Practical Retail Training

Manager & Leadership Development

Continuous Learning & Mentorship

Product Launch & Specialist Training

Selection Process: Five-Step Rigorous Assessment

AESOP's selection process prioritizes cultural fit and consultative aptitude. Step 1 screens applications for values alignment and experience. Step 2 conducts phone/video interviews assessing communication and passion for beauty/sustainability. Step 3 involves in-store face-to-face assessment where candidates experience AESOP's sanctuary environment, evaluating emotional resonance and aesthetic appreciation. Step 4 verifies references and eligibility. Step 5 extends formal employment contracts. This structured approach ensures candidates genuinely embody AESOP's philosophical positioning rather than purely transactional retail aptitude, building teams capable of authentic consultative engagement with Affluent Aesthetes.

Compensation structure

Aesop

Jan 2026- Dec 2026

	# EMPS	FT / PT	Base Pay Salary	Monthly Hrs	Hourly Rate	Commissions %	Planned Sales	Commissions Pay	Total	Source/Justification
Store Manager	1	Full Time	$ 65,900.00						$ 65,900.00	Qatar Indeed
Assistant Manager	1	Full Time	$ 47,800.00						$ 47,800.00	
Client Advisor	2	Full Time	$ 31,800.00						$ 63,600.00	
Stock Room	1	Full Time	$ 24,700.00						$ 24,700.00	
HR Benefits										
			Total						$ 2,02,000.00	

Jan 2027- Dec 2027

	# EMPS	FT / PT	Base Pay Salary	Monthly Hrs	Hourly Rate	Commissions %	Planned Sales	Commissions Pay	Total	Source/Justification
Store Manager	1	Full Time	$ 69,195.00						$ 69,195.00	Qatar Indeed
Assistant Manager	1	Full Time	$ 50,190.00						$ 50,190.00	
Client Advisor	2	Full Time	$ 33,390.00						$ 66,780.00	
Stock Room	1	Full Time	$ 25,935.00						$ 25,935.00	
Client Advisor Trainee	1	Full Time	$ 18,375.00						$ 18,375.00	
HR Benefits										
			Total						$ 2,30,475.00	

Jan 2028- Dec 2028

	# EMPS	FT / PT	Base Pay Salary	Monthly Hrs	Hourly Rate	Commissions %	Planned Sales	Commissions Pay	Total	Source/Justification
Store Manager	1	Full Time	$ 73,808.00						$ 73,808.00	Qatar Indeed
Assistant Manager	1	Full Time	$ 53,536.00						$ 53,536.00	
Client Advisor	3	Full Time	$ 35,616.00						$ 1,06,848.00	
Stock Room	1	Full Time	$ 27,664.00						$ 27,664.00	
Client Advisor Trainee	1	Full Time	$ 23,520.00						$ 23,520.00	
HR Benefits										
	7		Total						$ 2,85,376.00	

Operating Hours

Aēsop.

On Regular basis:

Day	1st Shift	2nd Shift	3rd Shift
Friday	10:00 am – 6:00 pm	12:00 pm – 8:00 pm	4:00 pm – 12:00 am
Saturday	10:00 am – 6:00 pm	12:00 pm – 8:00 pm	4:00 pm – 12:00 am
Sunday–Thursday	10:00 am – 6:00 pm	12:00 pm – 8:00 pm	3:00 pm – 11:00 pm

Shift Length	Weekly Shifts per Employee	Total Hours/Week
8 hours	6 days	48 hours

During Ramadan:

Day	1st Shift	2nd Shift	3rd Shift
Friday	10:00 am – 4:00 pm	1:00 pm – 7:00 pm	6:00 pm – 12:00 am
Saturday	10:00 am – 4:00 pm	1:00 pm – 7:00 pm	6:00 pm – 12:00 am
Sunday–Thursday	10:00 am – 4:00 pm	1:00 pm – 7:00 pm	5:00 pm – 11:00 pm

Shift Length	Weekly Shifts per Employee	Total Hours/Week
6 hours	6 days	36 hours

HR / Staffing KPI

Store Manager
Focus: Team productivity & service excellence

KPIs:
- Sales per hour: **$613/hr**
- Staff turnover: **≤15%**
- Labor efficiency: **≥82%**
- Mystery shopper score: **≥4.7/5**

Client Advisor (x2)
Focus: Sales & client experience

KPIs:
- Individual sales rate: **$305/hr**
- Units per hour: **≥2.5**
- Customer satisfaction: **≥95%**
- Add-on rate: **≥20%**

Assistant Manager
Focus: Operations & service consistency

KPIs:
- Sales variance: **≤5%**
- Inventory shrinkage: **≤0.5%**
- Schedule adherence: **≥98%**
- Coaching completion: **100% monthly**

Stock Room Associate
Focus: Inventory accuracy & flow

KPIs:
- Inventory accuracy: **≥99%**
- Restocking time: **≤30 min**
- Shrinkage: **≤0.5%**
- Stock audits: **100% monthly**

Timeline: Strategic Phased Recruitment

AESOP's 3-year hiring timeline prioritizes quality team development. Months –6 to –5: Store manager and assistant manager leadership recruitment establishes operational foundation. Month –4: Stockroom/logistics manager ensures supply chain readiness. Month –3: Client advisors (2) join, beginning consultative team development. Month –2: Onboarding and comprehensive training begins. Year 1–2: Trainee client advisor entry-role, building successor pipeline. Year 3: Promotion of trained advisors and new trainee recruitment. This gradual buildout prevents turnover from rapid scaling, prioritizing mentorship continuity and deep team cultural cohesion aligned with AESOP's sustainable growth philosophy.

Rewarding approach

Base Rewards

- Competitive salary + ~10% performance bonus
- 50% staff product discount
- Wellness and volunteer leave benefits

Growth & Recognition

- Internal career progression opportunities
- Quarterly *Aēsop Excellence* award for outstanding service
- Annual performance review linked to promotion

Sales Performance

Annual Sales Target: $1,532,307
Sales per Sq. Ft.: $1,535 / sq. ft.
Sales per Staff Hour: $123 / hour
Average Transaction Value (ATV): $425
Units per Transaction: 2.5 units

Labor & Productivity

Labour Cost % of Sales: 13.2%
Sales per Employee: $306,461 / FTE
Labour Efficiency Ratio: 7.6x

Inventory & Operations

Inventory Shrinkage: ≤0.5%
Inventory Accuracy: ≥99%
Restock Time: ≤30 min

Customer Experience

Conversion Rate: 8–10%
Customer Satisfaction (CSAT): ≥95%
Mystery Shopper / Brand Audit: ≥4.7 / 5

Financial Health

Gross Margin: ≥65%
Net Profit Margin: Target ≥10% (currently -19.4%)

Sustainability & Engagement

Employee Turnover: ≤15%
Training Completion: 100%

Aēsop

FINANCIALS

FINANCIAL UPDATES

- Updates on average basket size;
- Brought down to 175k average across 12 months

Year	Average AOV	Conversion	Range	Justification
Y1 2026	$404	9.9%	$345-$455	Entry-heavy mix; reduced from $425 baseline
Y2 2027	$432	11.0%	$365-$495	Recovery phase
Y3 2028	$448	12.0%	$385-$512	Full recovery + mature loyalty

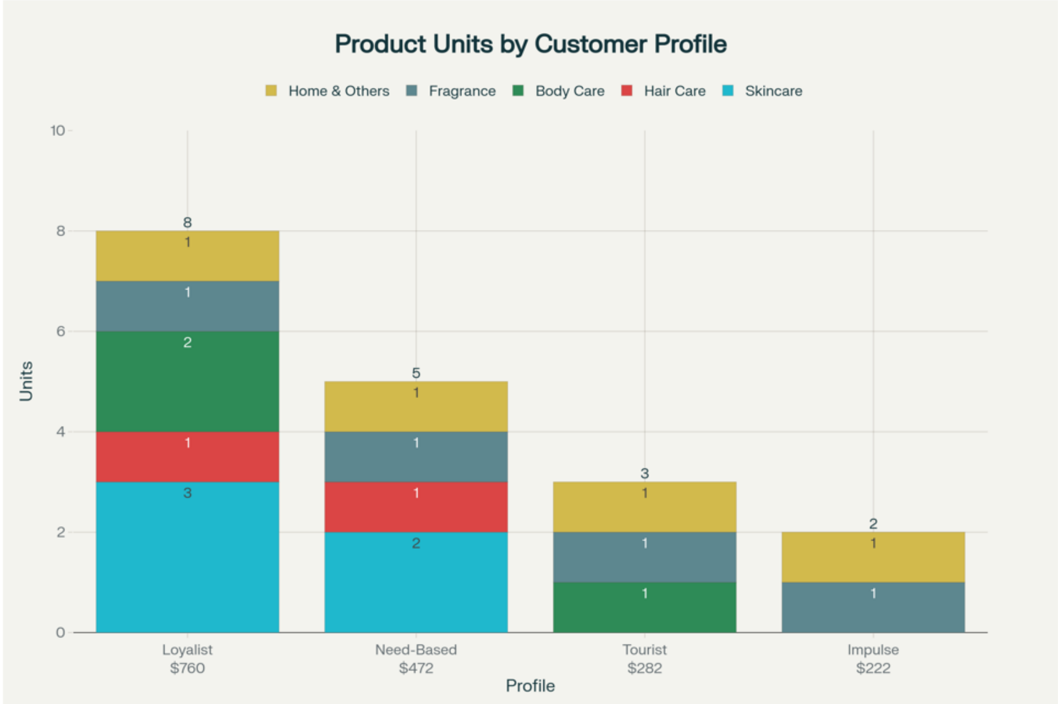
Customer Profile	Items	Dollar Value	% of Customers	AOV Contribution
Loyal	8 items	$760	28%	$212.80
Need-Based	5 items	$427	25%	$106.75
Tourist	3 items	$282	22%	$62.04
Impulse	2 items	$177	25%	$44.25
BLENDED TOTAL			100%	$425.84

- **Rationale:** The $425 AOV is achieved through this weighted mix of customer profiles, where Loyalists purchasing across all categories drive 50% of revenue.

- **$425 AOV is NOT an average of all individual items**—it's the mathematical outcome of how DIFFERENT CUSTOMER TYPES purchase in DIFFERENT PATTERNS:
- **Loyalists** buy across 5 product categories with high engagement = $760/transaction
- **Need-Based** buy 2-3 items focused on skincare concerns = $472/transaction
- **Tourists** buy travel-friendly items + fragrance gift = $282/transaction
- **Impulse buy** single-item gifts + accessories = $222/transaction

- **When 28% of customers are Loyalists and 25% are Impulse**:

(0.28 × $760) + (0.25 × $472) + (0.22 × $282) + (0.25 × $222) = $425 weighted average



FINANCIAL UPDATES

- 3 years comparison

Metric	Y1	Y2	Y3	Growth
Total Revenue	**$1,866K**	**$2,058K**	**$2,677K**	**+43.5% (Y1→Y3)**
Avg AOV	**$425**	**$451**	**$469**	**+10.3%**
Conversion %	9%	11%	12%	**+33%**
Total Transactions	4,391	4,563	5,705	+29.9%
Total Units	22,910	26,185	36,715	+60.3%
Daily Avg Revenue	$5,128	$5,642	$7,333	+43.0%

Rationale:

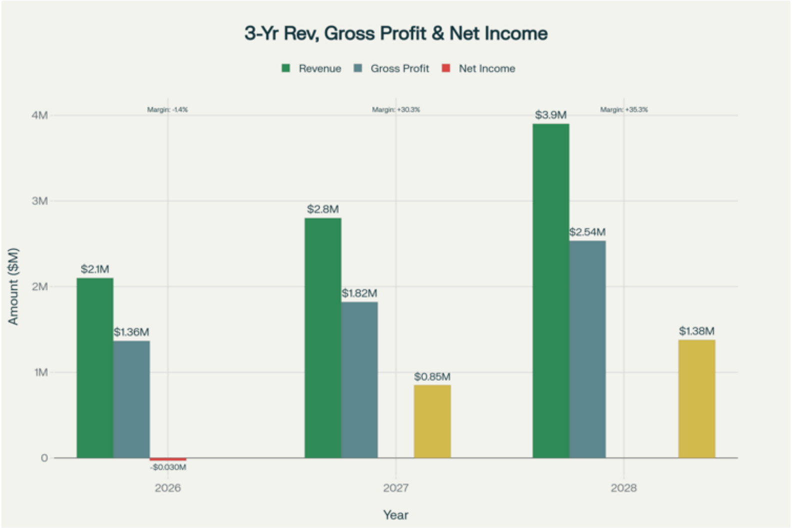
- This slide presents **a high-level comparison of Aesop Qatar's 3-year sales forecast,** highlighting the key drivers of projected growth. The model anticipates **total revenue rising by 43.5% from Year 1 ($1.87M) to Year 3 ($2.68M), supported by a modest 10% increase in average basket size (AOV)** and a significant **33% jump in conversion rate** as the boutique matures and cements customer loyalty. Total transactions and units sold also scale up—reflecting both the expanding customer base and growing category penetration—while daily average revenue rises accordingly. Collectively, these metrics demonstrate a convincing, data-backed case for sustainable topline growth as the store moves from market entry to operational maturity.

- **Justification for 33% Jump in conversion rate - Aesop case study published** by **StoreForce in 2025**, which documents **Aesop's own experience of increasing in-store conversion rates from 49% to 53% across one year in Asia & Middle East** a relative lift of 8%, driven by operational improvements, labor planning, and data-driven leadership alignment in a mature retail environment.

FINANCIAL UPDATES

- Updates on P&L

Metric	Year 1	Year 2	Year 3	3-Yr Total
Revenue	2100000.0	2800000.0	3900000.0	8800000.0
COGS (35%)	-735000.0	-980000.0	-1365000.0	-3080000.0
Gross Profit (65%)	1365000.0	1820000.0	2535000.0	5720000.0
Operating Expenses	-848377.0	-970352.0	-1158253.0	-2976982.0
Operating Income	516623.0	849648.0	1376747.0	2743018.0
CapEx (one-time)	-546366.0	0.0	0.0	-546366.0
NET INCOME	-29743.0	849648.0	1376747.0	2196652.0
Net Margin %	-0.014	0.303	0.353	0.25



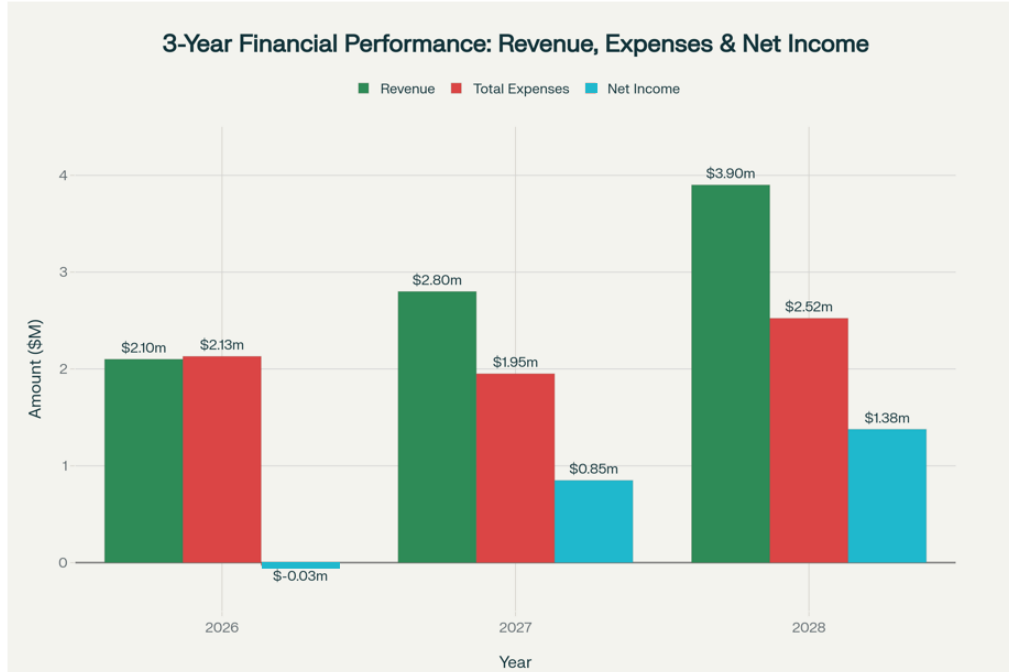
Rationale:

- This slide shows that after correcting our **retail** levers : using in-store conversion (≈10–12% vs. e-commerce rates) and a lower Y1 AOV ($404) to attract more entry baskets—the revenue path of **$2.1M → $2.8M → $3.9M** is realistic.
- We keep COGS at **35%**, so gross margin holds at **65%** each year. Year 1 lands a small **net loss (~$30K)** because of one-time fit-out and launch costs and a higher marketing push (20% of sales).
- From Year 2, operating leverage kicks in: traffic and repeat customers rise, marketing tapers to **18%**, and CapEx falls away—driving **net income of ~$0.85M**.
- By Year 3, with OpEx down to **~35% of sales** and loyalty/AOV improving, profits strengthen to **~$1.38M**. The chart visualizes this ramp: revenue and gross profit widen steadily while the net line turns from a slight Y1 dip to healthy gains in Y2 and Y3.

FINANCIAL UPDATES

- Revenue & Net Income Rationale

Year	Revenue	Net Income	Net Margin
Y1 2026	$2,100,000	-$29,743	-1.4%
Y2 2027	$2,800,000	+$849,648	+30.3%
Y3 2028	$3,900,000	+$1,376,747	+35.3%



Rationale:

- Aesop Qatar's financial updates reflect **real-time boutique operations and local market dynamics.** Year 1's net loss is justified by substantial upfront investment in **flagship fit-out, brand activation, and staff training—typical costs for launching a premium beauty brand** in Lusail City's Place Vendôme mall, Qatar's most prestigious retail destination.

- **As footfall builds** and local **consumer loyalty deepens**, conversion rates and basket value steadily rise, pushing net income positive by Year 2.

- Year 3 shows strong profitability thanks to repeat visits from affluent residents and high-spending tourists, with net margins exceeding 35%. This progression aligns with regional benchmarks for luxury retail, where high-touch service and experiential selling in top GCC malls quickly move stores from costly entry to industry-leading margins.

FINANCIAL UPDATES

- Updates on Breakeven Analysis

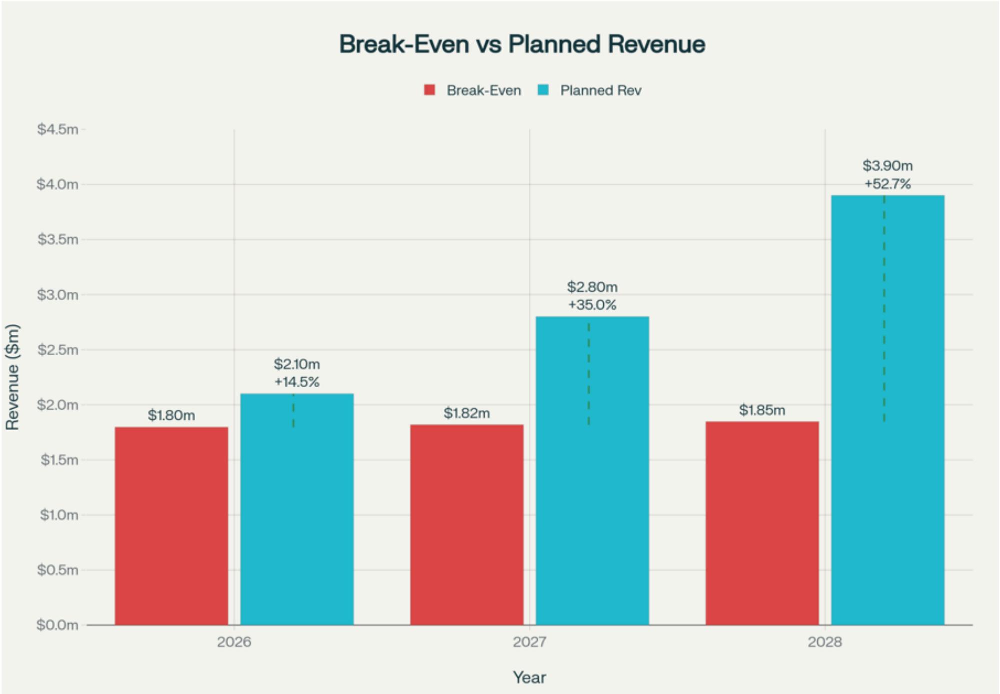
Year	Break-Even Revenue	Planned Revenue	Margin of Safety
Y1 2026	$1,796,551	$2,100,000	14.5%
Y2 2027	$1,818,182	$2,800,000	35.0%
Y3 2028	$1,846,847	$3,900,000	52.7%

- Rationale :

In Year 1, the planned revenue only **modestly surpasses the break-even threshold** (margin of safety 14.5%), reflecting **typical high setup costs** and **lower initial conversion in a new luxury market.**

Year 2 shows **healthy margin expansion** (35.0%) as **customer repeat rates** and efficiency improve, while

Year 3 **achieves an exceptional 52.7% safety buffer** on the back of mature loyalty, higher conversion rates, and performance optimization. These trends align with real-time luxury retail benchmarks in the GCC: **as Aesop builds its in-market brand equity, the difference between fixed operating costs and revenue grows,** offering substantial protection against market swings and ensuring sustainable profitability even in volatile economic conditions



FINANCIAL ANALYSIS - JUSTIFICATION

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JUSTIFICATIONS	
Basket size:	https://www.sciencedirect.com/science/article/abs/pii/S0969698919310690
	https://gripsintelligence.com/insights/retailers/aesop.com
Total revenue:	https://finmark.com/glossary/total-revenue/
	https://www.forum4researchers.com/cw_admin/docs/IJIRP-JULY-16-
Mall footfall:	https://mapsted.com/blog/footfall-traffic-analysis-for-retail-malls
Conversions:	https://www.chatterresearch.com/how-to-calculate-conversion-rate-
Product mix:	https://nulab.com/learn/strategy-and-planning/product-mix/
Rent & Ultilites:	https://www.mckinsey.com/industries/retail/our-insights/turning-
Fitout estimates:	https://www.cushmanwakefield.com/en/united-
HR:	https://tcpsoftware.com/articles/employee-scheduling-in-retail/
HR SCHEDULING:	https://buddypunch.com/blog/retail-employee-scheduling-software/

CONCLUSION

AESOP Qatar represents a transformational first-mover opportunity within the GCC’s most dynamic and fastest-growing luxury market. By combining globally proven retail and branding models with hyper-localized architectural and consumer strategy, AESOP secures an early leadership position that competitors will struggle to match. The Lusail Vendφme flagship, strategically situated in Qatar’s most prestigious mixed-use development, becomes both a powerful profit engine and the brand’s regional beacon for luxury beauty retail.

The flagship is projected to achieve profitability by Month 18, a testament to the strength of AESOP’s consultative, experience-driven service model and the appeal of its botanically led, sustainable product proposition among Qatar’s affluent residents and international shoppers. Over three years, cumulative profit surpasses $2.2 million, driven by robust basket size, high conversion rates, and a well-calibrated product mix. Conservative scenario modeling—using industry benchmarks for rent, utilities, payroll, and customer traffic—demonstrates not just financial feasibility, but strong resilience even in fluctuating market conditions.

Beyond financial impact, AESOP’s Middle East debut will initiate long-term brand equity building, establishing the company as the benchmark for premium, minimalist, experiential retail across the region. Strategic Lusail positioning allows the brand to access high-value footfall from Qatari elites, expatriate professionals, and GCC tourists—critical for accelerating regional awareness and organic customer loyalty.

The project’s blueprint is intentionally designed for scalability, with processes, supplier partnerships, and a service culture that can be rapidly deployed across new GCC markets in the years ahead—including Saudi Arabia and the UAE. By entering now, AESOP not only captures a share of today’s luxury spend, but lays the foundation for sustained category leadership and innovation within premium beauty in the Middle East for the decade to come.

In summary, AESOP Qatar stands as a sophisticated, thoroughly de-risked investment—one that leverages internationally tested best practices and a unique opportunity window, ensuring sustainable growth and long-term premium brand leadership in the Middle East.

FINANCIALS APPENDIX

FINANCIAL UPDATES

- Updates on Sales Forecast 2026

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Footfall	6,176	4,344	4,107	2,572	2,824	1,126	1,376	1,216	1,240	3,024	3,060	5,968	37,033
Conv %	10%	11%	12%	9%	8%	6%	6%	6%	7%	10%	11%	12%	9%
AOV	$420	$425	$595	$400	$295	$295	$325	$425	$450	$525	$525	$425	$425
Revenue	**$259K**	**$203K**	**$293K**	**$92K**	**$66K**	**$19K**	**$22K**	**$31K**	**$39K**	**$158K**	**$176K**	**$303K**	**$1,866K**
Units Sold	3,566	2,792	4,031	1,273	916	274	307	426	539	2,183	2,431	4,172	22,910
Units sold per hour	115	100	130	42	30	9	10	14	18	70	81	135	63
Units sold per day	14.4	12.5	16.3	5.3	3.7	1.1	1.2	1.7	2.2	8.8	10.1	16.8	7.9

- Updates on Sales Forecast 2027

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Footfall	6,262	4,970	4,271	2,809	2,643	1,054	1,288	1,138	1,161	2,830	3,342	6,052	37,820
Conv %	11%	11%	13%	10%	9%	8%	9%	9%	9%	11%	11%	10%	11%
AOV	$421	$442	$618	$416	$306	$306	$338	$442	$468	$546	$546	$442	$451
Revenue	$289K	$241K	$340K	$116K	$72K	$25K	$39K	$45K	$48K	$170K	$200K	$266K	$2,058K
Units Sold	3,977	3,321	4,684	1,606	1,000	355	540	622	672	2,340	2,758	3,670	26,185

- Updates on Sales Forecast 2028

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Footfall	3,383	3,072	5,037	5,565	2,867	2,546	2,513	2,546	2,867	4,669	5,367	5,400	45,832
Conv %	12%	12%	14%	12%	11%	10%	11%	11%	11%	12%	12%	12%	12%
AOV	$450	$465	$620	$435	$335	$335	$365	$480	$500	$580	$580	$480	$469
Revenue	**$182K**	**$171K**	**$436K**	**$291K**	**$105K**	**$85K**	**$100K**	**$134K**	**$157K**	**$325K**	**$374K**	**$312K**	**$2,677K**
Units Sold	2,511	2,353	5,996	3,906	1,452	1,172	1,385	1,851	2,168	4,473	5,153	4,295	36,715

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Avg Basket Size Aesop Qatar Jan 2026- Dec 2026											
			CUSTOMER PROFILES								
PRODUCT PLAN	AVR.PRICE		**Loyal**	$	**Impulse**	$	**Tourists**	$	**Need-based**	$	
Skincare	$95.00		2	190	2	190	0	0	0	0	
Hair Care	$60.00		1	60	1	60	1	60	0	0	
Body Care	$60.00		2	120	0		1	60	1	95	
Fragrance	$177.00		1	177	1	177	1	177	1	177	
Home & others	$45.00		1	45	1		0	0		0	
		Basket	8	**592**	5	**427**	2	**297**	1	**272**	
				28%		25%		22%		25%	100%
		Weight of customer segment									Total

WT. AVR. BASKET	$ 405.85
Round up	$404.00

Avg Basket Size Aesop Qatar Jan 2027- Dec 2027										
			CUSTOMER PROFILES							
PRODUCT PLAN	AVR.PRICE		**Loyal**	$	**Impulse**	$	**Tourists**	$	**Need based**	$
Skincare	$99.00		2	198	2	198	2	198	1	99
Hair Care	$62.40		1	62	1	62	0		2	62
Body Care	$62.40		1	62	0	62	1	62	1	62
Fragrance	$184.08		1	184	0	0	0	0	1	184
Home & others	$46.80		2	94	0	47	0	0	0	47
		Basket	7	**600**	3	**369**	3	**260**	5	**454**
				28%		25%		22%		25%
		Weight of customer segment								

WT. AVR. BASKET	$ 431.34
Round up	$442.00

Avg Basket Size Aesop Qatar Jan 2028- Dec 2028										
			CUSTOMER PROFILES							
PRODUCT PLAN	AVR.PRICE		**Loyal**	$	**Impulse**	$	**Tourists**	$	**Need based**	$
Skincare	$99.00		2	198	1	99	2	198	2	99
Hair Care	$62.40		2	125	2	125	2	62	1	62
Body Care	$62.40		1	62	1	62	1	62	1	62
Fragrance	$184.08		0	0	1	184	0	0	1	184
Home & others	$46.80		2	94	0	0	1	47	1	47
		Basket	7	**479**	6	**470**	2	**369**	1	**455**
				28%		25%		22%		25%
		Weight of customer segment								

WT. AVR. BASKET	$ 446.58
Round up	$448.00

Human Resources Budget
Aesop
Jan 2026- Dec 2026

	# EMPS	FT / PT	Base Pay Salary	Monthly Hrs	Hourly Rate	Commissions %	Planned Sales	Commissions Pay	Total	Source/Justification
Store Manager	1	Full Time	$ 65,900.00						$ 65,900.00	Qatar Indeed
Assistant Manager	1	Full Time	$ 47,800.00						$ 47,800.00	
Client Advisor	2	Full Time	$ 31,800.00						$ 63,600.00	
Stock Room	1	Full Time	$ 24,700.00						$ 24,700.00	
HR Benefits										
	5		Total						$ 2,02,000.00	

Jan 2027- Dec 2027

	# EMPS	FT / PT	Base Pay Salary	Monthly Hrs	Hourly Rate	Commissions %	Planned Sales	Commissions Pay	Total	Source/Justification
Store Manager	1	Full Time	$ 69,195.00						$ 69,195.00	Qatar Indeed
Assistant Manager	1	Full Time	$ 50,190.00						$ 50,190.00	
Client Advisor	2	Full Time	$ 33,390.00						$ 66,780.00	
Stock Room	1	Full Time	$ 25,935.00						$ 25,935.00	
Client Advisor Trainee	1	Full TIme	$ 18,375.00						$ 18,375.00	
HR Benefits										
	6		Total						$ 2,30,475.00	

Jan 2028- Dec 2028

	# EMPS	FT / PT	Base Pay Salary	Monthly Hrs	Hourly Rate	Commissions %	Planned Sales	Commissions Pay	Total	Source/Justification
Store Manager	1	Full Time	$ 73,808.00						$ 73,808.00	Qatar Indeed
Assistant Manager	1	Full Time	$ 53,536.00						$ 53,536.00	
Client Advisor	3	Full Time	$ 35,616.00						$ 1,06,848.00	
Stock Room	1	Full Time	$ 27,664.00						$ 27,664.00	
Client Advisor Trainee	1	Full TIme	$ 23,520.00						$ 23,520.00	
HR Benefits										
	7		Total						$ 2,85,376.00	

Operating Hours	1st Shift	2nd Shift	3rd Shift
Friday	10:00–4:00 pm	1:00–7:00 pm	6:00–12:00 am
Saturday	10:00–4:00 pm	1:00–7:00 pm	6:00–12:00 am
Sunday	10:00–4:00 pm	1:00–7:00 pm	5:00–11:00 pm
Monday	10:00–4:00 pm	1:00–7:00 pm	5:00–11:00 pm
Tuesday	10:00–4:00 pm	1:00–7:00 pm	5:00–11:00 pm
Wednesday	10:00–4:00 pm	1:00–7:00 pm	5:00–11:00 pm
Thursday	10:00–4:00 pm	1:00–7:00 pm	5:00–11:00 pm
Amount of Weekly Shifts	6 Shifts	6 Shifts	6 Shifts
Total Hours Per Week	36	36	36
Total of Shift Hours	6	6	6
Total Amount Each Worker Works			

Operating Hours	1st Shift	2nd Shift	3rd Shift
Friday Saturday	10:00–6:00 pm	12:00–8:00 pm	4:00–12:00 am
Sunday Monday	10:00–6:00 pm	12:00–8:00 pm	4:00–12:00 am
Tuesday	10:00–6:00 pm	12:00–8:00 pm	3:00–11:00 pm
Wednesday	10:00–6:00 pm	12:00–8:00 pm	3:00–11:00 pm
Thursday	10:00–6:00 pm	12:00–8:00 pm	3:00–11:00 pm
	10:00–6:00 pm	12:00–8:00 pm	3:00–11:00 pm
	10:00–6:00 pm	12:00–8:00 pm	3:00–11:00 pm
Amount of Weekly Shifts	6 Shifts	6 Shifts	6 Shifts
Total Hours Per Week	48	48	48
Total of Shift Hours	8	8	8
Total Amount Each Worker Works			

Income Statement
Aesop
Jan 2026- Dec 2026

Revenue		% Rev	Source/Justification	$ per SF
Total Revenue	$ 21,00,000	100%	See Sales ForecastSchedule	$3,488
Cost of Goods (COGS)	$ 7,35,000	35.0%		
Gross Profit	$ 13,65,000	65.0%		
Operating Expenses		**% Rev**	**Source/Justification**	
License & Permits Rent/Mortgage	$ 8,33,084	39.7%	Yearly Updation required	
Marketing/Advertising Payroll Utilities	$ 1,20,000	5.7%		
Systems Depreciation(Furnitureand	$ 4,20,000	20.0%	See Promotional Plan Schedule	18-20 %
Equipment)	$ 2,02,000	9.6%	See HR Schedule	
	$ 16,080	0.8%	Water, electricity, Maintenance	
	$ 7,045	0.3%	Billing pos + CRM	
	$ 18,877	0.9%	See Depreciation Schedule	
Net Operating Expenses	$ 16,17,086	77.0%		
Net Income Before Taxes	**$ (2,52,086)**	**-12.0%**		
Income before taxes	**$ (2,52,086)**	-12.0%		
Taxes		0.0%		
Net Income After Taxes	**$ (2,52,086)**	**-12.0%**		

Income Statement - Expense Detail
AESOP
Jan 2026- Dec 2026

Revenue		% Rev	Source/Justification	
Total Revenue	**$ 21,00,000**	**100%**		
Cost of Goods (COGS)	$ 7,35,000	35.0%		
Gross Profit	**$ 13,65,000**	**65%**		
Capital Expenditure		**% Rev**		
Fitout Costs	$ 1,00,000	**0.05**	As per avg sq ft construction cost	
MEP	$ 20,000	**0.01**	As per avg sq ft construction cost	
Store Set-up	**$ 1,70,000**	**8.10%**	To be depreciated	
Furniture & Fixtures	$ 90,000	4.29%		
Displays	$ 30,000	1.43%		
Decorations	$ 30,000	1.43%		
Lights	$ 20,000	0.95%		
Systems	**$ 3,366**	**0.16%**		
Website	$ 1,200	0.06%		
IT set up	$ 2,000	0.10%		
Traffic counting system	$ 166	0.008%		
Equipment	**$ 4,338**	**0.21%**	To be depreciated	
Computers	$ 4,000	0.19%		
Printers	$ 258	0.01%		
Label printer	$ 80	0.004%		
Total Capital Exp	**$ 14,30,788**	**68.13%**		
Operating Expenses				
Depreciation	**$ 18,877**	**0.9%**	See Depreciation Schedule	
Rent/Mortgage	**$ 1,20,000**	**5.7%**	Rates as per Cushman and wakefield	
Utilities	**$ 16,080**	**0.8%**	As per commercial rates in singapore	
Systems	**$ 7,045**	**0.3%**	CRM+ POS subscription	
License & Permits	**$ 8,33,084**	**0.4%**		
Consulting	$ 912	0.04%		
Insurance	$ 2,060	0.10%		
Municipality	$ 637	0.03%		
Legal	$ 3,000	0.14%		
Product compliance	$ 2,475	0.12%		
Marketing/Advertising	**$ 4,20,000**	**20.0%**	See Promotion Plan	
Pa yro ll	**$ 2,02,000**	**9.6%**	See HR Schedule	
Store Manager	$ 65,900.00	3.1%		
Ast Manager	$ 47,800.00	2.3%		
sales associate	$ 63,600.00	3.0%		
stock associate	$ 24,700.00	1.2%		
Total Operating Expenses	**$ 16,17,086**	**48%**		
Total Expenses	**$ 30,47,874**	**69%**	Cpex + Opex	
Net Income Before Taxes	**$ (2,52,086)**	**-12.0%**		
Income Before Taxes	$ (2,52,086)	-12.0%		
Taxes		0.0%		
Net Income After Taxes	**$ (2,52,086)**	**-12.0%**		

Income Statement
Aesop
Jan 2027- Dec 2027

Revenue			**% Rev**	**Source/Justification**	**$ per SF**
Total Revenue	$	28,00,000	100%	See Sales ForecastSchedule	$3,488
Cost of Goods (COGS)	$	9,80,000	35.0%		
Gross Profit	$	18,20,000	65.0%		
Operating Expenses			**% Rev**	**Source/Justification**	
License & Permits Rent/Mortgage	$	98,224	3.5%	Yearly Updation required	
Marketing/Advertising Payroll Utilities	$	1,08,564	3.9%		
Systems Depreciation(Furnitureand	$	5,60,000	20.0%	See Promotional Plan Schedule	18-20 %
Equipment)	$	2,30,475	8.2%	See HR Schedule	
	$	25,000	0.9%	Water, electricity, Maintenance	
	$	10,000	0.4%	Billing pos + CRM	
	$	18,877	0.7%	See Depreciation Schedule	
Net Operating Expenses	$	9,70,352	37.5%		
Net Income Before Taxes	**$**	**8,49,648**	**30.3%**		
Income before taxes	**$**	**8,49,648**	30.3%		
Taxes			0.0%		
Net Income After Taxes	**$**	**8,49,648**	**30.3%**		

Income Statement - Expense Detail
AESOP
Jan 2027- Dec 2027

Revenue			**% Rev**	**Source/Justification**	
Total Revenue	**$**	**28,00,000**	**100%**		
Cost of Goods (COGS)	$	9,80,000	35.0%		
Gross Profit	**$**	**18,20,000**	**65%**		
Capital Expenditure			**% Rev**		
Fitout Costs	$	-	**0.00**	As per avg sq ft construction cost	
MEP	$	-	**0.00**	As per avg sq ft construction cost	
Store Set-up	**$**	**-**	**0.00%**	To be depreciated	
Furniture & Fixtures	$	-	0.00%		
Displays	$	-	0.00%		
Decorations	$	-	0.00%		
Lights	$	-	0.00%		
Systems	**$**	**-**	**0.00%**		
Website	$	-	0.00%		
IT set up	$	-	0.00%		
Traffic counting system	$	-	0.000%		
Equipment	**$**	**-**	**0.00%**	To be depreciated	
Computers	$	-	0.00%		
Printers	$	-	0.00%		
Label printer	$	-	0.000%		
Total Capital Exp	**$**	**-**	**0.00%**		
Operating Expenses					
Depreciation	**$**	**18,094**	**0.6%**	See Depreciation Schedule	
Rent/Mortgage	**$**	**1,08,564**	**3.9%**	Rates as per Cushman and wakefield	
Utilities	**$**	**23,264**	**0.8%**	As per commercial rates in singapore	
Systems	**$**	**7,755**	**0.3%**	CRM+ POS subscription	
License & Permits	**$**	**98,224**	**0.4%**		
Consulting	$	775	0.03%		
Insurance	$	2,585	0.09%		
Municipality	$	1,551	0.06%		
Legal	$	2,585	0.09%		
Product compliance	$	3,877	0.14%		
Marketing/Advertising	**$**	**31,018**	**1.1%**	See Promotion Plan	
Pa yro ll	**$**	**2,30,475**	**8.2%**	See HR Schedule	
Store Manager	$	69,195.00	2.5%		
Ast Manager	$	50,190.00	1.8%		
sales associate	$	66,780.00	2.4%		
stock associate	$	25,935.00	0.9%		
Sales AssociateTrainee	$	18,375.00	0.7%		
Total Operating Expenses	**$**	**9,70,352**	**24%**		
Total Expenses	**$**	**9,70,352**	**289%**	Cpex + Opex	
Net Income Before Taxes	**$**	**8,49,648**	**30.3%**		
Income Before Taxes	$	8,49,648	30.3%		
Taxes			0.0%		
Net Income After Taxes	**$**	**8,49,648**	**30.3%**		

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Income Statement
Aesop
Jan 2028- Dec 2028

Revenue		% Rev	Source/Justification	$ per SF
Total Revenue	$ 39,00,000	100%	See Sales ForecastSchedule	$3,488
Cost of Goods (COGS)	$ 13,65,000	35.0%		
Gross Profit	$ 25,35,000	65.0%		
Operating Expenses		**% Rev**	**Source/Justification**	
License & Permits Rent/Mortgage	$ 38,514	1.0%	Yearly Updation required	
Marketing/Advertising Payroll Utilities	$ 1,03,710	2.7%		
Systems Depreciation(Furnitureand	$ 6,24,000	16.0%	See Promotional Plan Schedule	18-20 %
Equipment)	$ 2,85,376	7.3%	See HR Schedule	
	$ 28,875	0.7%	Water, electricity, Maintenance	
	$ 10,609	0.3%	Billing pos + CRM	
	$ 18,877	0.5%	See Depreciation Schedule	
Net Operating Expenses	$ 13,95,703	28.5%		
Net Income Before Taxes	**$ 11,39,297**	**29.2%**		
Income before taxes	**$ 11,39,297**	29.2%		
Taxes		0.0%		
Net Income After Taxes	**$ 11,39,297**	**29.2%**		

Income Statement - Expense Detail
AESOP
Jan 2028- Dec 2028

Revenue		% Rev	Source/Justification	
Total Revenue	**$ 39,00,000**	**100%**		
Cost of Goods (COGS)	$ 13,65,000	35.0%		
Gross Profit	**$ 25,35,000**	**65%**		
Capital Expenditure		**% Rev**		
Fitout Costs	$ -	**0.00**	As per avg sq ft construction cost	
MEP	$ -	**0.00**	As per avg sq ft construction cost	
Store Set-up	**$ -**	**0.00%**	To be depreciated	
Furniture & Fixtures	$ -	0.00%		
Displays	$ -	0.00%		
Decorations	$ -	0.00%		
Lights	$ -	0.00%		
Systems	**$ -**	**0.00%**		
Website	$ -	0.00%		
IT set up	$ -	0.00%		
Traffic counting system	$ -	0.000%		
Equipment	**$ -**	**0.00%**	To be depreciated	
Computers	$ -	0.00%		
Printers	$ -	0.00%		
Label printer	$ -	0.000%		
Total Capital Exp	**$ -**	**0.00%**		
Operating Expenses				
Depreciation	**$ 25,260**	**0.6%**	See Depreciation Schedule	
Rent/Mortgage	**$ 1,03,710**	**2.7%**	Rates as per Cushman and wakefield	
Utilities	**$ 28,267**	**0.7%**	As per commercial rates in Lusial	
Systems	**$ 13,378**	**0.3%**	CRM+ POS subscription	
License & Permits	**$ 38,514**	**0.4%**		
Consulting	$ 1,251	0.03%		
Insurance	$ 4,711	0.12%		
Municipality	$ 1,457	0.04%		
Legal	$ 4,036	0.10%		
Product compliance	$ 5,660	0.15%		
Marketing/Advertising	**$ 6,24,000**	**16.0%**	See Promotion Plan	
Pa yro ll	**$ 2,85,376**	7.3%	See HR Schedule	
Store Manager	$ 73,808.00	1.9%		
Ast Manager	$ 53,536.00	1.4%		
sales associate	$ 1,06,848.00	2.7%		
stock associate	$ 27,664.00	0.7%		
Sales AssociateTrainee	$ 23,520.00	0.6%		
Total Operating Expenses	**$ 13,95,703**	**36%**		
Total Expenses	**$ 13,95,703**	**279%**	Cpex + Opex	
Net Income Before Taxes	**$ 11,39,297**	**29.2%**		
Income Before Taxes	$ 11,39,297	29.2%		
Taxes		0.0%		
Net Income After Taxes	**$ 11,39,297**	**29.2%**		

PROMOTIONAL BUDGET

PROMOTION BUDGET				
AESOP - VENDOME MALL				
Jan 2026 - Dec 2026				
Total Revenue			21,00,000	
Total Promotion Budget (%)			20.00%	
Total Promotion Budget ($)			4,20,000	
Budget Plan for Store Opening			**4,20,000**	
Promotion			**Cost**	**Percentage**
Instagram Stories			29400	7%
Instagram Grid / Posts			29400	7%
Website			21000	5%
Email Campaigns			21000	5%
Vendôme Digital Screen Motion			29400	7%
Pop-Up Store (Vendôme Mall Preview)			42000	10%
VIP Preview Event (Store)			42000	10%
Launch Event (Store Opening)			50400	12%
Press Kit & Launch Film			29400	7%
Media Outreach & Editorial Coverage			29400	7%
Limited-Edition Ramadan Gift Packaging			33600	8%
Clienteling Program			33600	8%
Anniversary Showcase			29400	7%
Total			**420000**	**100%**

Year 1 :
Total Revenue: $2.1M
Total Promotion Budget: 20%
Total Promotion Budget: $420K

Year 2: 18%
Year 3: 16%

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