

starting to run big box stores the following day.

The trend of discounts to kick off the Christmas shopping season — a staple of US retailing for decades — reached neighbouring Canada about five years ago, though Canadians celebrate Thanksgiving in October. The rise of the Internet has made it a worldwide phenomenon, as customers are always just one click away from the deals offered by US e-tailers, even if shipping fees often erase the price advantage.

"The consumer is savvy," said Chris Morton, chief of Lyst, a London-based online fashion marketplace that expects a sixfold increase

55 per cent mark downs on Braun laser hair removers, Casino is offering what it says are unbeatable prices on Nespresso coffee machines, and its online unit, CDiscount, will introduce Black Friday promotions in all eight countries where it operates, including Senegal, Vietnam, and Colombia.

In Britain, Amazon.com introduced the idea in 2010, and it has since spread to at least a dozen big chains, with Marks & Spencer Group and J Sainsbury this year joining for the first time.

"Amazon did the groundwork in terms of increasing knowledge and awareness of the event," said Kan-

more tomorrow than the average, according to researcher Mintel. That would be about 20 per cent more than a typical December Friday, and roughly double the increase last year, Mintel says.

"Black Friday now marks the real start of Christmas shopping," said Rob Hattrell, general-merchandise director for Tesco, which will extend discounting to stores tomorrow after starting with online sales last year.

Another American import: a frenzied rush to get the best deals. Last year, at an Asda in Belfast, Northern Ireland, a woman was sent to the hospital after she in-

jured while using a vacuum cleaner this year," she said. "It's vitally important that it's a full-price trading period" after this weekend's discounts.

For that reason, Kingfisher is approaching the concept gingerly. Its British home-improvement division, B&Q, will offer a half-price Bosch pressure washer and 30 per cent off a Makita drill, but discounts will be limited when compared to those of superstore competitors, the company said.

"We're tiptoeing in," Ian Cheshire, Kingfisher's chief executive officer, said by phone. "You have to be quite careful about getting on a discount drug." — *Bloomberg*



An employee weighs tomatoes after packing them at a Bigbasket warehouse on the outskirts of Mumbai. Put off by snarled city traffic and a shortage of parking, more Indians are shopping for groceries online, helping e-tailers like Bigbasket.com and Localbanya.com turn in profits while supermarkets are struggling. — Reuters



Lion Group is buying new planes to tap Indonesia's growing consumer class, as well as to compete with AirAsia. — Bloomberg

## Lion Group buying ATR planes worth \$1 billion

Anshuman Daga

SINGAPORE — Indonesia's Lion Group is buying an additional 40 aircraft from ATR for \$1 billion at list prices, the companies said, in a move that will make Lion the biggest customer of the European manufacturer.

The purchase order will be signed on Thursday in Rome by Lion's co-founder Rusdi Kirana and ATR's CEO Patrick de Castelbajac in the presence of Italian Prime Minister Matteo Renzi, Lion said in a statement.

Kirana's Lion Air, Indonesia's biggest and one of the world's fastest-growing airlines, has captured global attention with record purchases of jets from Boeing and Airbus over the past few years. Airlines usually get large discounts from manufacturers on list prices.

Despite rival airlines deferring orders, Kirana is pushing forward with Lion's expansion plans and buying new planes to tap Indone-

sia's rapidly growing consumer class, as well as to compete with Malaysia's AirAsia.

"These additional 40 ATR 72-600s will be used to meet the growing demand forecast over the next five years both within the Group's existing operators' networks and to develop other opportunities for ATR operations throughout Asia and developing markets worldwide," Lion said.

ATR is co-owned by Airbus group and Italian industrial conglomerate Finmeccanica.

So far, Lion has taken deliveries of over 40 ATRs. The turboprop aircraft fly more slowly than jets, but their lower fuel consumption means they are increasingly popular in growth markets such as Southeast Asia and Latin America.

Operating turboprops is part of Lion's strategy to fly in remote locations in Indonesia and Malaysia and it also uses one ATR in Thailand. Deliveries of the turboprops from Thursday's order will start in 2017 and run into 2019. The latest deal boosts Lion's total ATR orders to 100. — Reuters

## Art Marine opens boutique

Staff Report

ABU DHABI — Art Marine, the region's largest and best-known 360-degree leisure marine enterprise, announced the opening of Abu Dhabi's first high-end marine leisure boutique at the Emirates Palace Hotel as part of its UAE expansion strategy.

Having successfully managed the Emirates Palace Marina for the last three years, they have now been appointed for a further three year tenure. The boutique, focused on the iconic Riva brand — part of the Italian Ferretti Group — and located alongside the exclusive Marina, is the result of boat owner requests made specifically to the Emirates Palace Management, including new yacht purchases, technical maintenance, and everything from valeting services to

“Emirates Palace is the most exclusive and prestigious of the UAE marinas

Gregor Stinner

marine products and fishing equipment.

Art Marine, the 100 per cent owned portfolio company of The Abraaj Group, appointed CEO Gregor Stinner in June 2013 to re-instate stardom prestige, credibility and presence in the market and this opening is a further testament to his success in building a legacy.

Gregor Stinner said: "With expanding our footprint in the UAE, we complement our growing international reach, which stretches as far afield as China. Emirates Palace

is the most exclusive and prestigious of the UAE marinas and we are honoured to provide the VIP yachtmen moored there with a unique concept showroom to answer all their needs. Continuing a successful month with the Qatar International Boat Show, we are delighted to end the year with this momentous landmark in the company's on-going expansion and evolution."

The boutique will not only focus on luxury brand yachts sales, but also offer to the marina berth holders and yacht owners a well diversified chandlery, as well as valet and maintenance service, warranting 360 degree leisure yachting services to ultimately take care of their precious yachts. It will also stock Williams tenders, for which Art Marine are the exclusive distributor and dealer in the UAE and Qatar.

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Art Marine has inaugurated Abu Dhabi's first high-end marine leisure boutique at the Emirates Palace Hotel as part of its expansion strategy. — Supplied photo

## in brief

TOKYO

### Toyota and Daihatsu in airbag recall

Toyota said on Thursday that it is expanding a recall of cars with airbags made by auto parts maker Takata which have been linked to driver deaths, in another blow to the embattled firm. Toyota said it would recall some 57,000 vehicles globally — about 40,000 units in Japan and some 17,000 overseas — while Daihatsu would recall about 27,500 vehicles in Japan.

SAN FRANCISCO

### Amazon cuts Fire price to ignite sales

Amazon on Wednesday slashed the price of Fire mobile phones that stalled after launch early this year, becoming a drag on the US online retail titan's bottom line. The price cut, which Amazon said would last until December 1, was the second for Fire and was included in a set of holiday-shopping season deals announced for items including Kindle e-readers.

Compiled from agencies