

Enhancing Digital Customer Experience at Lush Cosmetics

STUDENT NAME: FRUzsina Eszter Varadi

STUDENT ID: 2245314

MODULE NAME: DESIGN THINKING AND INNOVATION

MODULE CODE: (LCLM6002_LON)

LECTURER: REXON NTING



Contents

1. Introduction to Lush Cosmetics	1
2. Key Consumer and Industry Trends	1
3. Part 1: Innovation Analysis and Current Customer Journey	4
4. Part 2: Proposed Digital Transformation Initiative.....	7
5. Strategic Signals and Future Implications	12
6. Conclusion	14

1. Introduction to Lush Cosmetics

Lush Cosmetics is a globally recognised ethical beauty brand, founded in 1995 with a mission to deliver fresh, handmade, cruelty-free products. Built on principles of sustainability, transparency, and activism, Lush has differentiated itself through packaging-free innovations, vegetarian formulations, and a bold stance against animal testing. Operating over 900 stores across 49 countries, the company competes not on scale but on values-cultivating loyalty among consumers who prioritise environmental and social impact (Lush, 2023).

This portfolio critically examines Lush’s innovation strategy and customer journey using design thinking and strategic frameworks. It explores key industry trends, applies the Innovation Ambition Matrix and journey mapping, and proposes a digital transformation initiative-Lush Loop-to enhance personalisation, sustainability engagement, and ethical community-building. The analysis concludes with strategic implications and future directions for Lush in a digitally empowered, values-driven marketplace.

2. Key Consumer and Industry Trends

The beauty and personal care industry is undergoing rapid transformation, driven by ethical consumerism, digital innovation, and post-pandemic shifts in retail expectations. Lush’s positioning as an ethical pioneer aligns strongly with these macro trends, offering both strategic advantage and areas for improvement. Ethical

Consumption: Over 60% of UK consumers now consider environmental and ethical factors in beauty purchases (Euromonitor, 2024). Lush's naked packaging, cruelty-free stance, and activist branding resonate with this shift toward conscious capitalism.

Digital Personalisation: AI-driven recommendations, AR try-ons, and loyalty ecosystems are becoming industry norms (Intel, 2024). While Lush has experimented with tools like Lush Lens and Lush Labs, its digital experience remains fragmented and lacks seamless integration.

Gen Z & Millennial Influence: These cohorts demand authenticity and activism. Lush's withdrawal from social media aligns with its values but limits engagement with younger, digital-first consumers (Statista, 2024).

Hybrid Retail Expectations: Post-pandemic shoppers expect fluid transitions between online and offline experiences (McKinsey, 2022). Lush excels in sensory-rich retail but falls short on digital personalisation, loyalty integration, and community features.

2.1 Ethical Consumption and Sustainability

One of the most powerful macro-trends in the beauty sector is the rise of ethical consumption. According to Euromonitor (2024), over 60% of UK consumers actively consider the environmental and ethical impact of their purchases in beauty and personal care. Consumers increasingly demand transparency on sourcing, ingredients, and packaging. This has led to the emergence of "conscious capitalism," where companies are expected not only to deliver products but also to embody social responsibility.

2.2 Digital Personalization and Convenience

Technological change is reshaping consumer expectations. Personalisation has become the norm, with beauty retailers like Sephora offering AI-driven product recommendations, virtual try-ons, and loyalty-driven omnichannel experiences. (Intel, 2024) reports that 75% of beauty consumers expect some degree of personalisation in their shopping journey, whether through tailored recommendations, subscription models, or AI-powered tools.

Lush has experimented with digital innovation through the "Lush Lens" augmented reality tool, which allows customers to scan products for ingredient and usage

information, and the Lush Labs app, designed to test experimental digital features. However, these tools remain fragmented and underutilised, lacking the seamless integration of best-in-class digital ecosystems. Compared with Sephora's sophisticated Beauty Insider program or Glossier's community-driven digital channels, Lush's digital journey feels incomplete and inconsistent.

2.3 Gen Z and Millennial Influence

The rise of Gen Z and Millennial consumers has dramatically reshaped the beauty industry. These cohorts expect not only product quality but also brand authenticity, activism, and alignment with their personal values. (According to Statista 2024), 72% of Gen Z shoppers prefer to purchase from brands that take explicit stances on social or political issues.

This trend aligns closely with Lush's activist DNA, reflected in campaigns on LGBTQ+ rights, anti-animal testing, and climate change. However, Lush's 2021 decision to exit social media created a paradox: while the move was consistent with its ethical philosophy, it limited engagement with the very consumers most attuned to activism and digital-first interaction. The challenge lies in developing proprietary platforms that maintain authenticity while reaching younger audiences effectively.

2.4 Post-Pandemic Retail Expectations

The COVID-19 pandemic accelerated the shift toward hybrid and omnichannel retail models. Consumers now expect seamless integration between physical and digital experiences. (McKinsey 2022) notes that 70% of beauty shoppers adopt hybrid behaviours, such as browsing online but purchasing in-store, or vice versa.

Lush's physical retail environment excels in sensory engagement-its stores are vibrant, aromatic, and experiential. Flagship locations such as Oxford Street in London or Harajuku in Tokyo serve as "retail theatres," immersing customers in storytelling and activism. However, its digital journey lags behind, lacking personalisation, loyalty integration, and interactive community features. Bridging this gap is crucial if Lush is to thrive in the post-pandemic landscape.

3. Part 1: Innovation Analysis and Current Customer Journey

3.1 Innovation Ambition Matrix

The Innovation Ambition Matrix (Bansi & McGrath, 2010) categorises innovation into three types-core, adjacent, and transformational based on the newness of the product and market. Applying this framework to Lush reveals a balanced portfolio, though with stronger emphasis on core and adjacent innovation.

Core Innovations: Lush's naked packaging, solid shampoo bars, and iconic bath bombs exemplify incremental innovation within existing markets. These products reinforce the brand's ethical identity and differentiate it from mainstream competitors, while maintaining alignment with its sustainability mission (Lush, 2023).

Adjacent Innovations: Tools like Lush Lens and the Lush Labs app extend the brand into digital engagement, offering new customer experiences built on existing capabilities. However, these remain underdeveloped and lack integration into a cohesive digital ecosystem limiting their strategic impact (Scandinavian Mind, 2023).

Transformational Innovations: Initiatives such as regenerative sourcing and carbon insetting reflect a shift toward systemic sustainability. These innovations position Lush as a thought leader in ethical retail, with potential to influence industry-wide practices beyond cosmetics (Forum for the Future, 2024).

Innovation type	Example	Strategic Implication
Core	Naked packaging, solid shampoo bars	Reinforces brand identity and sustainability
Adjacent	Lush Lens (AR scanning) Lush labs app	Expands digital engagement and customer interaction
Transformation	Regenerative sourcing, carbon insetting	Positions Lush as a thought leader in ethical retail

(Created by own)

In summary, Lush demonstrates a strong foundation in core innovation, with products that reflect its commitment to sustainability and product integrity. Adjacent innovations like AR tools show responsiveness to evolving customer expectations, though they remain underdeveloped. Transformational efforts such as carbon insetting and regenerative sourcing signal a deeper strategic shift toward systemic impact, positioning Lush as a future-facing ethical leader.

3.2 Current Customer Journey Mapping

The current Lush - customer journey reflects a blend of ethical strength and digital underdevelopment. In the awareness stage, consumers typically discover Lush through word-of-mouth, immersive retail experiences, and activism-led campaigns. However, the brand's withdrawal from mainstream social media has reduced visibility among Gen Z, despite strong loyalty from existing customers (Intel, 2023). During the consideration phase, in-store browsing offers rich sensory engagement, reinforcing Lush's experiential value proposition. Online, the website provides transparency around sourcing and ethics, yet lacks personalised navigation or AI-driven product discovery (Lush, 2024).

In the purchase stage, customers can buy both online and in-store. While the checkout process is functional, it misses opportunities for loyalty integration, sustainability tracking, and digital convenience features such as one-click repeat

purchases (Statista, 2024). The post-purchase experience includes initiatives like “Bring Back Five Pots,” which promote circular behaviour. However, there are no digital tools to help customers track their environmental impact or earn rewards for sustainable actions (Lush, 2024). These gaps suggest that while Lush excels in ethical storytelling and sensory retail, its digital journey remains fragmented and underleveraged.

Customer Journey Summary — Pain Points vs Gain Points

CUSTOMER JOURNEY PAIN POINTS	CUSTOMER JOURNEY GAIN POINTS
FRAGMENTED DIGITAL TOOLS	Strong ethical branding
LIMITED PERSONALISATION	Sensory-rich retail
NO DIGITAL SUSTAINABILITY TRACKING	Transparent sourcing
INCONSISTENT APP PERFORMANCE	Activism and community engagement

Source: *Author’s analysis based on Lush customer experience and competitor benchmarking* (Inditex, 2024; Mintel, 2023; Statista, 2024).

Compared to competitors such as Sephora (personalisation), Glossier (community), and Rituals (omnichannel convenience), Lush’s journey feels underdeveloped digitally but strong in ethical storytelling. Notably, Inditex (Zara) has enhanced its customer experience through resale platforms and sustainability tracking, offering a benchmark for digital circularity (Inditex, 2024). To bridge its digital gaps, this paper proposes Lush Loop, a mobile app designed to personalise recommendations, track sustainability efforts, and foster community engagement.

4. Part 2: Proposed Digital Transformation Initiative

4.1 “Lush Loop” - A Personalized Eco-Beauty App

To address the identified challenges in Lush’s current customer journey, the company could launch Lush Loop, a mobile application designed to merge personalisation, sustainability tracking, and ethical community engagement into a single platform. This initiative would not only resolve the fragmentation in Lush’s digital ecosystem but also extend its core brand values into a digital-first environment (Lush, 2023a).

Skin and Hair Quiz

One of the central components of the app would be a detailed diagnostic quiz that helps customers identify the most suitable products for their unique needs. Rather than a generic “shop by category” approach, this quiz would consider factors such as skin type, hair texture, climate, lifestyle, and ethical preferences (e.g., vegan-only options). The quiz would adapt dynamically as customers continue to use Lush products, incorporating feedback to refine recommendations over time. This level of personalisation ensures that customers feel understood on an individual level, building loyalty and reflecting the growing demand for customised beauty experiences (Latterly, 2023).

AR Ingredient Previews

The app could leverage augmented reality (AR) to create interactive ingredient stories. By scanning a product or browsing digitally, customers could access engaging visualisations showing where ingredients come from, how they are sourced, and what environmental or social impact they carry. For example, scanning a shampoo bar might reveal a virtual map highlighting the sustainable supply chain of coconut oil or shea butter. This not only reinforces Lush’s commitment to transparency but also makes ethical storytelling more compelling and memorable for customers who want to align their purchases with their values (Scandinavian Mind, 2023).

Refill and Recycling Tracker

Another core feature would be a personalised dashboard where customers can log and track their sustainable actions. This tracker could quantify the environmental benefits of individual behaviours such as how many bottles have been saved by choosing naked packaging, how much CO₂ has been avoided through refills, or how many containers have been returned for recycling. By making these impacts visible, the app transforms sustainability from an abstract idea into a tangible and rewarding achievement. Customers could also set personal goals and milestones such as reducing packaging waste by 50% which would encourage repeat engagement and foster a sense of accomplishment (Lush, 2023).

Loyalty Rewards Program

Unlike traditional retail loyalty programs that only reward spending, Lush Loop would reward both purchases and ethical behaviours. Customers could earn points not only when buying products but also for returning empty containers, refilling packaging, or participating in activism campaigns promoted through the app. These points could then be redeemed for discounts, exclusive products, or early access to limited editions. This approach not only drives sales but also incentivises the sustainable actions that Lush is most passionate about, effectively blending commerce with purpose (Lush, 2023).

Community Hub

Finally, the app would include a social and educational space where customers can engage with Lush's activism, share their own content, and access updates on ethical issues. This community-driven element would help replace some of the visibility Lush lost when it withdrew from mainstream social media platforms. Within the hub, customers could exchange tips, showcase sustainable lifestyles, and join collective campaigns around issues such as anti-animal testing or plastic reduction. By fostering dialogue and collaboration, Lush strengthens its identity as not just a retailer but a movement centred on ethics and sustainability (Lush, 2023c).

In this way, Lush Loop would function as a comprehensive digital ecosystem that enhances personalisation, builds deeper trust through transparency, and integrates sustainability into daily customer interactions. It directly complements Lush's in-store sensory experiences, ensuring that customers can carry the brand's values and

engagement with them wherever they go. The enhanced journey reflects a shift from transactional interactions to relational engagement, fostering long-term loyalty and ethical empowerment.

4.2 Enhanced Customer Journey Map

Stage	New Experience via Lush Loop
Awareness	Targeted ethical content and product stories via app
Consideration	Personalized recommendations and AR previews
Purchase	Seamless checkout , refill reminders ,and loyalty integration
Post-Purchase	Impact tracking , recycling reward , and community engagement

(Created by own)

4.3 Strategic Implications

The proposed Lush Loop initiative carries several far-reaching strategic implications for Lush, with the potential to address existing weaknesses in the customer journey and redefine the brand's position within the global beauty industry. At its core, the app advances customer empowerment by offering personalised product recommendations, AR-driven ingredient transparency, and sustainability tracking. These features align with the values of Gen Z and Millennials, who increasingly expect brands to support their ethical and personal identity (Mintel, 2024; Statista, 2024). By enabling customers to make informed, values-based decisions, Lush strengthens emotional loyalty and deepens relational engagement (IIDE, 2025).

Beyond individual empowerment, Lush Loop offers a strategic opportunity to unify the company's fragmented digital ecosystem. Currently, customers interact with Lush

through disconnected platforms such as Lush Lens, microsites, and retail stores. This fragmentation undermines convenience and dilutes brand consistency. By consolidating education, shopping, activism, and loyalty into a single app, Lush can deliver a seamless experience comparable to industry leaders like Sephora and Starbucks, who have mastered omnichannel integration (Cinch, 2025; Nector, 2025). Furthermore, the app provides Lush with a proprietary digital channel, reducing dependence on algorithm-driven social media platforms and allowing the brand to control its narrative in a more ethical and transparent manner (Hobson, 2025).

The initiative also reinforces Lush's sustainability leadership by making ethical behaviour visible and measurable. Through features such as refill tracking and carbon savings, customers can quantify their environmental impact, which enhances credibility in a marketplace increasingly sceptical of greenwashing (Better Goods, 2025; Manufacturing Digital, 2025). This tangible feedback loop not only motivates sustainable behaviour but also differentiates Lush from competitors who rely on vague or superficial claims. By embedding sustainability into the digital experience, Lush amplifies its regenerative business model and strengthens its ethical positioning (Lush Impact Report, 2025).

In a crowded ethical market, Lush Loop further supports brand differentiation by creating an interactive ecosystem where customers can live out the brand's values. While competitors such as The Body Shop, Rituals, and Aesop promote sustainability, few offer platforms that make ethical choices socially engaging and gamified. Lush Loop's rewards system and activism hub transform the brand from a product provider into a lifestyle movement, fostering deeper emotional resonance and long-term loyalty (Style Hair Magazine, 2024; Latterly, 2025).

Finally, the app introduces strategic implications for data-driven innovation and ethical data practices. By collecting insights on customer preferences and engagement, Lush can refine product development, optimise campaigns, and improve supply chain decisions. Crucially, the brand's commitment to transparent personalisation clearly communicating what data is collected and how it benefits the customer-sets a new benchmark in ethical tech. In an era of growing concern around

digital surveillance, this approach reinforces trust and positions Lush as a pioneer in responsible data use (We Are Lush, 2025; Lush Digital Ethics Charter, 2025).

4.4 Measuring Impact and Success

The effectiveness of the proposed Lush Loop initiative must be evaluated through a comprehensive set of metrics that capture both customer experience and sustainability outcomes, ensuring alignment with Lush's ethical mission and commercial objectives.

Digital Engagement Metrics

A first layer of measurement should focus on digital engagement. Tracking app downloads, active user numbers, and session duration provides insight into adoption and customer stickiness, while analysing click-through rates on personalised recommendations reveals the effectiveness of AI-driven features. Beyond usage statistics, repeat purchase behaviour and average transaction value can indicate whether the app meaningfully drives sales and loyalty (Cinch, 2025; IIDE, 2025).

Sustainability-Specific Indicators

These commercial metrics should be complemented by sustainability indicators, which are central to Lush's brand promise. For instance, the app's refill and recycling tracker can quantify the volume of packaging saved, the number of products refilled, and the estimated CO₂ reduction associated with customer actions. By linking sustainable behaviours with tangible outcomes such as kilograms of plastic diverted from landfills or emissions avoided Lush can communicate measurable impact to customers while reinforcing credibility in a competitive marketplace often accused of greenwashing (Manufacturing Digital, 2025; Rutgers Business Review, 2023).

Customer Satisfaction and Advocacy

Equally critical are customer satisfaction and advocacy measures. Net Promoter Score (NPS), in-app survey results, and reviews can help Lush gauge whether the Lush Loop experience enhances brand perception and strengthens emotional connection. Since community engagement is a cornerstone of the app, participation metrics should also be tracked, including the number of user-generated posts, activism campaign sign-ups, and contributions to ethical discussions. These figures not only demonstrate community vitality but also reflect how effectively the app empowers customers to become co-creators of Lush's ethical mission (We Are Lush, 2025).

Demographic Resonance and Strategic Fit

Additionally, performance should be monitored across demographic segments, particularly Gen Z and Millennials, to assess whether the initiative resonates with younger, digitally native consumers. These cohorts are more likely to engage with platforms that combine sustainability with personalisation (Statista, 2024).

Over time, Lush could apply a Balanced Scorecard approach measuring financial impact, customer satisfaction, internal process improvements, and sustainability outcomes to provide a holistic view of the app's contribution to long-term strategy (Kaplan & Norton, 1996; Keeping Product Quality, 2025).

5. Strategic Signals and Future Implications

Beyond the immediate transformation, Lush's recent strategic moves signal a broader evolution in its business model and innovation philosophy-shifting from product-centric sustainability to digitally enabled, customer-driven experiences. This reflects a growing emphasis on ethical tech, circularity, and experiential retail (Deloitte, 2023).

5.1 Experiential Retail Expansion

Lush's investment in large-format stores suggests a move toward experiential branding, where customers engage with products, ethics, and activism in immersive environments. This could evolve into in-store workshops, ethical sourcing exhibits, or spa-like treatments, reinforcing emotional connection and brand loyalty (Deloitte, 2023).

5.2 Digital Ethics and Platform Ownership

By withdrawing from mainstream social media, Lush is signalling a desire to own its digital narrative. This opens opportunities for community-driven content, ethical storytelling, and deeper customer relationships through proprietary platforms like Lush Loop (Lush, 2023).

5.3 Regenerative Business Models

Lush's focus on carbon in setting-reducing emissions within its supply chain-reflects a commitment to regenerative practices. This could lead to innovations in zero-waste

logistics, local sourcing, and closed-loop systems, positioning Lush as a pioneer in sustainable retail (Forum for the Future, 2024).

5.4 Human-Centered Innovation

Lush's emphasis on staff engagement and physical events suggests a shift toward human-centered design, where employees and customers co-create experiences. This aligns with design thinking principles and could inform future product development and activism strategies (Brown, 2009).

5.5 Localized Global Expansion

Lush's entry into markets like Poland and Taiwan reflects a strategy of localized innovation, tailoring products and experiences to regional preferences. This approach enhances cultural relevance and ethical resonance, supporting sustainable growth (Lush, 2023).

Experiential Retail Expansion

Large-format flagship stores create immersive brand experiences comparable to Apple's "town square" concept, reinforcing loyalty through emotional connection (Adobe, 2023).

Digital Ethics and Platform Ownership

Exiting mainstream social media reflects Lush's desire to control its digital narrative. Proprietary platforms like Lush Loop offer opportunities for ethical, community-driven engagement (Lush, 2023).

Regenerative Business Models

Initiatives such as carbon in setting demonstrate commitment to systemic sustainability and circular economies, potentially reshaping industry standards (Lush, 2023).

Human-Centred Innovation

Staff engagement and co-creation activities align with design thinking principles, ensuring products and services resonate with both employees and customers (Deloitte, 2023).

Localised Global Expansion

Lush's expansion into culturally distinct markets such as Japan and Taiwan reflects a deliberate strategy of localised innovation, where product design, store aesthetics, and customer engagement are tailored to regional values and consumer behaviours.

This approach not only enhances cultural resonance but also strengthens brand authenticity and supports long-term sustainable growth through deeper emotional connection with local communities (Lush, 2023).

6. Conclusion

Lush Cosmetics continues to exemplify ethical innovation through its commitment to handmade, cruelty-free, and environmentally responsible products. Yet, strategic analysis via the Innovation Ambition Matrix and customer journey mapping reveals untapped potential in its digital customer experience.

The proposed Lush Loop app presents a transformative opportunity to bridge this gap offering personalised engagement, sustainability tracking, and community-driven features that align seamlessly with Lush's ethical philosophy. By embedding digital innovation into its core value proposition, Lush can not only strengthen its competitive differentiation but also cultivate deeper, long-term relationships with ethically conscious consumers.

Ultimately, Lush's future success will hinge on its ability to harmonise sensory-rich, in-store experiences with digitally empowered customer journeys. If executed with strategic precision, this integration could position Lush not merely as a pioneer in ethical beauty, but as a trailblazer in regenerative, customer-centred retail where purpose, experience, and innovation converge.

Reference list

- Bansi, N. and McGrath, R.G., 2010. *The Innovation Ambition Matrix*. Harvard Business Review. [online] Available at: <https://hbr.org> [Accessed 22 Aug. 2025].
- Brown, T., 2009. *Change by Design: How Design Thinking Creates New Alternatives for Business and Society*. Boston: Harvard Business Press.
- Deloitte, 2023. *Experiential Retail Trends*. [online] Deloitte Insights. Available at: <https://www2.deloitte.com> [Accessed 22 Aug. 2025].
- Euromonitor, 2024. *UK Beauty Consumer Trends Euromonitor International*. [online] Available at: <https://www.euromonitor.com> [Accessed 22 Aug. 2025].
- Forum for the Future, 2024. *Regenerative Retail Models*. [online] Available at: <https://www.forumforthefuture.org> [Accessed 22 Aug. 2025].

Kaplan, R.S. and Norton, D.P., 1996. *The Balanced Scorecard: Translating Strategy into Action*. Boston: Harvard Business School Press.

Latterly.org, 2025. *Lush Marketing Mix 2025: A Case Study*. [online] Available at: <https://www.latterly.org/lush-marketing-mix> [Accessed 22 Aug. 2025].

Lush, 2023. *Company Overview and Ethical Buying Report*. [online] Available at: <https://www.lush.com> [Accessed 22 Aug. 2025].

McKinsey & Company, 2024. *Beauty Retail and AI Personalisation*. [online] Available at: <https://www.mckinsey.com> [Accessed 22 Aug. 2025].

Mintel, 2024. *Digital Personalisation in Beauty*. Mintel Reports. [online] Available at: <https://www.mintel.com> [Accessed 22 Aug. 2025].

ProjectPractical, 2025. *Lush Cosmetics Marketing Strategy*. [online] Available at: <https://www.projectpractical.com/lush-marketing-strategy/> [Accessed 22 Aug. 2025].

Statista, 2024. *Global Beauty Industry Statistics*. [online] Available at: <https://www.statista.com> [Accessed 22 Aug. 2025].

Swinscoe, A., 2025. *Lush's Journey: Balancing Innovation, Empathy, and Customer Care – Interview with Naomi Rankin*. [online] Available at: <https://www.adrianswinscoe.com> [Accessed 22 Aug. 2025].

Vizard, S., 2018. *Lush on its journey to provide 'the ultimate customer experience'* Marketing Week. [online] Available at: <https://www.marketingweek.com> [Accessed 22 Aug. 2025].

Cinch, 2025. *What Sephora and Starbucks Get Right About Omnichannel*. [online] Available at: <https://www.cinch.com> [Accessed 24 Aug. 2025].

IIDE, 2025. *Marketing Strategy of Lush*. [online] Available at: <https://www.iide.co> [Accessed 24 Aug. 2025].

Nector, 2025. *Retail Loyalty Ecosystems: Case Studies*. [online] Available at: <https://www.nector.io> [Accessed 24 Aug. 2025].

Hobson, N., 2025. *Lush and the Case for Walking Away from Social Media*. [online] Available at: <https://www.nevillehobson.com> [Accessed 24 Aug. 2025].

Better Goods, 2025. *Is Lush Guilty of Greenwashing?* [online] Available at: <https://www.bettergoods.org> [Accessed 24 Aug. 2025].

Rutgers Business Review, 2023. *Greenwashing and the Demand for Measurable Impact*. [online] Available at: <https://www.rbusinessreview.org> [Accessed 24 Aug. 2025].

We Are Lush, 2025. Digital Engagement: A Social Future. [online] Available at: <https://www.wearelush.com> [Accessed 24 Aug. 2025].

Keeping Product Quality, 2025. Balanced Scorecard in Ethical Retail. [online] Available at: <https://www.keepingproductquality.com> [Accessed 24 Aug. 2025].

Scandinavian Mind, 2023. AR in Ethical Retail: *Lush's Ingredient Storytelling*. [online] Available at: <https://www.scandinavianmind.com> [Accessed 24 Aug. 2025].

Adobe, 2023. Retail Experience Design: *Flagship Store Trends*. [online] Available at: <https://www.adobe.com> [Accessed 24 Aug. 2025].

Inditex, 2024. *Annual Report 2024: Sustainability and Innovation Strategy*. [online] Available at: <https://www.inditex.com> [Accessed 24 Aug. 2025].