



Landing Zone

The largest duty-free retailer in the world in a single location by sales volume, Dubai Duty Free has established itself as the global leader in airport retailing in only 30 years.

Images by Dubai Duty Free

If you want to see one of the biggest transformations of the twentieth century, look no further than Dubai. In fewer than 50 years, a small desert town has become a bustling metropolis with a thriving economy and some of the most luxurious hotels in the world.

Dubai Duty Free started in 1983 and its president George Horan has been with the company from the very beginning. Like the city, the company has grown exponentially in recent years as the rich and famous flock to the oasis in the Middle East through Dubai Airport.

George, in some ways, is like the majority of Dubai's population.

They are expats from all over the world who have come to make their fortunes in the UAE and settled into desert life. George, who was born in Ireland, grew up in the west of the country in County Clare. Constantly wet and raining, incredibly green, and bordering the North Atlantic, it couldn't be more different from the skyscrapers of Dubai.

"I had very humble beginnings," George says. "I left college in 1966 and got a job with the duty-free at the Shannon airport that was run by Aer Rianta, the Irish Airports Authority, and I worked in their finance department. During that time I got married to my wife Carmel, and as things were a bit tight we decided to do something

to make a bit of extra money. So we opened a small supermarket in Clarecastle village in County Clare in 1973."

While still working for Aer Rianta, George and his wife were also running the supermarket, raising their two sons and learning about the retail industry. "We tried to revolutionise the retail segment in the village. We were a self-service supermarket, which was new in the area, and our undertaking was quite successful, fortunately. And, of course, as that was my first introduction to retailing, I learned from my mistakes."

One of these learnings was the realities of the commercial sector. It was the 1970s, and while there >



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LANCÔME



About L'Oréal Travel Retail

L'Oréal, the world's leading beauty company, has catered to all forms of beauty in the world for over 100 years and has built an unrivalled portfolio of 28 international diverse and complementary brands. L'Oréal is aiming to win over a billion new consumers with its universalisation strategy, which seeks to meet the diverse beauty needs of men and women around the world.

Travel retail is considered at L'Oréal as a 'sixth continent'. All of the group's major brands, from luxury (Lancôme, Yves Saint Laurent, Armani, Kiehl's, Urban Decay) to mass market (L'Oréal Paris, Essie), from dermo-cosmetics (Vichy, La Roche Posay) to hair care products (Kérastase)—and not forgetting The Body Shop brand—have the opportunity to develop on this 'sixth continent'. L'Oréal is the leader of the beauty category with 21.3-per-cent market share in 2013 (source: Panel Generation).

Within travel retail, L'Oréal is the only group to offer such a varied and complete range of beauty products. L'Oréal is constantly adapting to the increasing diversity of travellers across the world and is ideally positioned to offer them the products they seek, whatever their beauty rituals or their purchasing power may be. As such, this channel can contribute to the goal of winning over one billion new consumers.

Travel retail consumers are global shoppers who buy where they are and not only where they live. To respond to the aspirations of travel customers, L'Oréal has developed a personalised approach by adapting to languages, cultures, and beauty rituals—immense potential that L'Oréal is ready to seize thanks to the richness of its brand portfolio.

Travel retail plays a strategic role in showcasing L'Oréal's brands and in recruiting new consumers. L'Oréal demonstrates its confidence in the huge potential of this channel and has high ambition for the future of travel retail.



About L'Oréal Travel Retail in Dubai

One-third of the world's population lives within four hours flight time of Dubai. Dubai International Airport is the busiest airport in the world and welcomes more than 70.4 million passengers coming from all over the world. L'Oréal travel retail offers a tailor-made experience to these global shoppers.

During the holiday season, passengers travelling through Dubai airport were invited to discover a unique Oriental Fragrances selection of L'Oréal Luxe. This exclusive new concept gathered the most refined and elegant oriental fragrances offered by the brands, developed to answer Middle Eastern passengers' aspirations: Armani/Privé, Lancôme Oud Bouquet, and Yves Saint Laurent Oriental Collection. In Dubai airport, Armani/Privé introduced Éclat de Pierres, a limited edition of Rose D'arabie dressed in scintillating Swarovski crystals. Ralph Lauren also presented its new hypnotic Polo Supreme Oud, as an exclusive for Dubai Duty Free.

For global shoppers, travelling is always associated with souvenirs and gifts. During peak traffic times, L'Oréal Luxe Brands offered passengers crossing Dubai airport a premium service of bottle engraving.

More innovations to come in 2015!



L'ORÉAL

Travel Retail

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were still many small family-run shops, the bigger grocery and retail chains were beginning to buy out their competitors and exert their influence on the sector. George and Carmel diversified their business out of groceries, and continued to grow. It was going so well that George considered leaving his day job at Aer Rianta to focus full time on the supermarket.

Luckily, his then boss convinced him to stay. A few years later, in 1983, George was given the opportunity to go with an Aer Rianta consultancy team to Dubai, where Sheikh Mohammed bin Rashid Al Maktoum was investing money in Dubai International Airport to attract more business and leisure visitors. The duty-free industry began with Aer Rianta at Shannon Airport, so their expertise is highly valued in the industry and the company had helped set up many other duty-free companies since its inception in 1947. Sheikh Mohammed wanted to build the best airport and retail sector in the world, and enlisted Aer Rianta to make this happen.

After initially going over with the consultancy team, George was then offered a position with Dubai Duty Free to help run the new company. It was an opportunity he couldn't turn down, so he moved his family from the green fields of Ireland to the sunny sands of the desert. He has watched the city evolve and grow at a rate unseen in any other part of the world, which for him has been a unique experience.

"In the time I've been in Dubai it has evolved dramatically. Since 1980 onwards, the government decided to enhance the international airport and make it the preferred destination for transit flights for people going from east to west. The changes began in 1983, when they decided to change the concession at the airport. In 1983 we started the operation, and in 1987 we built the first arrivals shop at the airport"

While Dubai is thriving now, in the beginning it wasn't without its difficulties. Sheikh Mohammed



had aspirations of making Dubai the favoured stopover destination when travelling east to west, but this would take time and money. If Dubai Duty Free succeeded as a retailer, then it would be able to both fund its own growth and support the development of the airport without needing money from the government. But they needed the time, and the team, to convince the world that Dubai was where they wanted to be.

"I think the first challenge was probably the most difficult—setting up Dubai Duty Free in its present form in a four-month period in 1983," George says. "We had to set up shop in a new country with limited understanding of the local practices and customs, and also deal with the closure of the

concessionaires who were operating the airport shops prior to our arrival."

Attracting the suppliers who were needed to ensure a world-class duty-free experience was also difficult for George and the team at first. They were unknowns, and Dubai was not seen as an enviable destination to the western world. "In the beginning, we had difficulties with them and they had difficulty with us. They didn't know who we were or what we were about. We were a very small operation. In 1984 we went to Cannes and nobody had heard about Dubai Duty Free and nobody wanted to do business with us."

What started off as a hard sell has certainly paid off for Dubai Duty

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Free. More than 71 million passengers passed through Dubai International Airport last year, making it one of the busiest in the world. Dubai Duty Free grossed nearly US\$2 billion in revenue in 2014, and now has about 30,000 square metres of retail floor space. The company has just, once again, been named the Airport Retailer of the Year at the Frontier Awards in Cannes. George attributes this success to hard work, innovation, and great leadership from the executive vice chairman, Mr Colm McLoughlin, and the executive team. "We saw a potential for business that hadn't really been realised and it's been quite a success.

"We've won more than 470 awards; the first big award we won was the Frontier award for being the best airport retailer in 1985. And many awards followed from then to now including the local Dubai Quality award in 1998. We won the Quality Award again in the Gold Category in 2002. That was fantastic for us. Business has been fairly wonderful. This really is a credit to Colm. He does a great job; he's the boss and he's a leader. So I think we have to give



him so much credit. He's a fantastic man."

George speaks very highly of Colm, who was also part of the original Aer Rianta consultancy team and is now Executive Vice Chairman of Dubai Duty Free. He has learned a lot from Colm, whom he has worked with for most of his career. In George's view, Colm's attention to detail, his extraordinary commitment to looking after each and every employee, and his willingness to

try out new things are what he admires most about him.

George believes there are three key traits to high-performing executives. "The first and foremost is understanding your boss, in terms of their priorities and preferred style of management. That increases the probability of success for the things that you want to do and also avoids making mistakes. I have been fortunate that I have worked with Mr McLoughlin for over four decades, >

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and I understand his priorities and style. The second trait is being prompt in dealing with issues and problems as they come up, and I try to do this as much as I can. The third is being dependable for everyone you deal with either inside or outside the company, and of course to treat everyone with courtesy and respect.”

This belief in courtesy and respect extends to the entire staff in the company. George understands that in an industry like retail, frontline staff are key to success. Because of this, the company invests heavily in training and development for all its staff, from executives and managers to the staff on the floor in the retail outlets.

“Training and development is a very important part of our efforts to provide a high level of service, and it is a separate section within our human resources function. We have a very comprehensive induction program that takes new recruits thorough a whole week of familiarisation with different parts of our business, and gives them the technical skills necessary to start work on the shop floor.

“Last year we conducted more than 900 training events for

15,000 employee attendees that covered topics such as customer service, selling skills, and product knowledge, and this training is an ongoing activity within the firm. In relation to training on product knowledge, we work very closely with our supplier community to make sure that our sales staff understand the particular features of a product and are able to help the customer make an informed choice in a short amount of time.”

Not only does Dubai Duty Free roll out its standard, compulsory training, but it has an extensive online learning catalogue where staff can enrol to study other topics. “We also make use of e-learning to enable employees to upgrade their skills at a time of their choosing, and last year there were 7,800 enrolments for the 30 or so courses in our e-learning catalogue. And we are increasingly using our in-house portal to disseminate knowledge outside of specific training programs.”

The company also provides very generous salaries and benefits to its staff, and has a policy to promote from within. The company recruits externally only for two entry-level positions—either as a sales assistant for its retail stores, or as a stores

“Last year we conducted more than 900 training events for 15,000 employee attendees that covered topics such as customer service, selling skills, and product knowledge.”

- George Horan

assistant in its warehouse. “We recognise those who do well and we reward them. And the ones doing not quite so well, we help them to do better.”

Dubai Duty Free is so well regarded as an employer of choice that in the last year alone it received more than 81,000 unsolicited job applications. The company is passionate about every employee, and considers themselves more of a family than a company. Cultural diversity is celebrated, and remuneration reviewed regularly to ensure only the best people possible are attracted and employed.

Just as Dubai is known as an innovative, fast-paced, and future-ready city, so too is Dubai Duty Free. The company embraced online and digital communication before many other businesses, and has been extremely successful in this regard. “Dubai Duty Free recognised the importance of the internet over a decade ago and has had a very successful multimillion-

“The story of Dubai Duty Free is one of unparalleled success. While a proportion of this has been driven by the incredible growth of Dubai, the leadership has been important in capitalising on the opportunity—George Horan has played a massive part.” - David Freeborn, Managing Director, Pernod Ricard Gulf



dollar business selling its Finest Surprise and Millennium Millionaire using the internet since 2001. Last year, Dubai Duty Free had sales of more than US\$16 million using this channel.

“In addition, Dubai Duty Free launched an online catalogue featuring more than 3,000 products across eight different categories last year, and offered customers the opportunity to reserve online up to 15 days prior to travel, and collect from the airport while arriving or departing. The ‘reserve and collect’ service is becoming increasingly popular, as customers find it very convenient to browse the catalogue online and have the items picked from the individual outlets, and then ready for collection in a single pick-up location.”

Dubai Duty Free uses digital media to promote new initiatives like the new reserve and collect service. Its campaign to promote this service included banners at different sites attracting customers from

countries such as India, China, Russia, and others, and also helped drive traffic originating from Google searches. This campaign helped the overall traffic to the site increase by over 30 per cent, and the traffic increase appears to hold even as the campaign moves through different stages.

“We also use more traditional methods such as print advertisements in newspapers and in our DDF-branded shopping bags to advertise this service. We have also used the digital media network, comprised of over 125 screens placed in our shops and over 550 point-of-sale display screens, to promote the reserve and collect service. And we are able to display the messages on the digital media network in different languages and target particular locations such as departures or arrivals depending on the particular campaign that is being supported by the message.”

Being able to display messages in a number of languages is a huge

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- George Horan

advantage for the company due to the nature of airport customers. “Our customer base is enormous now. There are more than 200 destinations serviced from the Dubai International Airport. The passengers coming from these destinations are quite diverse. Dubai airport has customers from over 180 different countries that pass through the airport, and there are therefore an extraordinary number of cultures and languages in this group of more than 70 million passengers.”

Other than its digital approach, the company has a number of strategies in place to ensure it can communicate effectively with every person who walks through its doors, regardless of language. “From a retail point of view, we can meet many of the challenges by having the shops designed so that the wayfinding around the retail areas is more intuitive and less reliant on signage in particular languages, such as English or Arabic. We do this by making use of the products themselves to signpost the categories, as customers are familiar with the brands and the products, and by having the circulation within the retail areas that are easy to follow.”

The most effective and important aspect of the communication is without doubt the company’s retail sales staff, who number over 5,000. Hailing from all over the globe themselves, and representing 50 different nationalities, every single one speaks at least two languages. This allows a more personalised service for the customer, and makes it easier to get them what they need when shopping in the airport.

“I think we take steps to make sure we are communicating with the passengers. This is vital. Also understanding passenger needs is very important. We understand what the passenger wants.”

Giving the passenger what they want and going above and beyond to deliver excellent service is one of Dubai Duty Free’s core values. “From the very beginning, we had

five core values. The first was to deliver first-class service to customers at Dubai International Airport, and the second was to promote Dubai International Airport and the Emirate of Dubai as a destination. And the remaining three were to provide an attractive shopping environment with a wide range of merchandise and offer value for money.”

All these initiatives and focus on the customer have evolved as the business has grown dramatically in the last 30 years. “We opened our first arrivals duty-free in 1987,” George says. “We expanded the departures offer in 1989, opened a retail offer in Terminal 2 in 1996, and then a new departures duty-free in Concourse C in 2000. We followed this with large retail areas in Concourse B and Terminal 3 in 2008, and then Concourse A in January of 2013, and finally a new terminal building—a new airport in Dubai World Central—in October of 2013. We have 8,000 square metres of commercial space in Concourse A, we have been recognised as one of the best operations in the world. We won the latest Frontier award for the operation in Concourse A.”

To put this into context, Dubai Duty Free has more than 30,000 square metres of retail space, which is about the same size as six football fields. Its business represents over 3 per cent of global travel retail sales, and it is the single largest duty-free location by revenue in the world. Its stores never close for public holidays and are open at every hour of the day for customer convenience.

“All these new retail developments are in addition to a continuous cycle of renovation and refurbishment of existing areas, and the challenge is to open new areas while continuing to operate 24 hours a day, 365 days a year in one of the world’s busiest airports. In that context, I would say that the opening of Terminal 3 and Concourse B in October 2008 was one of the most challenging both for me and for the organisation. In order to prepare for the opening of



the new concourse, we had to build a 27,000-square-metre automated distribution centre and commission the new systems in this facility just five months before the opening of Concourse B and T3. So 2008 was definitely the most challenging.”

While the expansion into new terminals and concourses has proved very successful, there have also been demanding moments. George has ensured that he focuses not only on the front-facing sales aspect of the business, but also on all the back-office areas that make the company run smoothly. “A challenge for me has been making sure that all the areas that support the retail operation such as technology, logistics, procurement, marketing, finance, and human resources can help both the growth in business and growth in retail areas for an extended period of time.”

One of the challenges for George and the rest of the Dubai Duty Free team is the factors they can’t control. Like all businesses, they’ve had to face challenges in the form of external events and forces that have impacted the economy and business sectors in Dubai. This can be difficult for a fledgling business, and the company struggled when just three years after opening its



first arrivals store, Iraq invaded Kuwait and war broke out.

During the first Gulf War in 1990, Dubai’s economy was badly affected as international investors withdrew their funds from Dubai banks due to the uncertainty created by the nearby war. Prior to the outbreak of war, Dubai airport had been on track to increase its passenger numbers and Dubai Duty Free to cross the US\$100-million mark in annual sales. The conflict caused passenger numbers to slow and it took the company another couple of years to meet this milestone.

The global financial crisis in 2008 also had a huge impact on the business. Everyone was tightening their belts and because Dubai’s >



economy is so reliant on tourism, it suffered a major blow. “The big challenge has been dealing with the periodic crises that occur in the travel retail business such as the impact of the Gulf War in 1990, the financial crisis in 2008, and the current developments that impact our business such as the drop in oil price and the devaluation of the rouble,” George says.

Despite an initial rocky start with some suppliers, it is now a sought-after business that retails all of the best brands in the world. Its cosmetics and beauty sales continue to grow, and saw a 9-per-cent increase from the previous year in 2014. Electronics are now also a massive market for duty-free retailers, with Dubai Duty Free selling more than 38,000 iPads and iPhones in the last year alone. The traditional duty-free products—alcohol and cigarettes—are still those with the highest sales volume. The company sold more than

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9.4 million cans of beer in 2014, a phenomenal figure.

The automation of the distribution centre helped Dubai Duty Free move more than 174,000 pallets of merchandise to the retail areas in 2014, comprising nearly

80 million pieces of merchandise, which included items like beer and 3.2 million bottles of perfume. Within the region, Dubai Duty Free is the only retailer to have an automated distribution centre, and it is an award-winning distribution facility with storage for 20,000 >

RARE OAK



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pallets and 27,000 bins in three different types of automated material-handling systems.

Unlike in 1983, suppliers are now coming to Dubai Duty Free wanting its business, George explains, because of the market share it possesses. “We had revenue in the first year of US\$20 million and this year we have revenue of almost US\$2 billion. We’re very important to suppliers because of the volume we have and we’re not a small operation.”

George stresses that relationships with suppliers are considered as a two-way street—to ensure success they need good communication and understanding on both sides. The trust that Dubai Duty Free has built over the past three decades has led to close collaboration with suppliers in the design of their retail spaces in new concourses. “I think it has become a very good relationship. We allow them to express

themselves more and help with the design of the concourses.

“They have the merchandise our customers want so we can’t do without them, really. I think we have a policy to talk with them rather than to them or against them. We have open communication; we allow them to come and talk to us. We listen to them, we make concessions to them and they make concessions for us. It’s a two-way thing.

“I think a key reflection of our relationship now with our suppliers is evident in Concourse A, which was opened in January of 2013. Brands like Ferragamo, Hermès, Chanel, and Gucci are able to express themselves in the fit out of the shop, and this has created a fantastic central area in the concourse and transformed fashion retailing for us. We’re important to these brands and they’re important to us.”

The other key stakeholder in Dubai Duty Free is its owners—the government of Dubai through its investment vehicle Investment Corporation of Dubai or ICD. Dubai, which is a monarchy, is run by the Al Maktoum family, one of the seven ruling families of the United Arab Emirates. Sheikh Ahmed bin Saeed Al Maktoum is the chairman of Dubai Duty Free and also the chairman of Dubai Airports Company.

“We’re closely aligned with government strategy for the aviation segment at Dubai airport. We look at plans well before coming to fruition so we get our say in the early stages of development of the airport.”

Despite the challenges and nuances, Dubai Duty Free is soaring to new heights every year. “We started up in 1984 with about 100 employees and now we have about 6,000 employees. And we still have 37 of the original 100 employees working for us.”

After being heavily involved in the opening of the last two concourses, George has now turned his attention to the next project—

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Concourse D. “This year we are planning to open Concourse D in the summer with more than 6,800 square metres of retail space, and that is the next big step for us. Concourse D will service all full-fare carriers other than Emirates, and Emirates will then have full use of Concourse C, in addition to A and B.”

“Once we open Concourse D, we’ll move on to the renovation of Concourse C, and that will be very interesting. We want to expand in the passenger terminal building in Al Maktoum International Airport in Dubai World Central, and we have a small operation there at the moment. They have capacity for five million passengers a year now, and they are expanding the facility to have 27 million passengers by 2017, and that will help to ease the congestion at Dubai International Airport.”

For the future, Dubai Duty Free plans to continue its growth. With more expansions to the Dubai

airport planned, and passenger numbers expected to increase, this is definitely achievable. By 2020, Dubai airport will have more than 90 million passengers annually. Plans are already in place for the construction of the world’s biggest airport in Dubai World Central with capacity for over 135 million passengers in Phase I. George says the company is closely involved in this development and is also watching the larger industry and where it is moving. “Our success over the past two decades has been because of the evolution of Dubai airport, the growth of Emirates from 1985 onwards, and the related growth of the city itself. We have to continue to watch what’s happening with the aviation industry in Dubai. Al Maktoum International Airport’s Phase I, which will open around 2021, is central to the long-term growth and success of Dubai Duty Free, and this US\$32-billion project will cement the success of Dubai in the aviation business for the next half century.”





What's your favourite
Break?



Kit Kat SUCCESS

Dubai Duty Free has been the key to the success of Kit Kat in the global travel retail industry.

Nestlé International Travel Retail S.A. is a Nestlé operational business unit created on 1 January 1999, with a specific commercial and strategic remit to optimise the visibility of Nestlé strategic brands within the defined Global Travel Retail market.

Over the last 15 years, NITR has experience double-digit growth both in sales volume and value within the Global Travel Retail market. Dubai Duty Free has been a critical contributor to this success story, and in 2003 achieved the milestone of operating the world's biggest single retail store for sales of the Kit Kat brand. Today, sales of the Kit Kat brand continue to deliver year-on-year growth in tandem with the continual success story of Dubai Duty Free.

This success story has only been built on working closely with the Dubai Duty Free senior management team led by Colm

McLoughlin and George Horan. This in turn has forged an integrated partnership approach to the development of our



collective business for mutual benefit. The building blocks of this partnership are centered on mutual respect, trust, creativity, and innovation. Like any business relationship, it has to adapt to overcome new challenges and to ensure sustained success, as Dubai Duty Free continues to go from strength to strength.

In conclusion, Dubai Duty Free has been pivotal in the success of NITR business in the Middle East region, while also driving retail sales and innovation within the region and in Global Travel Retail. This has been achieved through transformational leadership of the management team, under Colm McLoughlin and George Horan. NITR would like to take this opportunity to thank Dubai Duty Free for their valued business, and wish George and his team continued success under his stewardship in 2015 and beyond, and trust they will still take time during their continuing retail expansion to "Have a break...have a Kit Kat". •

THE SPIRIT OF LUXURY

The travel retail market plays a very significant role in the growth of Diageo, the largest alcohol beverage company in the Middle East.

Diageo has an expansive business across the region, taking in countries such as Lebanon, Jordan and Iraq, parts of North Africa, and Gulf states of the UAE, Bahrain, Oman, and Qatar. The burgeoning duty-free business in the Gulf region, and in Dubai in particular, is a key market for Diageo.

John Kelly, Diageo's General Manager for the Gulf Region, says it is where Diageo can build its luxury spirit brands such as JOHNNIE WALKER™, the world's best-selling blended Scotch whisky*. "Travel retail represents one of the fastest-growing opportunities for Diageo. In the Middle East, duty-free outlets deliver a significant contribution to our business, so working with customers like Dubai Duty Free is a critical component in building our brands," he says.

The strength of the relationship between Dubai Duty Free and Diageo is fundamental to success.

"The growth of Dubai Duty Free over more than 30 years has been phenomenal," John says. "Our relationship is based on mutual respect—we both know we rely on each other to drive growth in our mutual business."

"Dubai Duty Free is one of the best retailing environments in the world today. Dubai is now the world's

busiest airport in international passenger terms and its duty-free shopping experience has led the way in the transformation of this business into a truly luxury channel. I think what sums up the future potential is the fact that two-thirds of the world's population lives within an eight-hour flight time from Dubai, including those on the Indian sub-continent and in China. Purchase patterns of these nationalities support the growth of the whisky category," he adds.

Whisky is by far the largest segment of the duty-free liquor business in Dubai, followed by vodka, and for the market leader, Diageo, this presents opportunities to work with Dubai Duty Free to develop unique offerings for passengers.

"Innovation, differentiation, and premiumisation are big strategic drivers in our business," John points out. "Duty-free shoppers want something new or something which they can't find in their domestic markets and they look to trade up when they travel. Our focus is on creating different offerings as well as premium shopping experiences that enable us to engage shoppers in the heritage and craft that lie behind rare whiskies such as JOHNNIE WALKER™ BLUE LABEL®."

"Working in partnership, we recently launched exclusive Dubai Duty Free editions of JOHNNIE WALKER BLUE LABEL and

JOHNNIE WALKER® GOLD LABEL RESERVE™ to recognise the epic achievements of Dubai Duty Free. These achievements mirror the Johnnie Walker mantra of 'Keep Walking'.

"Diageo has also introduced HAIG CLUB™ to travellers at Dubai. This distinctive and sophisticated single grain whisky has been developed in partnership with global icon David Beckham and British entrepreneur Simon Fuller.

"We are extremely excited about what the future holds for our brands and Dubai Duty Free," John adds. "We'll continue to work together to create unique new offerings, amazing promotions, and stunning shopping experiences. Our objective is to grow the appeal of our brands and enhance the attractiveness of the whole duty-free environment in Dubai so that our shoppers are delighted time and time again." •

* International Wine and Spirit Research 2013



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DUBAI HONOURED WITH JOHNNIE WALKER® BLUE LABEL™ SPECIAL EDITION

Diageo Global Travel and Middle East has partnered with internationally renowned artist Jeff Nishinaka to release a new series of limited edition design travel exclusives for 2015 featuring handcrafted designs of some of the world's most famous cityscapes—the JOHNNIE WALKER BLUE LABEL Cities Collection.

Each edition is engraved with a Jeff Nishinaka handcrafted design, bringing to life the cityscapes of some of the world's most iconic travel destinations. The first edition in the collection celebrates the unique character and culture of Dubai. Dubai is a city of firsts, a global icon, and a

luxury travel destination—the perfect skyline to form the first of the JOHNNIE WALKER BLUE LABEL Cities Collection.

The design for each edition has been brought to life by paper sculptor Jeff Nishinaka. Jeff's meticulously handcrafted sculpture was inspired by the unique character of the city and it mirrors the rare craftsmanship that lies at the heart of JOHNNIE WALKER BLUE LABEL. Jeff's work is brought to life on each individual bottle as a celebration of the art of the master blender, whose skills have been passed down through 190 years of unbroken blending heritage and excellence.

Only 1,500 bottles of the JOHNNIE WALKER BLUE LABEL Cities Collection, Dubai Edition, have been produced, with each bottle individually numbered.



JOHNNIE WALKER® GOLD LABEL RESERVE™ DUBAI DUTY FREE EXCLUSIVE

The thirtieth anniversary of Dubai Duty Free was marked by the creation of a limited edition of JOHNNIE WALKER® GOLD LABEL RESERVE™ which is available for shoppers at the airport.

The luxurious gold bottle that celebrates the 30 years of progress by Dubai Duty Free features a polished metallised finish that complements the brand's iconic four-cornered bottle and slanted label and affirms the status of JOHNNIE WALKER GOLD LABEL RESERVE as a celebration blend for life's golden moments. The golden bottle is screen-printed with a unique

image specially created for the anniversary.

JOHNNIE WALKER GOLD LABEL RESERVE is a multi-layered blend with a smooth balance of luscious sweet fruits and deep honey tones, finishing with lingering waves of wood and light sweet smoke.

John Kelly says, "We created the design to mark our journey together and the amazing success of Dubai Duty Free over three decades. It's a beautiful bottle that has a striking presence in store—inspiring travellers to celebrate with JOHNNIE WALKER GOLD LABEL RESERVE."

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