

MIDDLE EAST

ESTETICA HAIR

COVER STORY

The Age of Intentional Beauty

BEAUTY WITHOUT BORDERS

Inside Unilever's Vision for Arabia

THE NEW SALON PLAYBOOK

Inside Layla Al Hajjaj's Beauty Business

ESTETICA HAIR Middle East - Issue 3 - OCT 2026

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A NOTE FROM THE MIDDLE EAST

Dear Readers,

Welcome to the third edition of Estetica Middle East. With every issue, our region continues to prove that beauty here is not simply followed; it is interpreted, elevated, and reimagined. From the salons of Dubai and Riyadh to creative studios, academies, stages, and show floors across the GCC, a new professional language is taking shape — one that blends artistry, technology, culture, wellness, and business intelligence.

In moments of uncertainty, the role of beauty becomes even more meaningful. It offers not escape, but care; not distraction, but connection, a way for professionals and clients to find steadiness, confidence, and renewal through craft.

This edition is dedicated to intentional beauty: a new era where science, artistry, and wellbeing work together to redefine the future of hair and skin. Consumers are no longer simply asking, "What should I buy?" They are asking, "What is right for me?" That question is changing everything, from consultation and diagnosis to treatment design, product recommendation, and long-term care.

Inside these pages, we explore the shift from correction to prevention, from anti-aging to longevity, and from one-size-fits-all beauty to deeply personalized experiences powered by technology, expertise, and human connection. AI-powered diagnostics, scalp health, regenerative skincare, wellness-led treatments, and advanced professional education are reshaping the future of salons, clinics, and beauty retail across the region.

Here's to beauty with purpose. Beauty that listens before it transforms. Beauty designed not only for how we look today, but for how we live, age, care, and feel tomorrow.

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IN THIS ISSUE

	writer's note	A Note from the Middle East	03
	content	In this Issue	05
HAIR	cover	The Age of Intentional Beauty	08
	salon	The Business of Beauty	13
	consultation	The New Luxury: the Consultation	20
	beauty	Beauty Without Borders	26
	interview	Ravi Ramchandani BWME	31
	trends	The Best of International Hair Trends	33
PRO	scent	The Power of Scent	76
	report	Hair Colour and Care	82
	spotlight	Beauty's Next Powerhouse	86
	men	The Modern Men: Men's Grooming	92
	education	The Education Reset	95
	closing note	Designed for What Comes Next	100

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COVER STORY: THE AGE OF INTENTIONAL BEAUTY



The beauty industry has moved beyond the era of trends, quick fixes, and seasonal product launches. A deeper shift is underway — one led by consumers who are more informed, more curious, and more intentional about the choices they make for their hair, skin, health, and identity. They are no longer asking only what is new. They are asking what is right for them. This question is redefining the professional beauty experience. In salons, clinics, spas, and retail spaces across the Middle East, consultation is becoming more intelligent, treatment plans more tailored, and the relationship between expert and client more collaborative. Beauty is no longer positioned as correction alone. It is prevention, maintenance, longevity, wellbeing, confidence, and self-expression, all shaped by the individual.

At the heart of this new age is the meeting point between science and artistry. AI-powered diagnostics can analyse scalp condition, skin concerns, hair density, colour history, and treatment needs with increasing precision. Regenerative skincare is shifting conversations toward repair, resilience, and long-term vitality. Scalp health is moving from niche service to essential ritual. Wellness is no longer an add-on; it is becoming part of the value proposition.

Yet technology alone is not the future of beauty. Human connection remains the luxury differentiator. A machine may support diagnosis, but it is the professional who interprets desire, lifestyle, culture, comfort, budget, and emotion. The most powerful beauty experiences will belong to salons and clinics that know how to combine data with empathy, innovation with craft, and expertise with trust.

For the Middle East, this evolution feels especially relevant. The region's beauty consumer is digitally aware, service-driven, highly engaged, and increasingly selective. The demand is not simply for more beauty, but for better beauty — more precise, more considered, more holistic, and more aligned with personal goals. This is the age of intentional beauty: where every recommendation has a reason, every service has a strategy, and every transformation begins with understanding.


BEAUTY
IS NO LONGER
POSITIONED
AS CORRECTION
ALONE













THE BUSINESS OF BEAUTY: THE NEW SALON PLAYBOOK

*This interview has been edited and condensed for clarity and length.

A CONVERSATION WITH LAYLA AL HAJJAJ ON CHALLENGING TRADITIONAL SALON MODELS, CREATING AN EXPERIENCE CLIENTS REMEMBER AND BUILDING ONE OF THE UAE'S MOST TALKED-ABOUT SALON BRANDS.

Running a successful salon today takes far more than technical talent. Behind every seamless appointment lies a business built on systems, leadership, customer understanding and the ability to adapt when circumstances change.

Layla Al Hajjaj entered the beauty industry from the corporate world, without a background in hairdressing or a lifelong plan to own a salon. What might initially have appeared to be a disadvantage ultimately gave her the freedom to question established practices and build differently.

She opened her first Boho salon during the COVID-19 pandemic, approaching uncertainty as an opportunity rather than a reason to stand still. Today, as the business enters its next stage of growth, that same combination of structure, instinct and resilience continues to shape the brand.

ESTETICA Middle East spoke with Al Hajjaj about moving from corporate boardrooms to salon floors, creating client loyalty, leading through uncertainty and why the modern salon experience begins long before the service itself.

FROM CORPORATE BOARDROOMS TO SALON FLOORS

You entered the salon industry without a professional beauty background. Looking back, did that become an advantage rather than a limitation?

In the beginning, it may have been a limitation. With time, however, I realized it was an advantage. Coming from outside the industry meant I had to examine everything rather than simply doing what I already knew or felt comfortable with. I questioned why things were done in a particular way, what the best practices were and how we could do things better. Had I come directly from the industry, I might have remained within my comfort zone. "Being an outsider gave me more power to disrupt the industry."

Did you judge yourself for not having a hairdressing background?

I did not judge myself for it, but the industry initially judged me. Some hairdressers were hesitant to join my team because I was not a hairdresser myself. They assumed I would not know how to run the business or understand them—but I proved them wrong.

Which lessons from your corporate career have been most valuable in running Boho?

Structure, systems, planning, budgeting, delegation and leadership. These are skills that can be transferred into almost any industry.

It is also about knowing how to manage and optimize a team, how to achieve the best results while using people's time effectively. Strong systems allow a business to perform without depending entirely on one individual.

BUILDING THROUGH UNCERTAINTY

You opened your first salon during COVID-19. What made you believe it was still the right time?

At the time, many people were leaving the country and selling businesses and properties at significantly lower prices. In situations like that, you can decide it is too risky to do anything, or recognize that it may be the right time to build something for less.

Everything was moving more slowly, which also gave me time to start, experiment and learn in a quieter environment.



My full-time role had become less demanding because it was focused heavily on events, which could no longer take place. I had more time and some money that I wanted to invest, so I began looking at salons that were available for sale. Owning a salon had never been a lifelong dream. It was a new idea. I found an existing space in a strong community and took the opportunity. The location was good, but I still had to invest in changing the fit-out, developing a new name and identity, and building the team from scratch.

You are now expanding during another challenging period. How is this experience different?
The new location was secured before the conflict, but the project has been delayed by almost a year.
When I opened the first salon during COVID-19, I built it knowing exactly what the circumstances were. This time, I am building without knowing what the circumstances will become, which is very different.
Still, I believe everything happens for a reason. The delays may have given me more time to prepare, develop as a leader and learn how to scale a business through a difficult period. Mentally, I feel more prepared.

How do you keep your team motivated and connected to the vision during uncertain times?
It begins with setting the vision, establishing the tone and communicating both clearly.
When the conflict started, it was very important for me not to leave the country. I became more present in the salon because I wanted the team to see that I was there, that I felt safe and that I believed in what we were building.
While other businesses might close, slow down or become less involved, we chose to take the opposite approach.
"This is the time when we are going to double down on everything we do."
I even doubled our marketing spend. It was a way of demonstrating strength and recognizing the opportunity rather than allowing fear to slow us down.

THE EXPERIENCE ECONOMY

Today, clients expect much more than a haircut. What are they really paying for?
"They are paying for the entire experience."
It begins with how they feel when they arrive and continues through the service, the way they feel when they leave and even how they feel later at home. Ultimately, they are paying for the confidence they carry with them afterwards.

Has consultation become as important as technical expertise?
They go hand in hand. A strong consultation enables the stylist to deliver the right technical result.
The more questions you ask, the better you understand what the client wants. Most ▸▸





importantly, the client and stylist need to be aligned before the service begins.
The experience then continues through every interaction: the conversation with the stylist, what happens at the backwash, the massage and what the receptionist says before the client leaves. Every touchpoint contributes to how the client evaluates the final result.

What role does technology play in the salon experience?
Technology can support the experience because clients are already using it to find salons. They may search through Google, social media, TikTok or AI platforms such as ChatGPT and Claude.
It can also improve practical parts of the journey, including booking, response times and how client enquiries are handled. However, the way technology is used still needs to reflect the quality and personality of the brand.

What do you want a first-time Boho client to feel?
I want clients to feel comfortable and at ease when they arrive. When they leave, I want them to feel stronger and more confident—ready to go back into their lives feeling that the world is a good place.
If we entered a Boho salon for the first time, what would we experience?
You would enter a spacious environment with earthy colours, plants, mirrors, music and the energy of the team. The receptionist would welcome you, and you would sit in a comfortable waiting area and explore the drinks menu.
The experience begins with a welcome shoulder massage. People arrive carrying noise and stress from work, home, traffic or even the difficulty of finding parking. That small ritual allows them to pause and relax before the stylist begins the consultation. It sets the tone for everything that follows.



BUILDING A COMMUNITY, NOT JUST A CLIENT LIST

Should salons prioritize attracting new clients or retaining their existing community?
Both matter, but existing clients are the bread and butter of the business. You must continue nurturing those relationships and make sure every appointment delivers a consistent experience.
In Dubai, achieving a perfect retention rate is difficult because some people are here temporarily and the city welcomes many tourists. A retention rate of around 70 to 80 percent is something salons can aspire to. At the same time, you need to attract new clients when hiring team members, expanding capacity or opening additional locations. The balance depends on how far you want the business to grow.

How do you turn a first-time visitor into a long-term client and ambassador?
First, you ensure that they enjoy the complete experience. Then you create a roadmap. The client should understand what the first appointment achieves, when they should return and what the next service will be, based on their goals and the needs of their hair. ▸▸

CROSSING THE LINE

What is the most expensive mistake you have made?
I once took a space inside a gym with the intention of creating a Boho bar for blow-dries and shorter services. The idea made sense because there was already a flow of potential clients within the location.
The problem was that it was not the right space and there was not enough alignment with the landlord. Within two months, I recognized the mistake and decided to leave, regardless of how much I had already invested.
"You learn from it, move forward and build something new."

What are you investing more heavily in now?
Marketing. I want to scale faster, so I am increasing the marketing budget.

Are clients paying for trust rather than treatments?
Yes.
"Trust comes first and the treatment follows."
Clients want to feel that they are in good hands and that they will leave feeling better than when they arrived.

Will AI ever replace the relationship between a stylist and a client?
No. The salon experience is not only about communication; it is also about energy and physical human connection—the small touches, the interaction and even a high five.
AI and automated booking can remove some of the workload, but they can also take something away from how a client wants to feel while making an appointment.
"Technology can support the relationship, but it cannot replace it."

What is overrated?
The belief that the only way to succeed is to hire stylists who already have an established clientele.
When you have built a strong brand, clients come to the salon itself. It can be far more valuable to hire talented stylists without an existing client base and develop them within the business.

"Rebooking happens at the chair, not at the reception counter."
The stylist agrees on the plan with the client during the service. The receptionist then continues the same conversation and helps arrange the next appointment without making the interaction feel pushy.

What role does the team play in building the Boho community?
Every team member naturally attracts clients who connect with their personality and approach. Individual stylists may develop slightly different clienteles, but they all fit beneath the wider Boho identity.
Each technician should continue building relationships with clients whose company they genuinely enjoy. In that way, the team builds the community together.

SUSTAINABILITY BEYOND THE BUZZWORD

Many businesses describe themselves as sustainable. How do you make sure it is more than a marketing claim?
It begins with choosing partners that already take sustainability seriously. Working with the right professional brands helps address questions around formulations, ingredients, environmental impact and packaging.
The salon then builds on that through its own practices: reducing and filtering water, reconsidering disposable items, choosing reusable cups and glasses, and recycling wherever possible. Sustainability comes from the complete system rather than one visible gesture.

Do clients actively choose Boho because of sustainability?
It is part of the decision, but probably not the largest part. Clients are drawn to the wider values of the brand.
They understand how the salon has grown, see that the team is happy and recognize the quality of both the services and customer care. One of the comments we hear most often is that clients feel at ease because they can see that the team genuinely enjoys its work. ■

QUICK FIRE WITH LAYLA

One word to describe Boho: **trendsetting.**
Coffee before emails or emails before everything? **Matcha.**
Balayage or business strategy? **Business strategy.**
The biggest salon myth: **that it is easy.**
A client is always... **good for business.**
One thing people misunderstand about running a salon: **that it is only about hair and nails.**
If boho had a personality: **a superhero that changes lives.**



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THE NEW LUXURY: THE CONSULTATION

WHY THE MOST VALUABLE SERVICE IN BEAUTY HAPPENS BEFORE THE FIRST PRODUCT IS EVER APPLIED.

FOR DECADES, THE CONSULTATION WAS TREATED AS A FORMALITY, A FEW QUESTIONS BEFORE MOVING ON TO THE SERVICE ITSELF. TODAY, IT HAS BECOME ONE OF THE MOST VALUABLE MOMENTS IN THE ENTIRE CLIENT JOURNEY.



As beauty becomes increasingly personalized, consumers are no longer looking for quick fixes or one-size-fits-all recommendations. They expect professionals to understand not only their hair or skin, but also their lifestyle, routines, concerns, goals, and long-term wellbeing.
The consultation has evolved from a technical assessment into a strategic conversation. It is where science meets empathy, technology meets intuition, and expertise becomes trust. In an industry increasingly shaped by artificial intelligence, diagnostics, and personalized treatments, consultation is no longer the first step of the service, it has become the service itself.

FROM DIAGNOSIS TO DISCOVERY

Traditionally, consultations focused on identifying a technical need: selecting a colour formula, recommending a treatment, or assessing hair condition. Today's consultation asks much bigger questions:

- Why is the client's hair changing?
- What habits are contributing to the problem?
- How much maintenance are they realistically willing to commit to?
- What lifestyle, climate, stress, health, or previous treatments should influence the recommendation?

The role of the professional is no longer to prescribe a product, but to build a strategy.

TECHNOLOGY MAKES PROFESSIONALS SMARTER— NOT LESS RELEVANT

Artificial intelligence is already entering professional beauty through scalp scanners, skin analysis systems, digital consultations, predictive colour tools, and client management platforms.
These technologies can analyse density, scalp condition, hydration levels, previous colour history, and even recommend treatment pathways with impressive accuracy.
But technology doesn't replace judgement. It cannot interpret confidence, lifestyle, emotion, expectations, or personal preferences.
The future belongs to professionals who know how to combine data with experience using technology to support decisions while preserving the human connection that no algorithm can replicate.

TRUST IS THE NEW CURRENCY

Consumers have never had access to more information.
TikTok tutorials. Instagram creators. AI chatbots. Dermatologists. Online reviews. Retail advisors.
Every client now arrives carrying information, and often misinformation. ▸▸


High-end
Shampoo

This changes the role of the salon professional. Clients no longer need someone to tell them what products exist. They need someone they can trust to explain which solution is right for them. Trust is becoming the industry's greatest competitive advantage.

EVERY CONSULTATION IS A COMMERCIAL OPPORTUNITY

The word "sales" often makes beauty professionals uncomfortable. Yet the best consultations rarely feel like selling.
When professionals truly understand a client's needs, product recommendations become part of the solution rather than an additional purchase.
The consultation influences:
– treatment selection
– home-care recommendations
– maintenance schedules
– retail performance
– client retention
– referrals
– long-term loyalty
It transforms individual appointments into ongoing relationships.
In today's salon, consultation isn't simply good service, it's one of the strongest drivers of sustainable business growth.

LOOKING AHEAD

The consultation of the future will look very different from the one we know today. Artificial intelligence may analyse scalp conditions before a client enters the salon. Digital records may track colour history, allergies, treatment outcomes, and purchasing behaviour. Predictive technologies may suggest personalised maintenance plans based on lifestyle, environmental factors, or even seasonal changes.
Yet despite these advancements, the profession's greatest value will remain unchanged.
Technology can provide information.
Only people create understanding.
The salons that will lead the next decade won't be those with the newest equipment alone, but those that know how to combine innovation with listening, expertise with empathy, and science with genuine human connection.
Because in the age of intentional beauty, the most powerful transformation begins long before the first product is applied, it begins with a conversation. ▸▸









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BEAUTY WITHOUT BORDERS

A CONVERSATION WITH SARAH QAZI, BEAUTY AND WELLBEING MARKETING DIRECTOR FOR ARABIA AT UNILEVER, ON THE EVOLVING BEAUTY CONSUMER, THE CONVERGENCE OF CATEGORIES AND CHANNELS, AND WHAT GLOBAL BRANDS CAN LEARN FROM THE REGION.



INTRODUCTION

For decades, the beauty industry operated within clearly defined boundaries. Professional products belonged in salons, prestige brands lived behind department-store counters, and mass beauty dominated supermarket shelves.

Today, those lines are increasingly blurred. Consumers move naturally between a salon consultation, a dermatologist's recommendation, a social-media review and a pharmacy or online purchase. Science has entered everyday beauty conversations, premium is no longer defined by price alone, and innovation can emerge from any category or channel.

In Arabia, this evolution is particularly dynamic. Beauty is deeply connected to culture and ritual, yet consumers are also highly digital, trend-aware and open to experimentation. They expect global innovation, local relevance and products that respond to their individual needs.

We spoke with Sarah Qazi, Beauty and Wellbeing Marketing Director for Arabia at Unilever, about the forces reshaping the industry, the growing connection between professional and consumer beauty, and what the next generation of beauty experiences could look like.

UNDERSTANDING THE ARABIA BEAUTY CONSUMER

An increasingly informed consumer with high expectations of both performance and relevance.

From your perspective leading Beauty and Wellbeing marketing across Arabia, how has the region's beauty consumer evolved in recent years?
The beauty market across the GCC continues to be volatile, fragmented, and competitive expand, fuelled by rising disposable incomes and a growing focus on beauty and wellness. But beneath this growth lies a powerful shift in consumer behaviour: as e-commerce and health & beauty channels expand in an increasingly crowded ecosystem consumer expectations are rapidly evolving toward personalized, digital-first experiences and purpose-led brands. The beauty consumer across Arabia has become significantly more discerning, informed, and intentional in how they make choices. While the market continues to grow, what is most notable is the shift in how consumers define value. Value is no longer driven by aspiration alone- it is shaped by eAicacy, ingredient credibility, simplicity, and wellbeing. And that means premiumization itself must evolve. Today, consumers are no longer simply looking for products that promise beauty benefits. They want visible results, credible science, ingredient transparency, and brands that feel relevant to their lifestyle and values. At the same time, we're seeing a polarization of spending habits. Some consumers are willing to invest in premium products that deliver proven performance, while others are becoming more selective, choosing trusted essentials that oAer strong value. What is disappearing is the middle ground: products that command a premium without a clear reason why. We're also seeing beauty and wellbeing increasingly converge. Consumers no longer separate looking good from feeling good. They are seeking solutions that support confidence, self-care, wellbeing, and appearance together. This shift is creating new opportunities for brands that can combine eAicacy, purpose, and emotional relevance.

Consumers now have access to more reviews, expert voices and product information than ever before. Has this made them genuinely more knowledgeable—or simply more exposed to information?
I would argue it has done both. Consumers today have unprecedented access to information, but exposure alone does not equal understanding. What has changed is that consumers have become far more capable of navigating and filtering information than they were even a few years ago. They are increasingly fluent in ingredients, formulations, routines, and eAicacy claims. We regularly see consumers discussing concepts such as skin barriers, scalp health, peptides, ceramides, or hydration technologies that would previously have been limited to experts. They are asking more sophisticated questions and holding brands to higher standards. However, the sheer volume of content also creates confusion. That is why trust has become one of the most valuable currencies in beauty. Consumers are increasingly looking for scientific proof, genuine reviews, and communities they trust. The brands that win are not necessarily those that create the most content, but those that help consumers make sense of it and make confident choices.

Arabia is often discussed as one market, despite significant differences between countries and consumers. How do you balance a regional strategy with the need for cultural and local relevance?
This is one of the most important challenges and opportunities in our region. At a strategic level, there are common forces shaping beauty consumption across Arabia: digital adoption, rising expectations around eAicacy, the growth of e-commerce and health & beauty channels, and the increasing overlap between beauty and wellbeing. These trends allow us to develop regional platforms that are scalable and consistent. But consumers don't experience beauty in a regional way. They experience it through local culture, climate, rituals, and everyday realities. The UAE's highly diverse and globally connected consumer base behaves diAerently from Saudi Arabia's deeply engaged beauty consumer, where beauty rituals, fragrance, and self-expression play an important cultural role. Elsewhere in the region, we see diAerent priorities around skincare, premiumization, and trend adoption. For us, the answer is to think globally about purpose and innovation, but locally about execution. The brand proposition, science, and innovation may be consistent, but how we bring that to life through creators, content, partnerships, commerce, and cultural moments must be locally relevant. The most successful brands today are not those that simply localize global campaigns. They are those that understand the nuances of each market while remaining connected to a clear and consistent brand story. In many ways, the future of beauty marketing is finding the right balance between scale and intimacy.

BEAUTY WITHOUT BORDERS

Consumers no longer define their routines according to traditional industry channels.

Professional, prestige and consumer beauty once operated in separate worlds. What is driving their convergence, and are we moving towards one connected beauty ecosystem?
I believe we are already moving toward a much more connected beauty ecosystem. Historically, consumers discovered trends in prestige or professional beauty before they gradually filtered into the mainstream. Today, digital platforms, social commerce, creators and global connectivity have dramatically accelerated that process. A salon treatment, a dermatologist recommendation, a luxury product launch and a mass beauty innovation can all appear in the same consumer feed, often within minutes. At the same time, consumers are becoming increasingly outcome-focused. They are less concerned with where a product sits within the industry's traditional hierarchy and more focused on whether it delivers the result they are seeking. Whether that solution comes from a salon, a premium skincare brand or a consumer beauty brand matters less than eAicacy, credibility and relevance. The rise of ingredient-led beauty, expert voices and wellbeing-focused routines is further blurring these boundaries. Consumers now build routines rather than shop ▸▸

categories. They combine products, services and experiences from multiple beauty worlds to create personalized solutions for themselves. As brands, this means we must think beyond category definitions and focus on the broader consumer need. The future is less about separate beauty channels and more about a connected ecosystem where expertise, innovation and consumer trust can move fluidly across them.

Today's consumer may combine an accessible everyday product with a premium treatment and a professional salon service. How has this changed the way brands think about positioning and the overall beauty journey?
This is one of the biggest shifts we are seeing in Arabia today. Consumers no longer think in terms of "mass" versus "premium." Instead, they curate portfolios of products and services that fit different needs, occasions and budgets. A consumer might use a trusted everyday shampoo, invest in a premium scalp serum, and visit a salon for specialized treatments, all as part of the same routine. This requires brands to think less about owning a category and more about owning a role within the consumer's beauty journey. Positioning today is increasingly built around specific needs and moments rather than price points alone. Consumers are asking: What problem does this solve? What benefit does it deliver? Why should I trust it? This is particularly relevant in the GCC, where we see both premiumization and affordability existing simultaneously. Consumers are willing to spend more where they perceive meaningful value, but they are equally discerning about where they choose to save. The result is that brands must clearly articulate their contribution to the overall routine, whether that is efficacy, wellbeing, expertise, convenience or accessibility. The winners will be the brands that understand how they fit into a broader ecosystem of beauty solutions rather than viewing themselves in isolation.

Where do you see the greatest opportunities for professional and consumer beauty to learn from one another?
There is tremendous opportunity for mutual learning. Professional beauty has traditionally excelled in expertise, diagnosis, education and building trust through highly personalised recommendations. Consumers increasingly seek that level of credibility and guidance, creating opportunities for consumer brands to bring more expert-backed experiences, science-led communication and personalised solutions into the mainstream. Conversely, consumer beauty has often led the way in scale, accessibility, cultural relevance and speed. Consumer brands are exceptionally good at identifying emerging behaviours, participating in culture and making innovation available to millions of people. Professional beauty can benefit from adopting some of that agility and consumer-centric thinking. Perhaps the greatest opportunity lies in combining the strengths of both worlds. Imagine professional-level expertise delivered through the accessibility of consumer brands, or consumer-scale innovation strengthened by deeper consultation and diagnostics. In Arabia, where beauty engagement is among the highest globally and consumers are highly digitally connected, there is a real opportunity to create a more seamless journey that connects expert knowledge, premium experiences and accessible innovation. Ultimately, consumers do not care where an idea originates. They care whether it helps them look and feel their best. That's where both professional and consumer beauty can meet.

INNOVATION BEYOND THE PRODUCT

Innovation is no longer limited to discovering a new ingredient or launching another formula.

What does meaningful beauty innovation look like today? Can a brand innovate through education, accessibility or experience without necessarily launching a new product?
Absolutely. Meaningful innovation today is about creating greater value for consumers, and that value isn't always delivered through a new formula or ingredient. In Arabia, consumers are navigating an increasingly complex beauty landscape. They have access to more information, more products and more opinions than ever before. Innovation therefore has to help simplify decision-making and improve outcomes. That can come through product innovation, but it can equally come through better education, personalization, diagnostics, or experiences that help consumers identify the right solution for their needs. A brand that helps a consumer understand scalp health, choose the right hydration routine for the Gulf climate, or build a regimen that delivers visible results is innovating in a meaningful way. We're also seeing innovation through accessibility. Making expert knowledge, premium experiences or science-led solutions available to more consumers can be just as impactful as launching a new ingredient. Ultimately, the most successful innovations today are those that remove friction and create confidence. Consumers are asking less "What's new?" and more "What genuinely works for me?"

Across haircare, skincare and beauty wellbeing, are consumers beginning to expect the same fundamentals—visible results, scientific credibility, personalization and ease of use?
Increasingly, yes. Consumers in Arabia may engage with different categories for different needs, but the standards they apply across those categories are becoming remarkably consistent. Whether they are buying a facial serum, a hair treatment or a wellbeing supplement, they want proof that it works. They are looking for visible results, credible science, trusted ingredients and solutions that fit easily into their everyday lives. What's particularly interesting is how skincare has influenced expectations across the broader beauty ecosystem. Consumers have become accustomed to ingredient-led storytelling, efficacy claims and personalized routines, and they now expect the same level of sophistication elsewhere. At the same time, convenience remains critical. Today's consumer wants effective solutions that integrate seamlessly into busy lifestyles. They are willing to invest time and money where they see value, but they increasingly favour products and routines that make that value easy to achieve. Across all categories, the consumer expectation is becoming: "Give me a solution that is proven, relevant, simple and personalized."

Skincare has influenced haircare through conversations around scalp health, ingredients and targeted routines. What other ideas or innovations do you see moving across beauty categories?
One of the biggest trends we're seeing is the migration of wellbeing thinking across beauty categories. Consumers increasingly view beauty as part of a broader wellbeing journey. Concepts like prevention, longevity, recovery, self-care and holistic health are moving beyond skincare into haircare, body care and even beauty supplementation. We're also seeing greater interest in diagnostic and personalized routines. The idea that every consumer's needs are unique, which has long been established in skincare, is increasingly shaping haircare and body care as well. Another area is the rise of treatment-based behaviour. Consumers are moving beyond maintenance toward more targeted solutions, whether that's advanced hydration, scalp care, skin barrier support or age-related concerns. They are building routines around outcomes rather than categories. Importantly, category boundaries are becoming less relevant. Consumers are not thinking, "This is a skincare trend" or "This is a haircare trend." They are looking for solutions that help them look and feel their best, and they expect innovation to move seamlessly across categories

With consumers constantly presented with something "new," how does Unilever determine which trends represent lasting behavioural change and which are likely to disappear?
The distinction we at Unilever look for is whether a trend is solving a deeper consumer need or simply generating short-term excitement. In beauty, trends come and go quickly, particularly in today's social-first environment. But behind many trends are enduring shifts in behaviour that deserve our attention. For example, the rise of scalp health is not simply a trend. It reflects a more fundamental consumer understanding that healthy hair begins at the scalp. Similarly, the convergence of beauty and wellbeing reflects a lasting change in how consumers define beauty itself. We look carefully at whether a behaviour is being adopted consistently across markets, channels and consumer groups, and whether it aligns with broader shifts in lifestyles, health priorities or consumer expectations. Importantly, we combine consumer insight with science and market data. A viral moment may drive interest, but sustainable growth requires evidence that the behaviour addresses an unmet need and will continue to matter beyond the next social cycle. For us, the most valuable trends are not those that are talked about the most. They are the ones that reveal how consumer expectations are fundamentally changing. Those are the shifts that shape where we innovate, where we invest and how we build brands for the future.



TECHNOLOGY AND THE FUTURE OF BEAUTY

How data, digital tools and human expertise could shape more personal beauty experiences.

Social media has transformed how consumers discover products and engage with brands. Has it created a more open and democratic beauty industry, or made trust more difficult to establish?
I believe it has done both. Social media has democratized beauty in a way we have never seen before. Consumers across Arabia no longer rely solely on brands, retailers, or traditional media to shape their beauty choices. They can access reviews, routines, ingredient education, expert opinions, and real-life experiences instantly. It has given consumers a stronger voice and enabled smaller brands, niche innovations, and local creators to compete alongside global players. At the same time, the sheer volume of content has made trust more complex. Consumers are exposed to thousands of recommendations every day, many of which can be contradictory. As a result, trust is increasingly shifting away from celebrity endorsement alone towards a combination of science, expert validation, authentic reviews, and communities people genuinely trust. In Arabia, where beauty engagement is especially high and creator influence plays a significant role in shaping decisions, brands must earn credibility continuously. The winners will be those that combine cultural relevance with proven efficacy, helping consumers navigate information rather than simply adding to the noise

How do you see artificial intelligence influencing beauty—from understanding consumer needs and identifying trends to offering more personalized recommendations?
AI will fundamentally reshape how beauty brands understand, serve, and engage consumers. Historically, we ▸▸

relied on periodic research to understand evolving needs. AI enables us to listen continuously. By analyzing search behavior, social conversations, content engagement, and emerging trends in real time, brands can identify shifts in consumer interests much earlier and respond more quickly. In Arabia, where consumer trends move rapidly and beauty conversations happen across multiple languages, platforms, and communities, this capability becomes even more powerful. It allows brands to detect emerging routines, ingredients, concerns, and cultural moments as they develop, rather than after they have become mainstream. The second major opportunity is personalization at scale. Consumers increasingly expect recommendations, content, and experiences tailored to their specific needs. AI can help create more relevant product recommendations, customized content journeys, and targeted beauty solutions that reflect individual concerns, preferences, and lifestyles. Ultimately, AI enables brands to move from broad segmentation to a much deeper understanding of consumers as individuals, creating experiences that feel more useful, relevant, and personal.

As technology becomes more influential, where will human expertise remain irreplaceable—particularly in professional services, consultation and education?
Technology can provide information, but human expertise provides interpretation, empathy, and confidence. Beauty is highly personal. While AI can help analyze skin concerns, recommend products, or identify patterns, consumers still value the reassurance that comes from speaking with someone they trust. Whether that is a dermatologist, a hair professional, a pharmacist, or a beauty advisor, human expertise brings context that technology alone cannot replicate. This is particularly important in Arabia, where beauty has strong cultural, emotional, and social dimensions. Consumers are not simply seeking technical advice; they are often looking for guidance, education, and confidence in their choices. Human experts help translate science into practical, personalized recommendations that fit individual lifestyles and aspirations. I also believe professional services will become even more valuable in a technology-enabled future. Rather than replacing experts, technology will augment them, allowing professionals to deliver deeper insights, more tailored consultations, and better outcomes. The future is not AI versus expertise; it is AI enhancing expertise.

Looking ahead to the next decade, what shift do you believe beauty leaders should begin preparing for today?
The biggest shift is that beauty will increasingly move from a product-centric industry to an outcomes-centric industry. Consumers will care less about categories and channels and more about the results they want to achieve. They will expect integrated solutions that combine beauty, wellbeing, science, technology, expert guidance, and personalized experiences. The traditional boundaries between skincare, wellness, diagnostics, professional services, commerce, and digital experiences will continue to blur. We are already increasingly seeing this in Arabia, where consumers increasingly view beauty and wellbeing as interconnected rather than separate pursuits. They expect products that deliver efficacy, support wellbeing, and fit seamlessly into their lifestyle. Premiumization is also evolving, with consumers demanding proof, credibility, and measurable outcomes rather than aspiration alone For beauty leaders, the implication is clear. We need to prepare for a future that is science-led, data-enabled, deeply personalized, and increasingly centered on trust. The brands that succeed will be those that combine technological capability with genuine human understanding, helping consumers not just look better, but feel better and live better too. ■



CROSSING THE LINE

AGREE, DISAGREE OR "IT DEPENDS"—THEN EXPLAIN.

"Consumers are more influenced than educated."
I agree because I think consumers are influenced first and educated afterwards.

"Premium beauty is now defined by performance, not price."
I think it depends. If a brand is really cool and has the ability to do so, it can probably go beyond price. However, some mainstream brands are still very price-sensitive.

"Sustainability is an expectation, not a differentiator."
I agree. Ten years ago, sustainability was a differentiator; now, it simply needs to be done. Just look at global warming—we're dying!

"Professional beauty is no longer exclusive to the salon."
I agree. As I mentioned, everyone wants to experience professional beauty everywhere.

"The future of beauty is categoryless."
I 100% agree. What matters is the experience and the outcome, regardless of how or where consumers get it—through a treatment, product or service.

Complete the sentence: "Beauty in 2035 will be..."
Led by devices and supplements.

ESTETICA MIDDLE EAST INTERVIEW: RAVI RAMCHANDANI

SHOW DIRECTOR, BEAUTYWORLD DUBAI, MESSE FRANKFURT MIDDLE EAST



The Middle East still imports most of its professional hair products, but the region now shapes demand and trends in a way it didn't a few years ago. What has changed most in the region's hair and salon industry over the past five years?

The buyer changed. Five years ago a distributor here followed Europe's lead and built a range around it. Now the salon community tells the distributor what it wants, and the distributor goes looking for it. That flip is the biggest shift I've seen.

Two things drove it. First, the client. The 2026 GCC in Focus report puts Saudi per capita beauty spend at USD 164.90, ahead of most Western European markets, and the GCC beauty market at USD 14.3 billion in 2025, heading for USD 20.8 billion by 2030. The Middle East and Africa grew 16 percent last year against 6 percent globally. Beauty here is part of hospitality and daily life, not a treat.

One of the region's largest professional distributors described it recently as closer to a gym membership than an appointment: the baseline salon visit in Dubai is weekly, the blow dry is the standard unit, colour is every three to four weeks, and a regular client can spend USD 800 to 1,400 a month.

Second, the salon professional. The talent working in Dubai, Riyadh and Doha salons has come from every hair culture on the planet, and they bring their own standards and their own brand loyalties with them. A brand that lands here gets tested by a very demanding room.

The product still comes from Europe, the US, Korea and Japan. That hasn't changed. What has changed is that the region now decides what wins, and the industry is investing accordingly. L'Oréal opened its fifth professional hairdressing academy in Saudi Arabia in May this year and has said it will double its Saudi workforce by the end of 2026. You don't build academies in a market you only ship to.

Dubai has become a meeting point for haircare brands, distributors, salon groups and investors from well beyond the GCC. What makes Dubai such a strategic hub for the international hair business today?

Reach. From Dubai, a distributor can serve the GCC, the wider Middle East, Africa, the CIS and South Asia, and the logistics to do that already exist. A brand that wins a good distributor here is not entering one market. It is entering a dozen or more.

The numbers bear it out. Beautyworld Dubai in 2025 drew 85,291 visitors from 178 countries across all categories. Visitors from the United States were up 60 percent on the year before and from France up 70 percent, and the US and UK entered our top ten visitor markets for the first time. Those are people who could go to any show in the world and chose to come here, because the buyers they need to meet are here.

There is a second reason that matters more for hair specifically. Dubai has thousands of salons for a city of its size, and the people behind the chairs are international by default. So it works as a test bed. If a product, a technique or a format works with salon professionals here, it will travel.

For international haircare and salon brands looking to enter the Middle East, what are the biggest opportunities, and what are the most common mistakes they make when approaching the region?

The opportunity is a market that is growing, pays well and is still not full. Professional haircare in the Gulf is far less crowded than colour cosmetics or fragrance. Saudi Arabia in particular has a professional salon sector that has grown and formalised fast in the last five years, and the demand for education and professional product there is real.

The mistakes are the same ones I've watched for fifteen years. The first is treating the Gulf as one market. It isn't. The UAE and Saudi are different in retail structure, in regulation and in how salons buy. The second is running Saudi from Dubai. In the foreword I wrote for the 2026 GCC in Focus report I made the point that a brand flat in Saudi while growing elsewhere usually has an organisational problem, not a market problem. Put a team in Riyadh.

The third mistake is specific to hair. Brands think a booth and a price list will do it. In this category they won't. Salon professionals buy from people who teach them something. If a brand isn't ready to invest in education here, it isn't ready to enter.

Beautyworld Dubai gives you a clear view of what hair buyers and distributors are actively looking for. Which product categories, treatments, tools or brand propositions are generating the strongest interest right now?

I'll answer this from what the market does rather than what people say in meetings, because behaviour is the better guide.

Start with the client. In Dubai the blow dry is the standard unit, colour is every three to four weeks because visible regrowth isn't socially acceptable, and ▸▸

keratin and scalp therapies sit on top of that. Now look at what the biggest professional distributors here have chosen to carry. Bond repair and treatment brands sit at the front of most serious portfolios, alongside the colour houses. That isn't an accident. A client colouring every three weeks needs repair between visits, and a treatment gives the salon a service to sell, not just a product on a shelf. So colour, bond repair and in salon treatment systems are where the demand is deepest.

Second, tools and anything that speeds up the service. When the blow dry is weekly and the salon runs late into the evening, minutes per chair are the business model. Professional tools launch here because the room that will use them is here.

Third, barbering. Dubai Municipality was monitoring around 1,900 men's salons in 2017. By 2023 its inspection campaign was targeting nearly 3,000. That is a professional category that grew by more than half in six years in one city, and the men's grooming brands have followed it.

And the one that surprises people: education as a proposition. Distributors here now run academies with full-time educators and a course calendar that runs whether or not head office is visiting. They judge a brand by what training it will bring before they talk margin, because they have learned that a brand with education sells through and one without it sits on the shelf. If a brand asks me what buyers want, that's the honest answer. Bring the education, and the product will follow.

The GCC has started producing successful brands of its own in fragrance, cosmetics and skincare, but hair has largely stayed an import category. Do you expect homegrown haircare or salon brands to emerge, and what would it take for that to happen?

In product, not yet at scale, and I think that's fine.

Fragrance took off here because the Gulf had a real point of difference to sell to the world: oud, layering, a perfume culture centuries old. Cosmetics followed because founders like Huda Kattan built a global audience first and a brand second. Hair doesn't have that same native advantage yet. The formulation expertise, the manufacturing and the professional heritage still sit in Europe, the US, Korea and Japan.

Where I do see homegrown growth is in salon concepts and talent. Layla Al Hajjaj left an engineering career in 2020and founded Boho Salon, built it into one of the UAE's leading sustainable salon brands with branches in Dubai and Abu Dhabi, and this year sits on the judging panel of the Beautyworld Dubai Awards. That is a homegrown concept with a real point of difference, and there are more like it. Salon professionals based here are building followings well beyond the Gulf too. That is the first step. Brands follow talent. If a Gulf based salon professional becomes a global name, a product line built around them is not far behind. That's how it happened in fragrance and I'd expect hair to follow the same path, just slower.

Distribution remains one of the biggest challenges for haircare brands entering new markets, especially in the professional salon channel. How is the role of the distributor evolving in the Middle East, and what are distributors looking for from international hair brands today?

The distributor has stopped being a warehouse and become a service business. The good ones now run academies, employ their own educators, manage salon relationships one by one and build a brand's reputation in the market before the first pallet lands. That is where the value sits, and it's why the best distributors here can choose which brands they take.

What they want from a brand comes down to three things. Commitment: a multi-year plan, not a test. Education: ambassadors, trainers and content the distributor can put in front of salon professionals. And realism: pricing built for a market where the salon owner is negotiating hard and the client expects a lot.

What they don't want is a brand that expects the distributor to do all the marketing on a thin margin. That model is fading, and in my experience it's the brands still running it that find the Middle East hardest to crack.

Looking ahead to the next decade, where do you see the Middle East positioned within the global hair industry, and what role do you expect Beautyworld Dubai to play in that?

The Middle East will be a place the hair industry comes to learn, not just to sell. The salon density, the spending power and the mix of talent make it one of the most demanding professional markets in the world, and the industry is starting to treat it that way.

For Beautyworld Dubai, I'll be direct. In hair, booths alone are not enough. Salon professionals don't leave a full column on a working day to walk past stands. And a stage with a training session on it won't move them either, because they are invited to training all year. Academies run sessions. Brands run sessions. Distributors run sessions. Education is everywhere in this market. Brands need it to sell in, and I said as much earlier. But a show needs more than education to pull someone out of the salon, and offering more of the same is not a reason to close for the afternoon.

Our vision is different. We want to give the salon community something they haven't seen before and put it on in a way that feels like a show, not a classroom. That is what beautyLIVE, our hair stage, is for. It carries two things. Artists: this year Dimitris Giannetos, Mounir, Josh Lamonaca of Menspire, Carlos Valiente, and Jorge X and Rafael Bueno come to Dubai. Most salon professionals here would never have seen the international names live, and if they have, it was for a masterclass ticket that costs a serious amount of money. And brands: because in hair a product needs to be seen in action, in real hands, in front of the people who will use it, not shown to a camera. The rule is the same for both. It has to be a show, and it has to be something the room hasn't seen. A launch in the hands of a real artist passes that test. A demo alone doesn't.

Education matters enormously to us. But it has to be a show. The test we apply to every session is simple. Would a salon professional give up busy salon hours to be in the room? If the answer is no, it doesn't go on the stage. That is our way of giving something back to the salon community, and it's the role I want the show to play for the next ten years: the place where the region's salon professionals see the best in the world do what they do, in their own city. ■





Il meglio della modacapelli internazionale

The best of international hair looks

Die Top der internationalen Hair Looks

أبرز إطلالات الشعر العالمية

HAIR Trends

Quest'autunno i capelli si prendono la scena e diventano espressione di una sicurezza nuova e consapevole. Contrasti cromatici danno forma a un mood deciso, che cattura lo sguardo, mentre finish personalizzati reinterpretano ogni stile, dal salone alla quotidianità. Unicità, carattere e contemporaneità.

This autumn, hair takes centre stage with a bold new confidence. Colour contrasts define the mood - rich, unexpected pairings that command attention - while bespoke finishes elevate every look from the chair to the street. Individual, intentional and utterly contemporary.

In diesem Herbst rückt das Haar selbstbewusst in den Mittelpunkt. Ausdrucksstarke Farbkontraste und unerwartete Kombinationen ziehen alle Blicke auf sich, während maßgeschneiderte Finishes jeden Look veredeln. Individuell inszeniert und absolut zeitgemäß.

هذا الخريف، يتصدّر الشعر المشهد بثقة جريئة ومتجددة. وتحدّد التباينات اللونية ملامح الموسم من خلال توليفات غنية وغير متوقعة تلفت الأنظار، فيما ترتقي اللمسات المصمّمة خصيصاً بكل إطلالة من صالون التجميل إلى الشارع. أسلوب فردي، مدروس، ومعاصر بكل تفاصيله.

Opening & right page
Hair: Academia Premium by Lídia Casanova
Art Direction: Xeska Forné
Photos: Esteban Roca





Hair: Georgia Mountain
Photo: Desmond Murray
Make-up: Lauren Walsh



Hair: David Corbett
Photo: Richard Miles
Make-up: Roseanna Velin





<>
Hair: Lyndal Salmon@Biba Academy
Photos: Andrew O'Toole
Make-up: Kylie O'Toole



Hair: Landry Agres@Milk San Sebastian
Photo: David Arnal
Make-up & Styling: Malen Buesa



Art Direction: Casey Coleman
Hair: Fellowship Project Wales 2026
Photo: Chris Bulezuik



Hair: Dee Parker-Attwoood
Colour: Kristie Kesic@Cobelle Creative
Photo: Andrew O'Toole
Make-up: Kylie O'Toole



Hair, Make-up & Styling: Christian Ríos
Photo: Esteban Roca





WOODLAND DREAM

Una passeggiata nel bosco d'autunno, dove stagioni, luce, materiali e tonalità avvolgenti si intrecciano in un racconto di romantica bellezza.

A walk through an autumnal wood, into a story woven from seasons, light, materials and rich hues that fill the eyes with enveloping beauty.

Ein Spaziergang durch den Herbstwald - eine Geschichte aus Jahreszeiten, Licht, Materialien und Farbtönen, die den Blick mit Schönheit erfüllen.

Hair: Davide Cichello @ Framesi
Photos: Alessandro Dalla Fontana
Make-up: Miriam Langillotti
Styling: Re-Styling

VIDEO

E+

VIDEO

FRAMESI







VIDEO

E+

VIDEO

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Art Direction: Colin McAndrew
Hair: Fellowship Project Scotland 2026
Photos: Chris Bulezuik



Hair: Pauline McCabe@Rock Paper Scissors
Photos: Andrew O' Toole
Make-up: Hendra Widjaja
Styling: Teagan Sewell

VIDEO
E+
VIDEO

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Hair: Jelena Vasic@Joey Scandizzo Salon
Photos: Andrew O' Toole
Make-up: Kylie O' Toole







<>

Art Direction: D. Sansone, D. Spinelli@Butchers Salon
Photos: Jen Salt
Make-up: W. Dowdall, K. Regan



Hair: Carlos Valiente Art Team
Photo: Esteban Roca
Make-up: Nacho Sanz



Hair: Borja Carbonell@Salones Carlos Valiente
Photo: Esteban Roca
Make-up: Sonsoles Calabuig

Celebra il tuo modo unico di vivere i capelli.

Celebrate your own hair mood.

Zeig, wonach dir in Sachen Haar ist.

احتفي بأسلوبك الخاص في التعبير عن شعرك.

Hair Colour: Tymoteusz Pięta
Photo: Schwarzkopf Professional



Hair: Felicitas Hair
Photo: Esteban Roca
Make-up: Yolanda Blasco
Products: Revlon Professional





Hair: Emma Simmons@Salon 54
Photo: Richard Miles
Make-up: Lauren Mathis





< >
Production: Headz
Quantum Hair — Jorge X
Photos: Jack Eames
Make-up: Nicola Fischer
Wardrobe: Angel Schlesser



< >
Concept: Juan Luis Soria Gómez
AI Generative Photos: Marimar Giménez



ÉCLAT RÉTRO

Ispirandosi alle icone degli Anni '70 e '80, L'Atelier Intermède interpreta una bellezza contemporanea che esalta le sfumature calde dell'autunno attraverso texture e movimento.

Inspired by icons of the 70s and 80s, L'Atelier Intermède celebrates a contemporary beauty enhancing the warm hues of autumn through texture and movement.

Inspiriert von Ikonen der 70er und 80er zelebriert L'Atelier Intermède eine moderne Ästhetik und setzt warme Herbsttöne durch Textur und Bewegung in Szene.

Art Direction: Fabien Provost@L'Atelier Intermède
Hair: A. Pinto, J. Sureau-Parreiral, J. Palacio
Photos: Quentin Chamard Bois
Make-up: Christelle Minbourg





VIDEO

VIDEO

L'ATELIER INTERMÈDE





Hair: Carlos Valiente Art Team
Photo: Esteban Roca
Make-up: Nacho Sanz



Hair: Àngela Tornero@Salones Carlos Valiente
Photo: Esteban Roca
Make-up: Sonsoles Calabuig





< >
Art Direction & Styling: Danny Pato
Photos: Mara Sommer
Make-up: Kiekie Stanners
Products: Davines



Ricci, un’attitudine più che un look!

Don’t just wear curls - own them!

Trag Locken nicht nur – feier sie!

لا تكتفي بتجعيدات شعرك، بل اجعليها بصمتك !

Hair: Landry Agres@Milk San Sebastian
Photo: David Arnal
Make-up & Styling: Malen Buesa





Production: Headz
(left) Ashlee Norman
(right) Shy+Flo
Photos: Jack Eames
Make-up: Nicola Fischer
Styling: Nicolas Cruz

VIVID WHISPER

Esplora il fascino del paradosso attraverso colori sobri ma d'impatto e texture discrete, con contrasti sofisticati fatti di equilibrio e armonia.

Exploring paradox through muted colours that hit hard and textures that speak softly, creating sophisticated contrasts through restraint and without conflict.

Das Spiel mit Paradoxien: Gedämpfte Töne entfalten starke Wirkung, leise Texturen schaffen durch Zurückhaltung anspruchsvolle, feine Kontraste.

Hair: KH Hair Creative Team
Photos: Rob Smalley
Make-up: Cristina Lazzarotto





VIDEO

VIDEO

KH HAIR CREATIVE TEAM





VIDEO

VIDEO

Hair & Styling: Mary Ann Barrett
Photo: Liam Oakes
Products: Bam
Images: FPA



Concept & AI Generative
Photo: Joel Ibañez Maturana



THE POWER OF SCENT

DIMITRI WEBER, FOUNDER AND CREATIVE DIRECTOR OF GOLDFIELD & BANKS AUSTRALIA, ON TRANSFORMING A COUNTRY'S RARE BOTANICALS INTO A GLOBAL PERFUME LANGUAGE — AND WHY THE FUTURE OF FRAGRANCE WILL BE GUIDED BY TECHNOLOGY BUT DECIDED BY EMOTION.

For Dimitri Weber, fragrance has never been an accessory. It is an invisible signature: an intimate expression of memory, identity and place. Long before he founded Goldfield & Banks Australia, scent was already how he read the world. As a child, he commented on his mother's perfumes and even suggested fragrances for his teachers at school. What fascinated him then remains the force behind his work today, perfume's ability to create emotion, spark imagination and tell a story without saying a word.

A NEW FRAGRANCE FRONTIER

That instinct became a career spanning more than three decades across retail, marketing, education, public relations and product development for leading European fragrance houses. It also gave Weber a deep respect for the structure, precision and artistry of French perfumery. Yet the idea that would eventually become Goldfield & Banks did not emerge in Europe. It arrived when he travelled to Australia and followed a familiar personal ritual: seeking out a beautiful local perfume.

He could not find one. The absence was striking. Australia held extraordinary landscapes, ancient natural environments and a botanical richness unlike anywhere else, yet no luxury fragrance house was translating that identity for the world. For Weber, the gap was not simply commercial; it was creative. "I did not feel I was leaving the fragrance world," he says. "I felt I had discovered a new fragrance frontier." Goldfield & Banks was born from the meeting of two sensibilities: the discipline of French perfumery and the raw, untamed beauty of Australia. Ingredients such as ▸▸







Blue Cypress, Buddha Wood, Boronia and Australian Sandalwood offered more than distinctive notes. They suggested an entirely new olfactive vocabulary — one rooted in landscape, provenance and the character of the land itself.

FROM LANDSCAPE TO LUXURY

This relationship with place remains the house's creative foundation. Each fragrance begins not with a trend report, but with the land, the grower and the botanical ingredient. The journey continues through cultivation and extraction before reaching the final composition, where Australian essences meet the craft of fine fragrance.

As consumers have become more attentive to provenance, production and brand values, Goldfield & Banks has not had to reinvent its creative model. Instead, the shift has encouraged the house to reveal more of what has always been there. The story now extends beyond the finished bottle to the people, environments and home-grown innovation behind it.

That transparency matters in a fragrance market crowded with launches and accelerated storytelling. Provenance gives the consumer something more enduring than novelty: a sense of connection. In the case of Goldfield & Banks, it also allows a fragrance to function as transport. Each composition becomes an invitation into a different Australian landscape — not a literal postcard, but an emotional interpretation of place.

GROWING WITHOUT LOSING THE STORY

Building an independent perfume house







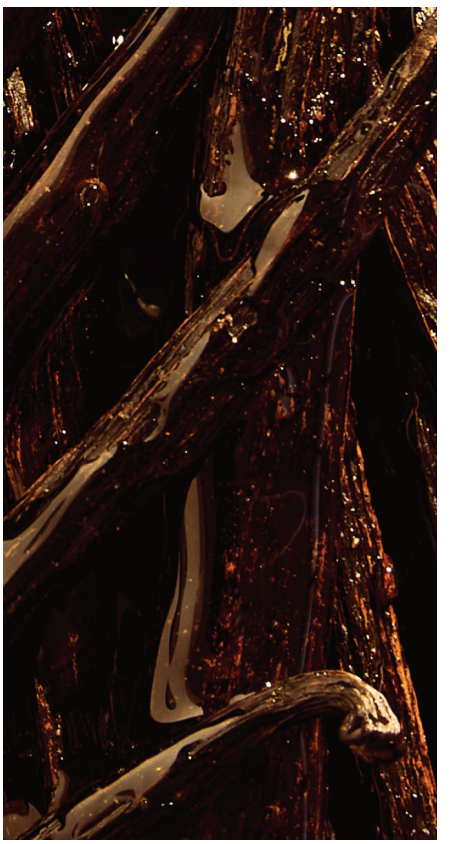
internationally presents a particular challenge. Expansion depends on distributors and selected retailers, yet every additional partner creates another point at which a brand's identity can either be enriched or diluted. For Weber, choosing a partner is therefore about far more than commercial reach.

He looks for genuine belief in the house and a willingness to build it with care over time. The same selectivity applies to retail environments. A point of sale is not merely a location where product is stocked; it becomes a physical expression of the brand. The right space combines beauty, expertise and a considered sense of discovery. The wrong one reduces fragrance to a transaction.

Training is the bridge between creative intention and the final customer encounter. Through regular education and masterclasses, Goldfield & Banks introduces retail teams to the landscapes, ingredients and thinking behind each composition. The goal, however, is not to deliver a script. "I never want the story to feel rehearsed," Weber explains. When partners understand the house rather than simply memorise it, they can communicate with warmth and confidence while remaining authentic to their own market.

This is increasingly important because fragrance discovery is no longer linear. The consumer may first encounter a perfume through a digital campaign, a creator, a retailer, a friend or a travel experience. Consistency does not mean repeating identical words at every touchpoint. It means ensuring that the same creative truth survives each encounter.







ONE IDENTITY, MANY SCENTS

The consumer's relationship with fragrance is evolving too. The traditional idea of one lifelong signature scent has not disappeared, but it now exists alongside a more fluid and expressive approach. Some wearers still find a fragrance that becomes inseparable from their identity. Others build a scent wardrobe, selecting different compositions according to mood, occasion, season or the version of themselves they wish to inhabit that day. Weber sees this freedom as a natural fit for Goldfield & Banks. If every fragrance evokes a distinct Australian landscape, moving between scents becomes a form of emotional travel. A signature is no longer necessarily one bottle; it can be a recognisable way of choosing and wearing fragrance across a collection.

This shift also changes the role of retail expertise. Rather than asking only, 'Which perfume do you wear?', the richer questions are: How do you want to feel? What memory are you drawn to? Where do you want this scent to take you? Discovery becomes less about assigning a consumer to a fixed olfactive category and more about helping them articulate an instinct.

WHAT THE MIDDLE EAST TEACHES THE WORLD

Few regions understand this expressive dimension of scent as deeply as the Middle East. Here, fragrance is embedded in daily life through ritual, layering and a sophisticated appreciation of richness, concentration and sillage. Perfume does not quietly complete an identity; it can announce, surround and extend it.

What Weber admires most is the confidence and generosity with which fragrance is worn. That culture has encouraged him to think more boldly about depth and concentration while remaining faithful to the house's Australian botanical identity. It is an influence based not on imitation, but on expanding the possibilities of expression.

The UAE is central to that exchange. Strategically, it offers a gateway to the wider region, but its importance goes beyond geography. It brings Goldfield & Banks into conversation with an audience that understands perfume intuitively and expects both performance and storytelling. For the house, the market is an opportunity to introduce Australia's rare botanicals while learning from one of the world's most advanced fragrance cultures.

The relationship is reciprocal: a distinctive Australian story enters a market with its own powerful olfactive traditions, and both perspectives become richer through the encounter.

THE HUMAN FUTURE OF DISCOVERY

The next stage of fragrance discovery will be shaped by this balance between access and intimacy. Digital tools can make exploration more intuitive, helping consumers navigate unfamiliar ingredients, compositions and olfactive families before they reach a counter. For a brand built around landscape, digital storytelling can transport someone into the Australian environment long before the fragrance touches their skin. Artificial intelligence could deepen that guidance by translating preferences, memories, lifestyles and emotional associations into more thoughtful starting points. It may help a consumer move beyond the obvious, introducing an ingredient or scent profile they would not have known to request.

But perfume resists complete prediction. It changes on skin, unfolds over time and interacts with memory, culture and instinct. A recommendation engine can narrow the field; it cannot manufacture the unexpected moment of recognition that makes someone fall in love with a scent. Nor can it replace the perceptiveness of a skilled human advisor who notices hesitation, curiosity or delight and adjusts the journey in real time.

For Weber, the future is therefore not a contest between physical retail and digital intelligence. It is their meeting. Technology will guide discovery and make the world of fragrance easier to enter. Human expertise will give it texture, surprise and emotional meaning. In ten years, fragrance discovery may be more immersive than ever. The path to the perfume will change; the final choice will not. It will still happen on the skin. It will still be personal. And it will still be an act of emotion. ■

THE LAST WORD
DIMITRI WEBER, IN FOUR THOUGHTS

The future of the signature scent is...

greater freedom, whether expressed through one beloved fragrance or a personal collection.

The most important quality in a distribution partner is...

a genuine belief in the house and the ability to represent it with care.

The Middle East's greatest influence on global perfumery will be...

a deeper appreciation of fragrance as ritual and self-expression.

In ten years, discovering a fragrance will feel...

more immersive than ever, but choosing one will still be an act of emotion.

ONE TOOL. MULTIPLE PURPOSES



Stimulates the scalp

Reduces breakage

Exfoliates product build-up

MANTA®
HEALTHY HAIR BRUSH

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TREND REPORT: HAIR, COLOUR AND CARE

THE MOVEMENTS SHAPING THE NEXT CHAPTER OF PROFESSIONAL HAIRDRESSING

Today's most influential hair trends are not defined by a single cut, colour or finish. They reflect a broader shift towards healthier foundations, greater individuality and more considered services. Clients still want transformation, but they increasingly expect it to be personalized, technically informed and respectful of their hair's long-term condition.
For salons, this creates an opportunity to move beyond trend-led appointments and build deeper relationships through consultation, education and tailored care.

1. SCALP CARE BECOMES THE NEW SKINCARE

Hair health increasingly begins at the scalp. Inspired by the sophistication of modern skincare routines, clients are paying closer attention to concerns such as dryness, sensitivity, oil imbalance, buildup and thinning.
Scalp analysis, detoxification, calming rituals, exfoliation, hydration therapies and barrier-supporting formulas are becoming important parts of the salon conversation. Diagnostic tools are also helping professionals assess individual needs more precisely and recommend treatments with greater confidence.
In the Middle East, where heat, humidity, frequent styling, water quality and covered-hair routines can all influence scalp comfort, this shift feels particularly relevant. The opportunity for salons extends beyond offering an occasional treatment: scalp care can become part of an ongoing professional programme supported by the right home-care routine. The future of healthy hair may begin before the lengths are even discussed.

2. COLOUR WITH CHARACTER

Hair colour is becoming more expressive, but also more intelligent. ▸▸





Clients want movement, dimension and visible impact without sacrificing shine, strength or condition.
Warm brunettes, rich coppers, couture blonding, smoky beige tones, high-contrast face framing and liquid-gloss finishes continue to shape the colour landscape. Yet the real evolution lies in how these looks are created and maintained. The most relevant colour is no longer simply the shade attracting attention online; it is the one adapted to the client's complexion, texture, lifestyle and willingness to maintain it.
Colourists are therefore placing greater emphasis on consultation, strand testing, bond protection, placement strategy and maintenance mapping. Customized home-care plans and glossing appointments are becoming part of the colour service itself, helping preserve tone and condition between major transformations.
The result is colour with greater personality, longevity and purpose.



3. TEXTURE EXPERTISE TAKES CENTRE STAGE

As beauty becomes more inclusive and individualized, texture expertise is moving from a specialist skill to an essential professional capability.
The Middle East's diverse population requires salons to understand a wide spectrum of hair types and conditions, from curls and coils to fine hair, colour-treated lengths, extensions and chemically smoothed hair. Each responds differently to cutting, colouring, styling and treatment, making a universal approach increasingly outdated.
The strongest salons are investing in education that goes beyond recreating trends. They are building confidence in curl patterns, density, porosity, shrinkage, product application and heat management, while adapting techniques to the individual rather than forcing every client towards the same finish.
True texture expertise is not about offering a separate service for certain hair types. It is about ensuring that every client feels understood from the moment the consultation begins.

THE BIGGER PICTURE: PERSONALIZATION BECOMES THE STANDARD

Across scalp care, colour and texture, one direction is clear: the future of professional hairdressing is increasingly personal.
Clients are looking for more than a beautiful result on the day of their appointment. They want professionals who can assess, explain and anticipate—connecting scalp health, hair condition, colour choices, texture and lifestyle into one considered journey.
For salons, the opportunity lies in combining creativity with deeper technical knowledge. Trends may bring clients through the door, but expertise, trust and truly personalized care are what will bring them back. ■

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REGIONAL SPOTLIGHT

THE MIDDLE EAST: BEAUTY'S NEXT GLOBAL POWERHOUSE

THE BEAUTY INDUSTRY IS NO LONGER LOOKING AT THE MIDDLE EAST AS AN EMERGING MARKET. IT IS LOOKING AT IT AS A MARKET SHAPING THE FUTURE.



For decades, the global beauty conversation revolved around established markets such as Europe, North America and East Asia. Today, the spotlight is shifting.

The Middle East has become one of the world's most dynamic beauty and wellness regions—not simply because of its commercial potential, but because of the speed at which it embraces innovation, premium experiences and changing consumer behaviour.

The 2024 Beautyworld Middle East x BeautyMatter Market Report valued the broader MENA beauty and personal care industry at more than US$46 billion.

It also highlighted the forces driving its expansion: a young, digitally connected population, increasing urbanisation, rising spending power and a rapidly evolving retail landscape.

But numbers tell only part of the story.

What truly distinguishes the Middle East is the role beauty plays in everyday life. Across the GCC, beauty is closely connected to culture, identity and self-expression. Salon visits are not viewed solely as occasional luxuries, but as part of regular self-care routines. Fragrance remains an important cultural ritual, while skincare and haircare are increasingly intersecting with wellness.

Today's consumers are looking beyond aesthetics. They want science-backed formulations, personalised routines, professional expertise and products that respond to their lifestyles, environments and individual needs.

A MARKET THAT MOVES FAST

The Middle Eastern beauty consumer is among the world's most connected and informed.

Trends are discovered through creators, social platforms and online communities—often long before they reach physical shelves. Consumers research ingredients, compare formulations and expect education alongside the products they purchase.

According to NielsenIQ's State of Beauty 2026, the global beauty market grew by 10% year-on-year, while online sales expanded six times faster than in-store sales. This shift is particularly relevant across the digitally driven GCC, where discovery, influence and purchasing increasingly happen across multiple channels.

The region's appetite for innovation has also transformed it into an important testing ground for international brands. From AI-powered skin diagnostics and scalp-health services to personalised consultations and immersive fragrance experiences, the Middle East offers an audience that is both curious and quick to adopt new concepts.

Brands are no longer entering the region simply to replicate strategies developed elsewhere. Increasingly, they are using it to introduce, refine and scale new ideas.

BEAUTY BEYOND BEAUTY

One of the most significant shifts shaping the industry is where consumers are discovering beauty.

Retail is expanding beyond traditional ▸▸

beauty specialists. Fashion retailers are investing in cosmetics and fragrance, lifestyle brands are moving into skincare and wellness, and department stores are creating immersive destinations that combine shopping, education and experience.

H&M Beauty reflects this broader evolution. Through dedicated beauty stores and curated concepts, the retailer has been developing beauty as a strategic part of its ecosystem rather than simply an accessory to fashion.

Its approach speaks to a wider change in consumer behaviour: fashion, beauty and lifestyle are no longer viewed as separate worlds. Consumers expect them to coexist within one connected expression of personal style.

International beauty retailers are also deepening their regional presence. Ulta Beauty entered the Middle East through its partnership with Alshaya Group, beginning in Kuwait before expanding into the UAE, with stores at Mall of the Emirates and Dubai Mall.

These investments point to the same conclusion: the Middle East is no longer a secondary market. It has become a global retail priority.

ONE REGION, MANY MARKETS

Perhaps the greatest misconception is treating the Middle East as one homogeneous consumer market.

It is not.

The UAE, Saudi Arabia, Kuwait, Qatar and the wider GCC each have distinct purchasing behaviours, cultural nuances and retail ecosystems. Dubai often serves as a regional launchpad because of its international population and mature retail infrastructure. Saudi Arabia, meanwhile, is emerging as one of the world's most closely watched beauty markets, supported by a young population, expanding retail landscape and ongoing economic transformation.

For brands, distributors and salon professionals, success requires more than simply entering the region. It demands localisation, education and long-term partnership.

The businesses thriving here are those that listen before they launch, educate before they sell and build relationships before they pursue scale.

SHAPING WHAT COMES NEXT

The beauty industry is entering an era defined by personalisation, intelligent technology and holistic wellbeing.

In many ways, the Middle East is already there.

Consumers across the region are embracing advanced skincare, preventative haircare, wellness-led beauty and elevated retail experiences at remarkable speed. They are informed, connected and increasingly influential in shaping global demand.

The Middle East is no longer simply following international beauty trends. Increasingly, it is helping to create them. ■




ONE OF
THE MOST
SIGNIFICANT
SHIFTS
SHAPING THE
INDUSTRY
IS WHERE
CONSUMERS
ARE
DISCOVERING
BEAUTY.

GET READY FOR THICKER, HEALTHIER HAIR

Meet CALECIM® Hair Serum, the hair restoration program that addresses the symptoms of hair shedding and thinning. 6-12 weeks supercharge hair follicles and improve the thickness and strength of existing hairs, while the maintenance program keeps hair lustrous, thick and healthy.



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Zero reported side effects

30x
Reduction in follicle inflammation, the key cause of hair loss

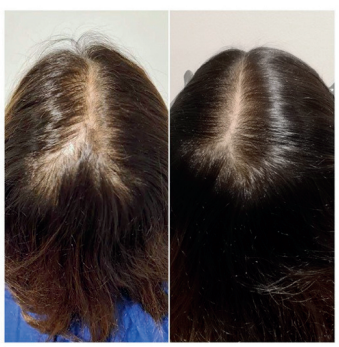
14%
Increase in the number of individual hairs on the scalp

16%
Increase in hair shaft thickness

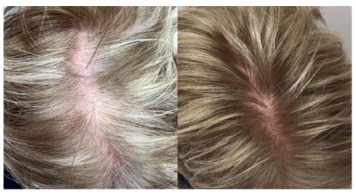
15%
Increase in the number of follicles per sq/cm of scalp

REGROW HAIR IN 6-12 TREATMENTS









“

Hair loss and hair thinning are extremely common problems that many of my clients face. I’ve tried many things and fell short until I covered the CALECIM® Hair Serum.

ALFREDO LEWIS

Celebrity Stylist and
Global Ambassador

THE MODERN MEN:
MEN'S GROOMING
REFINED, RITUALISED, RELEVANT



For years, men's grooming was defined by simplicity: a regular haircut, a quick shave, and perhaps a styling product. Grooming was functional, routine, and often treated as an obligation rather than an experience.
Today, that mindset is changing.
Across the GCC and beyond, men are becoming more intentional about how they care for themselves. Hair health, scalp care, skincare, beard maintenance, fragrance, and wellness are no longer considered separate categories but part of a broader lifestyle centred around confidence, health, and self-expression.
The modern male client isn't necessarily looking for more products; he's looking for the right ones. He values expertise over trends, quality over quantity, and increasingly expects personalised recommendations rather than generic solutions.

MORE THAN A HAIRCUT

The barber or stylist is no longer simply providing a service, they've become a trusted advisor.
Today's consultations often extend beyond choosing a haircut. Conversations now include scalp concerns, hair thinning, styling routines, home maintenance, and long-term hair health.
As consumers become more informed through social media and digital platforms, they also expect professionals to guide them through an overwhelming number of choices.
The result is a more consultative relationship built on trust rather than transactions.

WELLNESS IS PART OF GROOMING

One of the most significant shifts in men's grooming is its growing connection to wellbeing.
Stress-related hair loss, scalp health, sleep quality, nutrition, and healthy ageing are becoming part of the conversation. Clients are increasingly seeking preventative care rather than reactive treatments, reflecting a broader movement towards self-care without the stigma traditionally associated with men's beauty.
For salons and barbershops, this creates an opportunity to move beyond one-off services and build long-term relationships through personalised care plans, education, and maintenance routines. ■









*Source: Circana, LLC, Total US – MULO+ with Conv, Hair Spray/Spritz, Hair Styling Gel/Mousse, Dollar & Volume Sales, 52 WE Jan 25, 2026



THE EDUCATION RESET

WHY THE FUTURE OF BEAUTY BELONGS TO PROFESSIONALS WHO NEVER STOP LEARNING.

There was a time when beauty education followed a simple sequence: learn the fundamentals, qualify, find a salon and perfect the craft through repetition. Technical ability remains essential, but the profession surrounding it has changed. Today's stylist must understand colour chemistry and texture, recognise scalp concerns, manage expectations, communicate value and build relationships that extend beyond a single appointment.

Education is therefore no longer the stage before a career begins. It is the structure that allows the career to continue. The World Economic Forum's Future of Jobs Report 2025 estimates that 39% of workers' existing skill sets will be transformed or become outdated by 2030. In professional beauty, where technology, product science, trends and client expectations move quickly, the ability to keep learning is becoming as valuable as the skills already mastered.

FROM QUALIFICATION TO CONTINUOUS PRACTICE

A qualification proves that a professional has learned the foundations. It cannot prepare them for every client, texture, technology or conversation they will encounter across an entire career.

Hair colour alone illustrates the pace of change. New lightening systems, bond-building technologies, acidic colour, direct dyes and faster toning services require professionals to understand formulation, compatibility and long-term hair integrity, not simply application. Scalp care is bringing the language of skincare into the salon, while texture expertise is challenging techniques once treated as universal.

The strongest education therefore moves beyond occasional trend classes. It combines technical workshops, product knowledge, supervised experimentation, peer feedback and repeated application on real clients. The goal is not to collect certificates. It is to develop judgement: knowing when to adapt the formula, when a trend is unsuitable and when the requested result could compromise the hair.

HOW BRAND EDUCATION IS CHANGING

Professional brands are increasingly building education into their salon partnerships rather than treating it as support offered only at launch. The emerging model is blended: self-paced theory, live international webinars, local demonstrations, in-salon coaching and practical classes where professionals formulate and work with their own hands. Large academy networks provide scale and structure. Wella Education connects digital product, colour and service learning with seminars and studio training. L'Oréal Professionnel combines virtual education with academy courses across colour, balayage, cutting and styling. Schwarzkopf Professional links



its eAcademy to hands-on seminars, with learning paths designed for different levels of experience.
Other brands use education to express a wider professional philosophy. DavinesPRO creates a virtual learning and growth environment for partner salons and hairstylists, connecting technical knowledge with the brand's approach to care and sustainability.
Danger Jones follows a more artist-led touring model, combining virtual sessions with classes in salons, distributor locations and industry events across blonding, toning, permanent and creative colour. Its educator and certification programmes also help develop a wider international artist community.
OLAPLEX is expanding beyond conventional product training through a four-level education journey spanning fundamentals, craft, artistry and high-level inspiration. Its model integrates business and texture education with webinars, regional masterclasses, in-salon learning and hands-on sessions created with working hairdressers.
Collaborations with global ambassadors and celebrity stylists bring professional science into cutting, colour, texture and styling rather than isolating it as product knowledge.
These approaches are different, but their direction is consistent: education is becoming continuous, multi-format and more closely connected to the realities of building a career behind the chair.



TRANSLATING GLOBAL EDUCATION FOR THE MIDDLE EAST

International webinars give Middle Eastern professionals access to artists and technical leaders who may not visit the region frequently. Yet access alone is not enough. A global technique becomes valuable only when it can be interpreted for the clients, working conditions and commercial realities of the local salon.
Few regions demand greater versatility. A single GCC salon may serve clients with dramatically different textures, colour histories, cultural routines, languages and expectations. Climate, water quality, frequent heat styling, covered-hair routines and a strong appetite for transformation can all influence the service plan. Education imported from one market cannot simply be repeated unchanged; it requires relevant models, realistic case studies and educators who understand local conditions.
This is where regional distributors, academies and salon leaders become essential. The strongest model begins with global access, then follows it with local theory, demonstration and supervised practice. International educators can also train regional educators, allowing knowledge to remain in the market rather than disappearing after a one-day masterclass. Digital education creates reach; local practice creates relevance, muscle memory and confidence.
The region's multicultural workforce is another advantage. Professionals arrive with techniques shaped by different beauty cultures. When salons create space for peer learning, the team itself becomes an academy—one capable of developing a more inclusive and adaptable standard of expertise.

TECHNIQUE IS ONLY HALF THE JOB

Modern education has traditionally concentrated on the service itself: cutting, colouring, styling, treatment or grooming. Yet many of the skills that determine whether a professional builds a sustainable career happen around the service.
Consultation is one. A technically excellent result can still disappoint when the expectation was not understood. Professionals must ask better questions, interpret visual references, discuss maintenance honestly and explain technical limitations without making the client feel dismissed.
Commercial confidence matters too. Recommending home care or proposing a treatment plan should not feel like an uncomfortable sales exercise. When education connects technical knowledge to client outcomes, the recommendation becomes part of professional ▸▸

responsibility: not 'Would you like to add this?' but 'Here is what will protect the result we created today.'

The learning now extends into time management, personal branding, rebooking, conflict resolution and financial awareness. Future salon leaders also need coaching, performance management, pricing and culture. The profession cannot expect people to acquire all of these skills through expensive trial and error.

From Classes to a Learning Culture

Beauty has always been passed from hand to hand. A senior stylist demonstrates pressure, placement and rhythm in ways a screen cannot capture, while a colourist explains not only the formula but the decision behind it. Yet in busy salons, this transfer of knowledge can disappear and education becomes a calendar of classes rather than a culture.

Mentorship restores continuity. It allows junior talent to ask questions before mistakes become habits and gives experienced professionals a path into leadership. The strongest model is not built around one heroic educator, but around clear standards, assisted services, regular feedback and visible progression from learner to specialist, educator or leader.

For owners, the question is not only what education costs, but what its absence costs. Corrections consume time and product, inconsistent consultations weaken trust and poor product knowledge limits retail. A learning salon can introduce services with greater confidence, improve consistency and retain people by showing how their skills, responsibility and earning potential can evolve.

BUILDING THE LEARNING SALON

SIDEBAR: Creating an education culture does not require a large academy or an endless training budget. It begins by making learning visible and repeatable.

- **Diagnose before scheduling.** Use client feedback, service data and team observation to identify the skills that matter most.
- **Combine formats.** Use digital modules for theory, demonstrations for context and supervised practice for application.
- **Teach the reason.** Explain formulation, suitability, risk and adaptation—not only the steps.
- **Make senior talent multipliers.** Give experienced professionals the tools and time to coach, not only perform.
- **Connect learning to progression.** Show how stronger skills lead to new services, leadership and greater earning potential.
- **Measure behaviour, not attendance.** Track consultation, consistency, client outcomes and commercial performance after training.

THE PROFESSIONALS WHO STAY CURIOUS

Beauty will always reward talent. But talent without renewal can become fixed in the methods that once made it successful.

The professionals shaping the next decade will not necessarily be those who know the most today. They will be those willing to question, practise, share and learn again—combining craft with curiosity and confidence with humility.

The future of beauty will not belong to the professional who has finished their education. It will belong to the professional who understands that it was never meant to finish. ■



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No more irritated scalp



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DESIGNED FOR WHAT COMES NEXT

The third edition of Estetica Middle East is a celebration of movement — of markets growing, professionals learning, clients evolving, and beauty becoming more personal than ever. The region's strength lies in its ability to honour craft while embracing change. It understands glamour, but it also understands discipline. It values tradition, yet it is hungry for what is next.

To every stylist, colourist, educator, salon owner, distributor, brand founder, makeup artist, nail professional, skincare expert, barber, and creative shaping this industry: this issue is for you. Your work is visible. Your standards are rising. Your story is part of the region's beauty future.

Estetica Middle East — where beauty professionals connect, create, and lead.

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AD Index

Beautyworld Middle East	beautyworld-dubai.ae.messefrankfurt.com	IFC, 01
TWSS	eideal.com/twss	02
Insight	eideal.com/insight	04
Keune	keuneuae.com	06 07
Olaplex	eideal.com/olaplex	19
Davines	eideal.com/davines	25
Manta	eideal.com/manta	81
Amika	eideal.com/amika	85
CALECIM	eideal.com/calecim	90 91, OBC
TRESemmé	tresemme.com/arabia	94
Danger Jones	eideal.com/dangerjones	99

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