



**across**  
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# EUROPEAN OUTLET



**UPDATE**

THE LATEST NEWS AND DEVELOPMENTS FROM  
THE DESIGNER OUTLET SCENE

**OPINION** NEINVER'S BOŽENA GIERZIEWSKA ON HER TAKEAWAYS FROM THE PANDEMIC

**INTERVIEW** THOMAS REICHENAUER AND HIS TEAM CELEBRATE THE 10<sup>TH</sup> ANNIVERSARY OF ROS OUTLET SHOPPING

**TECHNOLOGY** VIA OUTLETS ENHANCES RETAIL OPERATIONS WITH YARDI

## DEAR READER,

It gives me great pleasure to present to you the latest ACROSS Online Special. This time we have deliberately chosen—once again—to focus on designer outlets; for several reasons: First, we consider the designer outlet scene to be one of the most active in the retail real estate sector right now. This is very evident due to a large number of expansions, new leases, staff news, etc. This industry seems to have drawn the right conclusions from the pandemic phase. On the other hand, we believe that the entire retail real estate sector can learn a lot from the outlet scene. Especially when it comes to location branding, location marketing, and cooperation between brands and individual centers. Nowhere else can the meaning of the term ‘collaboration’ be better observed at the moment than at these outlets. And last but not least, it makes me feel very optimistic to see how much people like to visit retail locations such as well-managed designer outlets, feel comfortable there, and enjoy a good deal of shopping at these locations!

I hope you enjoy reading our informative European Outlet Update.

*Yours sincerely*  
*Reinhard Winiwarter*  
*Publisher ACROSS Magazine*



IMAGE: ACROSS



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# OUTLETS' UNIQUE PLAYBOOK: TAKEAWAYS FROM THE PANDEMIC

BY BOŻENA GIERSEWSKA, IMAGE: NEINVER



As in-store shopping roars back in Europe, strong outlet centers in some markets are already grazing pre-Covid sales figures, with shoppers prioritizing value for money and with brands finding well-positioned centers to be a vital channel to sell their excess stock. Though not immune, the pandemic has reaffirmed the resilience of this niche industry and has also accelerated its already foreseeable development.



**Bożena Gierszewska**  
Central Europe Asset Management  
Director at Neinver

*"We like to think of our centers as a kind of 'oasis', in terms of the experience they provide."*

On the first place, the pandemic has proved that shoppers can get almost all they need online but are eager for human interaction, and it has also driven a polarization between destination shopping and hyper-local shopping. We like to think of our centers as a kind of "oasis", in terms of the experience they provide. Looking for smart purchases has always had an experiential component, but with the increasing competition for people's time and the risk of overstimulation, outlet centers can no longer rely only on their brands' appeal to attract consumers. By creating homey experiences, curating the entire experience and taking comfort to the next level, centers can lure shoppers, build loyalty and ensure consumers spend more time there without feeling the need to rush home to unwind. Increasing the sense of novelty through pop-up formats and events, for ex-

ample, can also help increase frequency of visits from the local catchment area, especially now, when international travel restrictions are still limiting the visitor mix.

The pandemic has also proved the importance of the intrinsic collaboration between tenants and operators which has been long seen as a strength of the outlet model. The turnover component of outlet leases, which involves intensive management and being the retailers' eyes and ears on the ground, has allowed to maximize results whenever the centers were allowed to operate. Outlet leasing terms are particularly relevant in the current retail climate, as they have always allowed more flexible terms and shorter lease lengths.

Looking ahead, tenants might want to de-risk their leases even more by agreeing to turnover rent models only or signing leases for short-term pop-ups, with minimal investment





required and taking pre-equipped units. We view this also as a great chance for the industry to have a stronger brand proposition while also revisiting operational models for a more cost and brand-equity driven approach. At the same time, brands have improved their flexibility to adapt their stock production to customer demand. This may lead to reduced excess inventory in the medium term and to brands' focusing their outlet strategy on the best destinations.

The pandemic has also urged the industry to test omnichannel solutions that it was more reluctant to introduce due to outlets' greater resilience to e-commerce and some retailers' reticence to make their discounted stock more easily accessible. Virtual shopping and click-and-collect services, for example, have allowed tenants to continue selling their inventories when commerce restrictions were increased and may become a pillar of the business in a post-pandemic world as hybrid business models gain momentum.

Lastly, Covid-19 has underlined the importance of a collaborative, ambitious effort to overcome global challenges. The pandemic has been a wake-up call about the fragility of the world, and there is greater awareness of the environment and of retail with purpose and authenticity.

Overall, the most important lesson is that we cannot at all foresee how the future will develop. We can only build on our resilience and be as agile as we can. The outlet oasis is as real as our ability to wisely handle the special rules of this niche market and to keep aligned with the needs of shoppers, brands and the broader society.

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# IN OPERATOR BUSINESS FOR A DECADE

ROS is optimistic for the post-pandemic future and celebrates its tenth company anniversary.



ROS Retail Outlet Shopping, founded in 2011 by Thomas Reichenauer and Gerhard Graf in Vienna, is today one of Europe’s leading outlet operators and consulting companies specialised in Designer Outlets and innovative outlet shopping concepts. ROS is currently operating ten outlet centres in Europe and is pursuing project developments in Poland, France and Spain. ACROSS spoke with Co-Founder and Managing Director Thomas Reichenauer about the current situation, milestones and success factors for the future.

**ACROSS: HOW DID YOU GET YOUR MANAGED OUTLET CENTRES THROUGH THE PANDEMIC?**

**THOMAS REICHENAUER:** The pandemic is worldwide, cross-sectoral and also a difficult time for the outlet market. We had challenges in the operational outlet business at the beginning, but we solved them quickly, flexibly and individually thanks to our lean organisational structure and good brand partnership. We are very pleased that ROS Retail Outlet Shopping has proved to be one of the best in overcoming this crisis also from the brand partners’ point of view according to an ecostra survey. With our #safeshopping approach, we quickly implemented a Europe-wide hygiene concept, taking into account country-specific requirements. With virtual shopping, we supported our brand partners during lockdowns, and with social media and email marketing, we have kept in touch with our regular customers, fans and followers. Finally, we experienced revenge shopping during re-openings after lockdowns. This trend continues, much to our delight. We are not yet at pre-pandemic levels of traffic, but strongly rising average spend per visitor show the success of the outlet concept.

**ACROSS: YOU HAVE PERSONALLY BEEN IN THE OUTLET MARKET FOR OVER TWENTY YEARS. HAVE YOU ALREADY EXPERIENCED SOMETHING COMPARABLE?**



IMAGE: ROS

**THOMAS REICHENAUER (LEFT) AND GERHARD GRAF**  
 Founders and Managing Directors of ROS Retail Outlet Shopping.  
 Reichenauer is also Member of the ACROSS Advisory Board.

**REICHENAUER:** No, it is an extremely exceptional situation, but one can see similarities with the financial and euro crisis of 2008 to 2010. However, outlet centres asserted themselves as the best retail real estate asset class during these years and recovered better than regular full-price shopping centres thanks to their concept of “big brands at permanently reduced prices”. It shows that customers are more conscious of shopping in uncertain times and outlets with branded goods at low prices are better suited to the changed shopping behaviour. Nevertheless, times have changed a bit. The increasing off-price retail concepts on the high street as well as in e-commerce are catching up and outlet centres have to create new added value from a customer and brand perspective.





**ACROSS: YOU ARE CELEBRATING 10 YEARS OF ROS RETAIL OUTLET SHOPPING THIS YEAR. WHEN YOU LOOK BACK, DID ROS DO EVERYTHING RIGHT?**

**REICHENAUER:** Sure, there is always something that, in retrospect, you might have done a little differently. But we are proud of what we, our senior management and our centre teams with a total of over one hundred employees, have achieved. We look back on ten successful years. We have opened five outlet centres that we have already accompanied since project development, taken over and relaunched eight centres, are supporting new project developments in France, Poland and Spain and are in talks to take over existing outlet centres. Overall, the acquisitions showed that our upgrading approach was very gratefully received by the existing centre teams and existing or new investors. It is particularly noteworthy that ROS Retail Outlet Shopping was the first outlet operator to implement the innovative inner-city outlet concept in Bad Münstereifel, a former spa town in the Eifel region, Germany. It is now run by the owners themselves. Unfortunately, the town was hit hard in the recent flood disaster and our thoughts are with the victims, families and friends. However, it shows that the outlet concept can do much more and has power to revitalise city centres.

**ACROSS: WHICH TOPICS CURRENTLY HAVE THE HIGHEST PRIORITY FOR YOU AND WILL BECOME SUCCESS FACTORS FOR THE EUROPEAN OUTLET MARKET IN THE FUTURE?**

**REICHENAUER:** We are currently pleased about an increasing demand from fashion and lifestyle brands for our managed outlet locations throughout Europe, but we are aware of the challenge of the future. That is why we are investing in particular in the areas of brand partnership, customer & traffic insights, digital marketing, social media, omnichannel support and shopping experience, to name just a few. Unlike shopping centres, we stick to our clearly positioned outlet concept and want to create desirable fashion & lifestyle outlet shopping destinations that meet the growing consumer needs for digitalisation, sustainability and uniqueness. In doing so, we always take into account the respective location-specific conditions and the lessons learned from the pandemic. We must dare to do something new and consciously develop what already exists, but we should not do what everyone else is doing. We owe this to the success story of the outlet centre concept.

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# Livat Changsha – “work, live, play” destination

We are transforming retail experiences and create meeting places that bring value to people, communities and the planet





# LAND OF FASHION OUTLET VILLAGES SUCCESSFULLY REPOSITIONED

BY VOLKER STINNES, IMAGE: MULTI

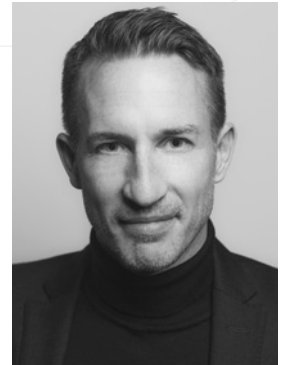


Land of Fashion is one of Italy's most significant outlet operators. The portfolio of five villages: Franciacorta Village, Valdichiana Village, Mantova Village, Puglia Village, and Palmanova Village now has a total gross leasable area of over 150,000 sq m and more than 18 million annual visitors.

*“We are focusing on our customer journey under the theme of the Italian Dolce Vita – to bring out the best of Italy to our international visitors, and the best of the world to Italy, through fashion, hospitality, culinary experiences, art and design.”*

During the pandemic we proved to be a reliable business partner to our brand partners, providing significant support and maintaining stable occupancy rates. We continued our strategy of improving our villages through significant and continued investments and have seen strong demand post re-opening. We have opened more than 35 new stores this year and aim to accelerate openings to approximately 80 by year-end. This includes brands such as Furla, Roberto Cavalli, Blumarine, Flavio Castellani, Moreschi, Aigner, Patrizia Pepe, Trussardi.

“Quintessentially Italian” is our DNA and therefore also pivotal in the strategic re-positioning, of the Land of Fashion Villages. We are focusing on our customer journey under the theme of the Italian Dolce Vita – to bring out the best of Italy to our international visitors, and the best of the



**Volker Stinnes**  
Managing Director of  
Land of Fashion

world to Italy, through fashion, hospitality, culinary experiences, art and design. All in a safe, joyful, and above all, unforgettable experience.

Given our strong relevance to and continued relationship with our local catchments, our rebound, since the easing of restrictions, has been extremely strong. Footfall has already reached and/or exceeded pre-pandemic levels. Our locations also benefit from the current trend to escape from the city for a weekend break and reflect how post-pandemic purchasing power has shifted from the cities to the countryside.

Land of Fashion villages are strategically located in typical tourist locations, this year attracting mostly German, Austrian, French and Swiss visitors. They are also highly attractive to Italian tourists, given their vicinity to Lake Garda and Lake Iseo (Franciacorta Village), on the key artery of the Brenner Highway (Mantova Village), the Adriatic coastline and the Dolomites (Palmanova), and the ever-popular staycation destinations of Tuscany (Valdichiana Village) and Puglia (Puglia Village).





Land of Fashion's independent footfall rankings among all Italian shopping destinations have increased significantly. In 2020, all five Land of Fashion villages ranked in the top 15, with Franciacorta Village in third place and Valdichiana Village in fourth place (UrbiStat 2020).

Our success in recent months has confirmed three key issues relevant to outlet destinations: first, physical retail is very much alive. Just as online purchasing increased during the various lockdowns around the world, the return to physical shopping experiences has proven to be strong. Second, in times of reduced tourism, especially long-haul, the strength of the local catchment matters greatly. This combined with strong intra-European tourism flows to our villages, bodes very well. Third, and finally, Italians continue

to be highly brand sensitive, especially for premium and luxury brands, making Italy a perfect market for omni-channel retailing.

As Land of Fashion, we are moving from strength to strength, emerging from the pandemic more resilient and stronger than ever.

Land of Fashion and its portfolio of assets is managed by MOMI (Multi Outlet Management Italy), part of Amsterdam-based Multi Corporation, a leading pan-European integrated service platform for retail real estate assets with approximately 100 properties under management. The owners of the portfolio are real estate funds managed by Blackstone and Kryalos.

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# ACROSS RETAIL TALKS ON „NEW CONCEPTS FROM AROUND THE GLOBE”

The recurring online event on all things retail welcomed four topnotch panelists who discussed current and future developments in the retail landscape and the necessary futuristic and innovative thinking to stay ahead.

**SUMMARY**

**Reinhard Winiwarter,**  
Publisher ACROSS Magazine

**Klaus Striebich,**  
RaRE Advise

**Theresa Schleicher,**  
Futurologist & MD  
of VORN

**Jan Eising,**  
Director Estate &  
Expansion at Rituals

**Vi Patel,**  
COO at  
Hunkemöller

**Yurdaer Kahraman,**  
CEO & Board Member  
FIBA Commercial  
Properties

**ACROSS**  
**RETAIL TALKS**  
**NEW CONCEPTS FROM**  
**AROUND THE GLOBE**

Driven by the accelerator "Corona", the retail sector is facing major changes and challenges. Innovation, courage, and new thinking are required to meet the current and increased customer expectations.

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ACROSS Publisher Reinhard Winiwarter took the lead at 4PM (CET) on September 2, 2021, to initiate the ACROSS Retail Talks on the topic “New concepts from around the globe”. Moderator Klaus Striebich, Managing Director of RaRE Advise and Member of the ACROSS Advisory Board, followed by welcoming the panelists and outlining the discussion’s main focal points. How can the retail market communicate with the customer, understand their needs and adjust accordingly? Important aspects of future developments revolve around such concepts as mixed-use, dig-

italization, placemaking, omni-channeling, community-building, platform economy, local supply etc. Besides the panelists’ input, a live audience is welcomed to interact and transmit their own questions to the panel.

**“EVERYTHING IS ABOUT CONNECTIVITY”**

The discussion round consisted of the panelists Theresa Schleicher (futurologist and Managing Director of VORN), Jan Eising (Director Estate & Expansion at Rituals), Yurdaer



Kahraman (CEO & Board Member at Fiba Commercial Properties and Member of the ACROSS Advisory Board), and Vi Patel (Chief Operating Officer at Hunkemöller).

Taking off, Schleicher shared her insight on the change of customer behavior, commenting on a highly complex and quickly changing retail landscape. One result of the pandemic was a rapid rise of e-commerce, further benefitting a convenient customer experience – a service many are taking for granted. This goes hand in hand with digitalization and new technology to connect the stationary retail world with online platforms, and thus, build a community. The most important trends will be convenience, caring, and speed. Retailers will face challenges such as professionalizing logistics and keeping up with customer demands.

### **“THE STRENGTH OF HUMAN NATURE TO WANT TO SHOP”**

Patel adds his observation of a systematic shift in customer behavior not only through e-commerce but also through research and education. Before visiting a shop, many customers previously inform themselves and therefore simplify the tasks for on-site staff. Fortunately, even after the Covid crisis, people are returning to the shops because they want to discover new things and experience products live and firsthand.

### **WHAT MAKES A CUSTOMER COME BACK FOR MORE?**

Expanding on this thought, Patel emphasizes the importance of the relationship and connection between brick and online platforms. Eisinger elaborates with the example of the “House of Rituals” in Amsterdam which utilizes omnichannel tactics and innovative product display to not only

meet demands but also entertain and excite. Future retail trends include the production of hybrid shop formats and technological innovations as, for example, the innovative vending machines for Louis Vuitton fashion bags in New York. This rapidly evolving retail landscape also forms a fruitful ground for young entrepreneurs and independents with their allure lying in novelty and personal touch.

### **“PEOPLE WILL NOT STAY AT HOME”**

Despite the many technological advances, Kahraman is certain of people returning as it was proven with their experience in China, although impacted by the pandemic and lockdowns first, now quickly recovering. Through more educated customers, companies and brands become more competitive which, in turn, acts as positive motivator. Repurposing, mixed-use projects with omnichannel players and reintroducing variety into high streets, especially across Europe, should be key factors for future retailers.

### **“PRODUCT, SPEED, SERVICE”**

The customer ultimately decides when and where to buy and the retail market must react, engage and adapt to certain shifts and changes. As Kahraman emphasizes, retailers, commercial real estate companies, investors, and landlords need to cooperate in order to stay ahead. The inevitable merging and implementation of digitalized environments and tools can be a lever to power the circular journey of re-engaging customers and connecting back to shops, improving convenience, speed, and communication – the top factors drawing people back in.

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# COMPREHENDING CUSTOMERS: POST-PANDEMIC LESSONS

BY HENRIK MADSEN, IMAGE: PRIVATE



The race for the consumer's attention across the (outlet) industry remains as intense and fierce as ever. The principle "give me what I want, make it personal to me, and I will offer you some time" remains the catalyst for success and prosperity. If you weren't listening prior to the Covid-19 crisis, you were in trouble. If you survived but remain reluctant to expand into new parameters, you run the risk of being stuck in survival mode rather than a growth mindset.

*"We know humans need interaction and it will take the online industry some time to provide anything close to the experience that bricks and mortar contribute."*

For the outlet sector, the financial impact of the Covid-19 crisis, to a large extent, mirrors the commercial and operational challenges that resulted from the 2007-2009 financial crisis. Income affected by closed stores or bankruptcies, valuation affected by lesser income and shifting yields. But – as expected from the experience gathered in previous crises – the stronger, smarter, established, and well-funded businesses with great operators have survived the pandemic crisis and are probably in better shape than many conventional shopping center portfolios.

Believe it or not, I personally feel there is more good news for the outlet industry across the globe. Firstly, the mid-market and increasingly irrelevant full-price department store competition has become all but extinct – in UK alone 388 department stores have closed over the last 5 years, among them more than 230 are still empty buildings. Another clear warning that survival as a retail destination requires not just great brands but a truly relevant, engaging leisure destination proposition, with consistent and personalized, digitally



**Henrik Madsen**  
Founder of HMJ International  
and Member of the ACROSS  
Advisory Board

integrated communication. And like during the last major financial crisis, new innovative business models have been created and true entrepreneurship with proper consumer engagement strategies flourish.

The objective of the outlet sector has not changed at all. Yes, of course we know the surge in online shopping behaviours continues to eat away consumption from bricks and mortar. But we also know humans need interaction and it will take the online industry some time to provide anything close to the experience that bricks and mortar contribute. For the best outlets, this need represents a potential commercial advantage that many existing full-price destinations find hard to meet. Cease to fight online competition, embrace it and use your efforts to sell your value-add.

I expect the brand mix of many outlets to change, with the larger, dominant, and luxury brand partners choosing to only be in 'gold standard' centers – ones that are regionally dominant, with size and scale. Secondly, smaller brands and incubator brands, including pure players, are now actively searching for new consumers to bolster their reach. This will





impact the desire to trial and test the outlet model and outlet operators' need to be ready to offer these brands the space and flexibility to succeed.

I could go on at length about learnings for the outlet sector during the past 24 months, but surely it remains more simple: Your business is fit for purpose when curated to accommodate, communicate, and entertain the local, regional catchment as well as any returning tourist visitors. A commercial business delivered by a dynamic mix of new and trusted brand partners in the best village developments, will support visitor development and, dwell time, which, in turn, will still deliver growing income streams in the top quartile of the retail industry.

The operational parameters of success in themselves also seem simple while much harder to deliver consistently: determine a realistic baseline, use data sources to predict outcomes of short-term investments, have a clearly articulated destination proposition driving long-term strategic planning, and understand the implications of integrated p- to e-commerce sales and channel marketing. Moreover, remain relevant, flexible, and strive for innovative adaption to the customers and their preferences and experiences.

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# SUSTAINABLE EXPANSION

BY OTTO AMBAGTSHEER, IMAGE: VIA OUTLETS



2021 has been a busy year for VIA Outlets, Europe’s leading owner-operator in redefining the outlet shopping experience which owns eleven centers in nine countries. Batavia Stad Fashion Outlet near Amsterdam, Hede Fashion Outlet near Gothenburg and Zweibrücken Fashion Outlet in Germany are all celebrating their 20th anniversaries.

*“Seville Fashion Outlet in Spain will enjoy an extension of 2,680 sq m which will create space for 17 major brands to be added to the existing roster of more than 70 stores.”*

As part of the company’s 3 R’s strategy of Remodelling, Re-marketing and Remerchandising, it is investing €17.5m in Seville Fashion Outlet, its premium outlet destination in Seville, Spain. The outlet will enjoy an extension of 2,680 sq m which will create space for 17 major brands to be added to the existing roster of more than 70 stores. With this latest investment, VIA Outlets has invested a total €30m in the center since acquiring it in 2016.

The extension will include the creation of an experiential multipurpose space designed to host meetings, events and cultural happenings, as well as serve to give the entire commercial area a more sophisticated appearance – highlighting the beauty of the local Andalusian architecture and making reference to some of the most iconic elements and characteristic materials from the city of Seville.

One of the most striking aesthetic features of the project will be an innovative ventilated facade made from ceramic slats, which utilises a passive natural lighting design to create feelings of spaciousness and comfort. The extension to Sevilla Fashion Outlets has been designed by internationally re-



**Otto Ambagtsheer**  
CEO of VIA Outlets

nowned architects L35, who previously worked among others on the remodelling of VIA Outlets’ Freeport Lisboa Fashion Outlet. The extension is set to open in 2023.

Separately, VIA Outlets has just launched Re.Love, a pioneering sustainable pop-up initiative across its portfolio. The first store opened in Freeport Lisboa Fashion Outlet on September 3, 2021, with the second set to open in Batavia Stad Fashion Outlet on October 15, 2021 – with each store remaining open for a minimum of three months.

The Re.Love launch is part of VIA Outlets’ overall mission to redefine outlet shopping, in particular providing consumers with a more sustainable and unique shopping experience. The stores are launched in a bold move to promote VIA Outlets’ brand partners’ sustainability efforts, making them more visible to consumers whilst raising awareness and informing visitors about the company’s extensive initiatives and the many ways in which they can contribute to a more sustainable future for fashion.

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# Spacious mall for safe and comfortable shopping

## #shopresponsibly

Westgate is the largest shopping mall in Croatia and European Union, located directly on the highway, in the heart of large catchment area of Croatia, Slovenia and Austria under 90 minutes of drive.

During the 2020 Covid pandemic Westgate opened 7 new shops despite the crisis and has signed 5 more launches for 2021. Westgate provides best possible hygienic and anti-epidemic standards to its customers and employers.

The 65.000 square meters of mall's promenade, 56 recuperation units in charge of clean and filtered air, 16 entrances and large space stores guarantee safe and comfortable shopping and leisure time.

The Government of the Republic of Croatia adopted a series of measures to minimize the adverse effects of the COVID-19 pandemic but did not impose closing of the mall, nor the government's anti-pandemic measures significantly affect the retail business.

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# CRISIS-RESISTANT OUTLET CENTERS

BY GILES MEMBREY, IMAGE: RIOJA ESTATES



Outlets have shown strong resilience against the effects of the pandemic and the massive impact Covid-19 has had on the retail market in Europe. The outlet industry has also been less affected by the rise in online sales, which has impacted more traditional retail environments. Brands still believe that physical retail is an important showcase for their products, and the outlet channel has become an ever more important part of their multi-channel distribution networks. These elements taken together have led to the great performances we have recently seen reported by outlet operators. How has this all come about?

*“As travel restrictions are eased over the coming months we will see the full return of tourist travel, which is good news for luxury retail destinations across the UK and Europe.”*

As European countries have emerged from the lockdown, the designer outlet market has bounced back quite strongly. In some cases, schemes are trading at the same or even higher sales densities than previous years and, in many cases, better than pre-pandemic, 2019 levels. There has clearly been a lot of pent-up demand for shopping given the previous months of lockdowns as people have missed the interaction and experience of physical shopping. The spend per visitor has increased significantly, which has fueled increased sales densities. In addition to the desire to return to physical shopping, people also feel safer within the outlet environment.

In most cases, outlets are open air with surface car parking, which is deemed to be safer. Most outlet operators have



**Giles Membrey**  
Managing Director of  
Rioja Estates Ltd

also incorporated a series of actions to ensure a safer shopping environment, which is easier to do at large open-air centers. People still prefer to shop physically, but while product and price used to be the most important criteria, safety has now become paramount. Being quite management-intensive by nature, outlets are agile, and centers have been able to adapt quickly to new working models, under the advice of governments and the WHO, to create “safer shopping environments”. Many operators now offer a queue management mobile app, such as “By appointment”, to enable customers to book times at participating stores and join real time virtual queues via their smartphones. Other operators have also introduced apps such as “Mapped in” to enhance in-center navigation and other online initiatives aimed at improving the visitor experience and capturing shopper feedback.

The pandemic has resulted in the expansion of omni-channel integration to increase convenience and allow more planning of visits to centers. Some outlet operators have even implemented a virtual shopping service across their portfolios, which allows customers to contact the brand stores at the centers directly via an online sales platform,







thereby enabling visitors to the outlet’s branded website to shop online, explore goods, and book times for shop visits or centralized collections.

Outlet shopping also has a built-in leisure element, thereby rendering a visit to an outlet an experience in itself. They are also ideal places to spend a day out with one’s family or group of friends. After long periods of lockdown, people are now craving those sorts of experiences.

Finally, tourism, particularly international tourism, has traditionally been a very important part of the outlet visitor market; as such, recent travel restrictions have heavily impacted international tourism visits. In Europe, it is no surprise

that those schemes that primarily relied on overseas or cross-border visitors have taken much longer to recover compared to those centers that are located in areas with high population densities and are less dependable on international tourism. However, operators at such outlets have had some success adjusting their marketing strategies to more local and regional catchments as well as capturing the huge increases in domestic tourism that have resulted from the recent rise in “staycations”.

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# TECHNOLOGY IS THE FUTURE FOR OUTLET CENTERS

BY DAVID FULLER-WATTS, IMAGE: TOOLBOX GROUP



Europe's luxury outlet centers, including Bicester Village, will be among the biggest beneficiaries. Before the pandemic, the UK's Bicester Village, located near Oxford, received around 7 million visitors a year—a third of whom were from overseas. Incredibly, in 2015 80% of Chinese visitors to London also made the journey to Bicester Village, underlining the allure of luxury designer brands at discounted prices. But simply offering luxury brands at discounted prices is not enough to attract visitors from all over the world. Destinations must also create a world-class shopping experience which blends the physical and the digital.

*“As travel restrictions are eased over the coming months we will see the full return of tourist travel, which is good news for luxury retail destinations across the UK and Europe.”*

When we launched Mallcomm in 2014 it was primarily used to connect landlords and tenants and enable them to collaborate in real-time to drive operational efficiencies. Today, there is much more emphasis on how digital tools can enhance the visitor experience and create places that blur the line between online and physical retail.

First and foremost, a visitor's experience must be as frictionless as possible. Retail places must be easy to access, queues and congestion must be managed, and basic amenities must be readily available. One benefit of having an app or online platform for visitors is that they can be informed in real-time of any queues or congestion, so they can plan their



**David Fuller-Watts**

*Managing Director at Mallcomm, the tech platform owned by proptech company Toolbox Group.*

day accordingly. Post-pandemic this type of instant communication is even more important in ensuring visitors understand any social distancing guidelines or other precautions that may be in place, so they can be prepared.

At leading retail destinations there is also a move towards a digital concierge offer—allowing visitors to access luxury services such as valet parking, order food and beverages, access special offers and purchase bus and rail tickets. This level of service, akin to a five-star hotel, means shoppers can access all the information and services they need via an app—and crucially, can use it to plan their next visit. Digitizing the concierge service also reduces the need for help desks in centers, creating space that can be commercialized by retailers or other partners or utilized as public seating or meeting space.

The return of tourists will be a huge boost for the leading outlet centers, and it will be vital that centers deliver a best-in-class experience that keeps them coming back.

[Click here for web view](#)







# OUTLET RETAILING'S STRONG EMERGE

BY BRENDON O'REILLY, IMAGE: FASHION HOUSE GROUP



The impacts of the Covid-19 pandemic on retail markets worldwide have been well documented. Retailers have been forced into accelerating e-commerce strategies while managing the logistics of Covid-19-safe shopping in-store. However, while many segments of the retail market are still grappling with how to operate in a post-Covid-19 world, the outlook for outlet retailing is positive.

*“Outlets benefit due to their out-of-town locations. As a consumer, you are able to park outside and quickly walk to your store of choice in a relaxed, open environment.”*

Over the past year, consumer shopping patterns have witnessed many changes. In a pandemic-impacted world, the customer either wants their apparel delivered or they want to visit the store in person. In the short-term, that is not good news for city center shopping centers, which struggle to meet social distancing requirements. Outlets, however, benefit due to their out-of-town locations. As a consumer, you are able to park outside and quickly walk to your store of choice in a relaxed, open environment.

Brand and value have always been the major selling points for outlet retailing, but those benefits have been accentuated over the past year. As the world locked down, we all either decided to get fit and invest in our health at home, or we went the other way and over-indulged. Either way, the demand for suitable sporting equipment and apparel to either fuel those lifestyles or meet our changing body shapes resulted in a boom for leisure and sportswear. What exact-



**Brendon O'Reilly**  
Managing Director of Fashion House Group

ly are consumers looking for when shopping for such items? Brand and value are paramount, which leads them directly to outlet centers.

Changing consumer behavior is not the only thing that has reinforced a strong outlook for the outlet market. We are seeing huge demand from tenants for outlet space in Europe to help distribute and liquidate their stock. Outlet strategies are now an established part of distribution models for big clothing brands, acting as a safety net in mitigating the impacts of another crisis. However, the core benefit for these brands remains the ability to liquidate products efficiently and profitably—in an environment in which other brands are doing the same.

The other area in which we are witnessing an evolution in the big brand outlet model is the stock they choose to sell at outlets. Where formerly, brands would use outlets as destinations for old-season stock, we are now seeing





brands producing stock specifically for outlets as a way of introducing consumers to their brands at a lower price point.

Many advocates for online retailing will point to the massive growth in e-commerce numbers over the past year to suggest that physical retailing is on the wane. However, I do not buy into that philosophy one bit. First, we are already beginning to see governments worldwide starting to clamp down on online retailers through the introduction of measures, such as the big tech tax. Second, the convenience of online retailing and, in particular, fast fashion online, is leading to a huge, impending environmental disas-

ter as people order increasing volumes of clothes only to be returned and sent to waste. Therefore, I am confident that the real-world benefit of outlet retailing will always have a key role to play in a brand's distribution strategy.

That is not to say that we cannot and should not keep looking to improve the outlet experience for consumers by, for example, adopting new technologies, such as Click & Collect. However, our focus in outlet retailing should always remain true to brand and value. That is what consumers want, and that is what we are best placed to provide.

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# GROUNDBREAKING CEREMONY AT TBILISI OUTLET VILLAGE IN GEORGIA

Opening of the first outlet at the crossroads of East and West on track for Autumn 2022, recently celebrating the official groundbreaking ceremony, hosted by the Government of Georgia in the presence of Prime Minister Irakli Garibashvili.



IMAGE: TORG EUROPE



On September 9, 2021, work has begun onsite at Tbilisi Outlet Village, a 20,000 sq m GLA development just outside the capital of Georgia. As the very first outlet in the region, it is developed by Georgian Outlets & Resort Group (GORG) in close collaboration with TORG International. The opening of Phase 1, consisting of 12,500 sq m and 70 units, is well on track for autumn 2022. Tbilisi Outlet Village, a destination that is projected to create up to 2,000 full- and part-time jobs upon completion, will be a major contribution to the local economy and engaging many local parties well before opening.

It is expected to attract more than 7 million visitors in its first three years alone including a significant number of cross-border travelers from Azerbaijan, Armenia, Russia and Turkey. The outlet's location is particularly convenient – just 30 minutes south east of the capital and directly on the busy E60 motorway. It benefits from a strong catchment area made up of Tbilisi's 1.4 million resident population. Financed by the Domus Group with the support of TBC Bank, one of Georgia's leading banks, it is a strategically important project for Georgia's national economy, especially in the post-pandemic period.





Guram Tsanava, Founding Partner of GORG, said: “We are proud to be building what will be the very first outlet village in this region. It is an initiative that we have been working on for 5 years and its implementation would not have been possible without the active support of the Government of Georgia and TORG International, for which we are grateful. It is also the result of a close collaboration between L35 – one of Europe’s leading architectural firms who designed outlets like La Roca and Las Rozas in Spain – and our local construction team, the Domus Group.”

### **BOOSTING TOURISM, PRESERVING CULTURE**

Tbilisi Outlet Village will play an important role in the growth of Georgian tourism offering a world-class shopping experience to international visitors attracted by the culture, history, cuisine or wine, thus extending their stay in Georgia and increasing tourist expenses.

Barbara Horatz, Partner at TORG, added: “The outlet sector has proven to be resilient, both before and coming out of the pandemic. As we have observed over the years – outlets do good in good times and even better in bad times.

Tbilisi Outlet Village will not only create a memorable, but also a safe shopping experience with its open-air design and feel-good atmosphere. We are proud to be 50% signed at this point, including a host of high-end, international brands. This is confirming the reputation of Tbilisi as the fashion capital of Eastern Europe and one of the top emerging countries.”

Tbilisi Outlet Village will bring together a variety of international and Georgian brands across a total of 110 carefully curated stores, representing 20,000 sq m of GLA, built in 2 phases. The architects, Barcelona-based L35, have designed the outlet center as a fusion between tradition and modernity, reinterpreting the city’s historical facades and courtyards whilst bringing in iconic, contemporary shopfronts. A strong gastronomic offer will be of particular focus given the country’s food culture and its 8000-year-old history in winemaking.

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# THE STYLE OUTLETS PARTICIPATES IN MILAN'S ART EVENT "WEPLANET – 100 GLOBES FOR A SUSTAINABLE FUTURE"

One of the two large 'globe-mailbox' created exclusively for Vicolungo and Castel Guelfo The Style Outlets, is now on display until 7 November in the famous Milan's Piazza Duomo, after being exhibited for 4 months at the outlet centres.



IMAGE: WEPLANET



The art work, commissioned to the Turin artist Nicolò Canova, who has always been sensitive to issues of respect for the environment and sustainability, was finalised and installed in both The Style Outlets centres last April, in the context of the International Earth Day. Entitled "Our future in our hands", the work aims to raise awareness on the need to contribute to a sustainable planet. The planet Earth is shown partially covered by a grey veil, representing all the pollution, but the veil is torn away by a hand, symbolising the hand of each person. And underneath the grey, a lively planet earth appears, still full of life and

colour. Moreover, the globe has been transformed into a large letterbox, ready to receive input and, above all, visions and advice for a better future, under the claim of respect and sustainability.

The WePlanet Association's project "100 globi per un futuro sostenibile" (100 globes for a sustainable future) is an open-air exhibition of 100 globes – created by 100 artists – installed in the main streets and squares of Milan, supported by local companies and foundations and sponsored by the City of Milan, the Lombardy Region and the Envi-





Environment Ministry. This extensive art event aims to raise awareness on sustainable development issues, including the importance of sustaining Life on land and under water, the migration of people, clean and accessible energy, “zero hunger” and the circular economy. All these objectives were set in the UN 2030 Agenda.

The 100 Globes, once the event is over, will be part of a charity auction organized by Sotheby’s. The proceeds will be donated to Forestami, the Association “Parco Segantini ONLUS”, Niguarda Hospital, the “Umberto Veronesi”

Foundation and the “Arca Foundation ONLUS” which works in the interests of the poor in areas of assistance and integration.

Finally, the other globe, twin to the one installed in Piazza Duomo, will remain at Vicolungo The Style Outlets.

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# DESIGNER OUTLET WARSAWA WINS PRIME PROPERTY PRIZE 2021

Designer Outlet Warszawa has been awarded the Prime Property Prize 2021 in the category of Commercial Property Market's Investment of the Year.



At the centre: Marek Berer, Senior Asset Manager CEE of DWS Group, giving a speech after accepting the Prime Property Prize 2021 on behalf of Designer Outlet Warszawa.



Designer Outlet Warszawa was one of the winners at the Prime Property Prize 2021 gala held on September 2, 2021. Marek Berer, Senior Asset Manager CEE of DWS Group, accepted the award for Commercial Property Market's Investment of the Year, and was accompanied at the event by other representatives of the investment group DWS and the center management company ROS Retail Outlet Shopping. Further common projects in Poland include Designer Outlet Gdańsk and Designer Outlet Sosnowiec.

The category award for Commercial Property Market's Investment of the Year is granted to newly built or expanded shopping centres in the last 12 months, based on sev-

eral criteria such as project quality, investment completion time, the commercialisation process, cutting-edge solutions and architecture, as well as the project's impact on the environment and the local economy.

In May 2021, Designer Outlet Warszawa officially inaugurated its new extension with additional 5,500 sqm and more than 25 new stores, thus strengthening its pole position in Poland. A newly designed food court and further 500 parking spaces in the new multi-storey car park with





direct access to the shopping aisles also provided customers with convenient shopping.

Designer Outlet Warszawa is today Poland's flagship outlet destination and hosts more than 130 designer, fashion & lifestyle brands, with a unique variety of international premium names, like Armani, Boss, Lacoste, Marc O'Polo, MaxMara, Swarovski, Tous and many more.

"I believe we have created a distinctive shopping destination that is appreciated by customers due to the unique tenant mix. We have many brands that are not available in outlet format in any other centre, while those wishing to expand their offer opened their largest outlet stores in Po-

land at Designer Outlet Warszawa. All this proves that the investment in our expansion fully meets the demand of our customers," says Katarzyna Ciemińska, Centre Manager at Designer Outlet Warszawa.

This was the 10th jubilee edition of the Prime Property Prize contest, which each year selects companies and projects with the greatest impact on developments in the commercial property market, as well as individuals whose spectacular actions have played a crucial role in the development of the entire industry.

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# VIA OUTLETS PIONEERS SUSTAINABLE RE.LOVE POP-UP INITIATIVE

VIA Outlets announces the launch of its new, sustainable pop-up initiative to be called the ‘Re.Love’ pop-up store. The concept is part of VIA Outlets’ wider strategy with the ambition to go “Beyond Sustainable” and create an even more positive and regenerative approach to outlet shopping. It will be the first ever pop-up store from VIA Outlets offering sustainable collections and initiatives from existing brands and new brand partners.



IMAGE: VIA OUTLETS



The first store opened in Freeport Lisboa Fashion Outlet held on September 2, 2021, with the second opening in Batavia Stad Amsterdam Fashion Outlet mid-October – with each store open for three months.

The Re.Love launch is part of VIA Outlets’ overall mission to redefine outlet shopping, in particular providing their guests with a more sustainable and premium shopping experience. The store is launched in a bold move to promote

existing and new VIA Outlets brand partners’ sustainability efforts, making them more visible to consumers whilst raising awareness and informing visitors about the company’s wider sustainable initiatives and the many ways in which they can contribute to a more sustainable future for fashion. The Re.Love store will host sustainable collections from brands such as Karl Lagerfeld, Desigual, United Colors of Benetton, Hugo Boss, Bottletop, LoveBrand, Osklen, Pepe Jeans, Tommy Hilfiger, Not-Yet-Famous, A-line, WeTh-





eKnot, Foursoul, and many others. Guests will also have the opportunity to rent/buy from luxury 2nd hand brand Trend Circle, selling brands such as Prada, Chanel, Balenciaga, Gucci and Dolce & Gabbana.

Geert Paemen, Group Sustainability Director at VIA Outlets, commented: “We are delighted to pioneer this new sustainability initiative, which complements the ambitious environmental targets we have set for our centres and highlights the important efforts being made by our brand partners in this field. As part of the Re.Love launch, we also ignite a new partnership with Zero Desperdicio – which has developed a textile waste tracking platform to help fight consumer waste – in Portugal, closing the loop on a more sustainable future for fashion and our role in it. In the Re.Love pop-up store they will weigh all clothing donations from our guests and inform them about their positive contribution to the planet.”

Jon Lee, COO of British luxury sustainable fashion brand Bottletop, believes in the power of sustainable design to positively impact communities and engage people in the development topics that are critical to the future of our planet. He says: “Our vision is partly the reason why we are so

delighted to partner with VIA Outlets in their Re.Love project, showcasing a vision of a sustainable future for fashion.”

Adrián Branco, CSR & Sustainability Coordinator at Desigual, is also involved and added: “Sustainability is no longer an option for companies, but an obligation. Consumers demand action and results and we must be prepared to respond to their demands. With this view, it is important for us to support our partners in the actions they lead in favor of sustainability and that is why we were especially keen to join the Re.Love initiative with VIA Outlets.”

Martino Boselli, Worldwide Commercial and Sales Director at United Colors of Benetton, commented: “Sustainability is an identifying characteristic of our company which, from the very beginning, has been committed to being globally responsible from a social, environmental and economic point of view. Our journey along this path is ever more earnest and concrete, and is increasingly focused on retail. After the totally sustainable store opened in Florence in March this year, we are proud to continue this journey abroad through Re.Love, a project focused on responsible consumption and on the priorities of today’s consumers, who are increasingly environmentally aware.”

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# METZINGEN ADDS 50s ELEGANCE TO THEIR GASTRO LANDSCAPE

The Outlet City in Metzingen in the German state of Baden-Württemberg has added another attraction: the L'Osteria restaurant at the Enzian Höfe. In its role as the general contractor, umdasch The Store Makers led the project through the turbulent period of the pandemic, thereby allowing the restaurateurs to focus on their favorite task – providing hospitality.



IMAGE: UMDASCH THE STORE MAKERS

*L'Osteria Metzingen evokes a sense of a past era with its 50s and 60s chic design.*



As the old adage goes: “Man lives for fewer than a hundred years, but worries about a thousand.” That is all the more applicable when there are several dozen openings to be carried out in a year and one often does not know whether one is coming or going. FR L'Osteria SE brought umdasch on board to help with this very challenge. The Store Makers took over responsibility for all the construction work, which enabled the gastronomy brand to – concentrate on its favorite task – providing hospitality. They were able to do what they like doing most – developing new lo-

cations. This time, the place of focus was Metzingen, in the German state of Baden-Württemberg, at the former Enzian Soap Factory, now known as Enzian Höfe.

Even during normal times, general contracting is considered challenging, because it involves taking over complex







construction tasks on behalf of the client and coordinating and supervising all the trades involved. During the pandemic, such all-round service has become a major challenge, and proximity to the client, short distances, and perfect timing have become crucial. However, even the associated consequences of the coronavirus failed to cause the trades to operate out of sync; the targeted opening date of early December 2020 would have been achievable if politicians had not put the brakes on the project. As a result, L'Osteria Metzingen opened its doors in June 2021, becoming the 135th location for the gastronomy brand, which is also personally run.

### THE DETAILS MATTER

The cooperation was correspondingly intensive. As is befitting of a true L'Osteria, the expansion work was also tackled vigorously – whether it was the major issues for the technical building equipment that were planned, the color scheme, or which radiators were to be used in the 250-square-meter interior. Despite individual solutions and plan adjustments in the course of the process, the experienced professionals of the umdasch General Contracting team used their project management skills to oversee the execution of the construction processes. In doing so, they kept the quality at a high level. With respect to the lighting, for example: “Everything can now be individually illuminated or dimmed,” explains Marco Gössling, Managing Director of umdasch General Contracting, “even the extractor hood in the kitchen.” Gössling went on to report that no manufacturer on the market had anything comparable in its product range. In the end, all challenges were overcome and the one or two extra additional loops were worth it.

“Our cooperation was carried out in a true spirit of partnership. We discussed everything very openly and, when necessary, spoke on the telephone instead of writing long e-mails,” explained Frank Föll, who provided project support for umdasch from the outset in his role as Business Development Manager. “I have never been to a single L'Osteria in which I did not feel at home.” Metzingen is no exception: It features a long expanse of transom windows, open ceiling construction with concrete supports, convincing in their original charm, a high ceiling with loft-like dimensions, fair-faced concrete on all sides, and, of course, the famous subway tiles as well as the essential bentwood furniture and brass mountings. Those who experience a sense of a past era, which is created by the 1950s and 1960s chic design of the bar, will surely find themselves marveling at the richly decorated ceiling elements, reminiscent of times gone by.

### THE FOUNDER'S SIGNATURE

In terms of design, L'Osteria showcases its customary love of detail. Design is, after all, a priority for the boss in Upper Franconia, and, as such, the latest branch, which boasts an additional 280-square-meter roof terrace restaurant, bears the signature of L'Osteria's founder, restaurateur Friedemann Findeis. In addition, the Store Makers at umdasch have once again proven that life really can be a bowl of cherries – even if the customer journey involves surpassing one's own limits, like an over-sized pizza that exceeds the size of one's plate, which is the USP of every L'Osteria. The same is true for the Outlet City Metzingen: You can eat as much as you want, but you will never be able to see everything that you want to see.

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# HINES TRIUMPHS AT THE MAPIC AWARDS 2021 IN RUSSIA

Outlet Village Belaya recognized as the Best Outlet Center for 2021.



IMAGE: HINES



Hines, the international real estate firm, announced that three retail projects were nominated as finalists in the Best Outlet Center category at the MAPIC Awards 2021 in Russia, managed by the International Development Company. Outlet Village Belaya Dacha was awarded the Best Outlet Center.

Outlet Village Belaya Dacha, unique in format and architecture, opened in 2012 and became the first outlet center in Russia and one of the largest outlets in Europe with a total leased area of over 34,000 square meters with permanent discounts from 30% up to 80%.

Today, the outlet has more than 180 single and multi-brand stores such as TSUM Outlet, Bosco Outlet, Sandro, Maje, Montblanc, Boss, Tommy Hilfiger, Michael Kors, Furla, Calvin Klein, 12Storeez, Sandro, New Balance, Hugo Boss, Pinko, Patrizia Pepe and many others.

In the first half of 2021, a large-scale relocation and renovation of Nike and Puma boutiques (with a total area of about 1,500 square meters) took place in a new concept, first Russian outlet boutique Polo Ralph Lauren opening, as well as the famous brands Liu Jo, Dirk Bikkimbergs, Helly Hansen and the Pizza22cm gastronomy project openings. The Tommy Hilfiger boutique will open in a new format soon.





“Despite a number of adjustments made by the pandemic sales of Outlet Village Belaya Dacha in 2021 increased by 7% compared to 2019, and the attendance remained at the level of 2019,” commented Antoni Gascon, Retail Director at Hines.

Outlet Village Belaya Dacha was designed to mirror a small European town style. All stores are located in detached buildings on small narrow streets. In addition, monthly promotions in the shopping center make shopping truly bargain and attractive.

The outlet provides numerous cafes, restaurants with summer verandas and playgrounds, as well as convenient transport from the Kotelniki metro station.

In October 2018, the shopping center passed BREEAM In-Use certification and became the first shopping center in Russia to receive an Excellent rating in two categories Asset and Building management.

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# VIA OUTLETS ENHANCES RETAIL OPERATIONS WITH YARDI TECHNOLOGY

VIA Outlets has chosen Yardi® technology to support growth across its Pan-European portfolio.



IMAGE: VIA OUTLETS



VIA Outlets offer a mix of premium international and local fashion brands in 11 different locations across Europe. Providing experience-led, beautifully local shopping to its guests, VIA Outlets elevates its centres with its 3 R's strategy of remodelling, remerchandising and remarketing. The company is set to see that portfolio grow significantly with further planned developments and potential acquisitions.

VIA Outlets will be implementing Yardi's cloud-based and fully connected technology platform including: Yardi® Voyager to centralise property management and accounting; Yardi® Investment Accounting for accurate and fast investor reporting; Yardi® Construction Manager to support its

construction projects in the aggressive growth strategy; Yardi® Lease Manager to measure tenant performance; Yardi® Retail Manager to automate key retail metrics and leasing activities; CommercialCafe® to communicate with retailers; Yardi® Forecast Manager to create faster, more accurate budgeting and rolling forecasts and Yardi® Procure to Pay for paperless procurement.

The platform will drive operational consolidation, including the amalgamation of 10+ existing technology systems. Yardi's offering will enhance collaboration between teams whilst helping integrate business information with retail trading data and communications between 1,200 retail partners and the VIA Outlets team.







“Consolidating our technology platform will further streamline operations as we look towards further growth,” said Peter Stals, chief financial officer at VIA Outlets. “In today’s dynamic retail environment, it’s vital we have access to data that is fully integrated across functions, including the daily sales data we collect from our brand partners. As well

as driving performance, this enables better communication with our brands and ultimately delivers an enhanced experience for our guests.”

“We’re excited that VIA Outlets chose to manage its portfolio on Yardi and support its growth strategy by providing transparency, accuracy in reporting and the ability to achieve closer integration of daily retail statistics,” said Neal Gemassmer, vice president of international for Yardi.

### **ABOUT VIA OUTLETS**

VIA Outlets was founded in 2014. It is owned by Dutch pension fund asset manager APG. It owns a portfolio of 11 premium fashion outlets across Europe, offering over 1,100 stores across 267,000 sq. m. GLA across nine European countries. For more information visit [viaoutlets.com](http://viaoutlets.com).

### **ABOUT YARDI**

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# NEWS FROM DESIGNER OUTLET HAUTMONT

The two-phase project in the north of France will cover a GLA of 20,000 sq m and will feature 120 fashion and lifestyle brands as well as leisure facilities, food offers, and other customer services. ROS Retail Outlet Shopping has been appointed as the management company for the designer outlet, whose foundation stone was laid not long ago.



IMAGE: ROS

*The outlet village represents an investment of 80 million euros and will create 450 jobs.*



On June 30, 2021, an important step in the development of Designer Outlet Hautmont was taken. Jean-Michel Pacaud, Chairman of JMP Expansion SA and Stephane Wilmotte, Mayor of Hautmont, laid the foundation stone for the project, which is set to become the new up-and-coming Franco-Belgian “village de marques” in the north of France, right in the heart of a vast green leisure zone.

The groundbreaking ceremony officially kicked off the 18-month construction project with the development of the first phase of the village, which will cover a GLA of 20,000

sq m. The future Designer Outlet Hautmont will be home to 120 fashion and lifestyle brands that offer 30-70% discounts year-round, restaurants and cafés, four hectares of leisure and nature activities, sound and light shows, a dedicated e-commerce platform, and much more. The Outlet Village will be managed by ROS Retail Outlet Shopping, one of the leading outlet operators in Europe, which manages 10 outlet shopping destinations in seven EU countries. Phase I is scheduled to open by the end of 2022.





## CATCHMENT AREA BETWEEN FRANCE AND BELGIUM

Located just 15 minutes from the Belgian border, its strategic location makes Designer Outlet Hautmont an attractive cross-border shopping destination. Due to the fact that it is situated right between Lille, Saint-Quentin, Charleroi and Brussels, the outlet village has a total catchment of more than nine million inhabitants within a 90-minute drive, 61% of whom are Belgians with strong purchasing power.

The future Designer Outlet Hautmont represents an investment of 80 million euros and will create 450 jobs in the heart of northern France. Designed by the ROL architectural firm of Jérôme and Elodie Rol and the urban and landscape planner Résonance, led by Aurélien Adam, the “village de marques” is seeking BREEAM certification for sustainable buildings and design as part of its commitment to environmental responsibility.

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# ... to inner-city shopping star

Welas Park, Wels, Austria

Fünf Höfe, Munich, Germany



# REALM ANNOUNCES FLURRY OF INTERNATIONAL BRANDS SET TO JOIN LIVINGSTON DESIGNER OUTLET IN SCOTLAND

Specialist asset manager, Realm, has exchanged with three new global brands opening at Scotland’s largest outlet centre, Livingston Designer Outlet. The deals, totalling 563 sq m, include PUMA, Samsonite and Police and reflect the centre’s strong trading period during Q2 2021 following the reopening of non-essential retail in April.



Trading at the centre has significantly increased in comparison with 2019, with total sales up by £2.6 million for 2021 and specific categories flourishing, such as home-ware increasing by 59% and sportswear by 36%.

Christine Grace, Leasing Director, Realm, said: “Realm-managed outlets in the UK have experienced a significant and rapid bounce-back following the reopening of non-essential retail in both 2020 and 2021, and these lettings reflect this success. We have seen growth in sales across many categories, especially as we see social events opening up, consequently having a positive impact on sales in fashion and outdoor areas in particular. Realm continues to proactively find opportunities for retailers in the outlet sector, notably with our recent appointment on Cotswolds Designer Outlet.”

Ben Hughes, General Manager, PUMA UKI, said: “We are very excited to be entering the outlet market for the first time at Scotland’s largest scheme. The outlet model has



IMAGE: REALM

seen great success of late and we know this will build upon our already thriving business whilst providing a new retail experience for our customers in Scotland.”

Realm-managed outlets have shown significant resilience in the pandemic, especially when compared to full price retail centres, and these lettings further demonstrate the opportunity retailers see in the outlet market.

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# ASHFORD DESIGNER OUTLET EXTENSION SHORTLISTED FOR 2021 WAN AWARD

The WAN (World Architecture News) Awards, now in their 13th year, bring together senior and influential industry professionals to recognise and celebrate excellence in architecture across the globe. Due to the ongoing COVID-19 situation, this year’s awards ceremony will take place online on 17-18 November.



IMAGE: CHAPMAN TAYLOR



The Ashford Designer Outlet extension, designed by Chapman Taylor’s London studio alongside Applied Landscape Design and delivered by the Bristol studio in conjunction with Main Contractor McLaren, adds 46 retail, leisure and F&B units to the 80 already operating, as well as a new events space and a children’s play area. The canopy roof on the existing building was modified to tie the new area in visually.

A net 324 extra parking spaces have been created to serve the development, while links to Ashford town centre are being improved to facilitate the whole scheme. The shell & core design and delivery for the extension has achieved BREEM Very Good certification for sustainability, while there is also a large and attractive public realm element to the scheme, designed by Applied Landscape Design.

Reflecting Kent’s status as “the Garden of England”, the living green wall of tens of thousands of vertically stacked plants which clads the centre is the largest living wall in Europe – greeting affluent long-haul tourists from Europe and beyond as well as day-out shoppers.

The extension project was conceived by McArthurGlen as an opportunity to revamp the whole retail experience and to create a flagship designer outlet centre for the UK.

The Ashford Designer Outlet extension was previously “Highly Commended” in the “International Shopping Centre & Outlet Centre Renovation” category at the 2020 Global RLI Awards.

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# I'M A CELEBRITY... JUNGLE CHALLENGE OPENS TO THRILL-SEEKERS AT QUAYSIDE MEDIACITYUK IN MANCHESTER

The new ITV leisure attraction, the “I’m A Celebrity... Jungle Challenge” has opened at Quayside MediaCityUK. The 2,500 sq m indoor entertainment venue gives fans of the UK's ITV hit TV series, “I’m a Celebrity... Get Me Out of Here” the chance to navigate a series of fun-filled physical challenges as they race against the clock in a bid to collect stars and be crowned King or Queen of the Jungle.



The first of its kind, this immersive “big brand” attraction is set to change the dynamics of the centre. Chapman Taylor Associate Director Paul Graham, from our Manchester studio, summarises how this leisure attraction came about and explains how Chapman Taylor worked closely with specialist creative design agency Scruffy Dog Ltd to deliver this eagerly anticipated leisure concept, helping to consolidate Quayside MediaCityUK’s position as the social heart of MediaCityUK.



IMAGE: CHAPMAN TAYLOR

## THE CHALLENGE TO PHYSICAL RETAIL

Retail developments across the country are having to adapt to a sector now dominated by internet shopping. The pandemic has accelerated structural changes to the retail sector, in particular the demand for an “experiential high street presence”, the nature of lease agreements and the reduced amount of floorspace tenants require.

The past few years have seen unprecedented numbers of established retailers fall away from the high street, leaving behind vast amounts of unoccupied commercial space. Landlords have had to respond to this rapid change and look for new ways to retain footfall and reenergise their assets.

## THE LIFESTYLE OUTLETS RESPONSE

Chapman Taylor has been working with Lifestyle Outlets, part of Peel Land & Property, at Quayside MediaCityUK (for-

merly The Lowry Outlet) since it purchased the development from Emerson Group in 2012. Originally built as an outlet mall, retail units are configured on two principal levels, with an undercroft car park and adjoining multi-storey car park. The centre was anchored by a 4,645 sq m Vue multiplex cinema, a Virgin Active health club, a large food court and 60 retail units of varying sizes.

Quayside is well located adjacent to the Lowry theatre at the heart of MediaCityUK, with all its associated cultural and tourist destinations, historic waterfront setting, rapidly growing residential population and curated events programme throughout the year, helping to retain customer footfall.





To stay ahead of the challenges faced by physical retail and to respond to the growing need for customer experience and changes in space requirements, Lifestyle Outlets asked Chapman Taylor to help them identify new opportunities to evolve the 1990s outlet centre, repurposing unused space with exciting new leisure and entertainment offers to ensure that Quayside MediaCityUK retains its place as the social heart of the MediaCityUK estate for many years to come.

## REPURPOSING UNUSED SPACE

In 2018, Vue were planning to refurbish their existing multiplex and were in discussion with Lifestyle Outlets about reducing their demise. At the time, Vue were starting to roll out their new brand identity and upgrade their existing developments with the latest 4D technology. The original cinema had a seating capacity of 1,780 (one of the largest in the UK) and accommodated nine auditoriums, configured along the southern edge of the building at first floor level. Working with Lifestyle Outlets and Vue, Chapman Taylor looked at options to compress the cinema footprint and repurpose the surrendered space for alternative leisure uses.

At the same time, we also created options to repurpose the vacant retail units below the cinema at ground floor I to open up and reenergise the southern edge of the building, which occupies the best waterfront in Manchester. A range of flexible food and beverage offers will be introduced along the southern waterfront, with views across the widest section of the Manchester Ship Canal. A new, double-height entrance and a proposed connection to the Millennium Bridge will help reactivate the previously neglected southern waterside of the building.

The space surrendered by Vue, has been reconfigured to create a new link to the waterfront, as well as to the cinema and the new, 12m-high “leisure box” at first floor level.

## COLLABORATING WITH ITV ON AN EXCITING NEW LEISURE DESTINATION

Lifestyle Outlets engaged in early discussions with ITV regarding potential new leisure opportunities for the space. Already based in MediaCityUK, ITV was keen to add to its

existing portfolio of live events, building on the success of “Coronation Street: The Tour” and “The Emmerdale Village Tour”.

Chapman Taylor worked closely with ITV and its leisure specialist creative designers, Scruffy Dog Creative Group, to explore potential uses for the new leisure space and to explore the technical constraints and opportunities presented by the shell unit. Scruffy Dog offers a turn-key service for projects such as this, delivering the theming, props and tailored elements for clients worldwide.

A bespoke space has been created, tailored to suit ITV’s requirements for their first “I’m a Celebrity .... Jungle Challenge” leisure attraction, which includes large installations (such as helicopters!).

Demolition works to repurpose the former cinema space, including the removal of the cinema auditoriums and stadia seating, were completed in December 2019. The associated works to form the new Watergardens link mall were completed during the first COVID-19 lockdown, in April 2020.

## NEW ATTRACTIONS FOR A NEW GENERATION OF OUTLET CENTRE

The I’m a Celebrity space is billed as the ultimate jungle encounter, featuring Main Camp, the Throne and Winners Bridge. Campmates will be challenged to face their fears and collect stars to be crowned king or queen of the jungle. The space is configured into three zones: a gift shop/retail space fronting the mall, an attraction space filled with a series of physical challenges and an amenity space including guest party rooms. The existing mezzanine floor has been retained and is used as a launch zone for the indoor Skyrider attraction, as well as for a leap of faith and climbing walls. The attractions are designed to appeal to a range of age groups, including families with older children (minimum age 8), groups of friends, school groups and corporate event organisers.

The partnership of Lifestyle Outlets with ITV is an exciting development in their goal to create a new generation of



WATTS

WATTS



outlet centers by delivering innovative and unique leisure and shopping destinations with entertainment at their heart.

Chapman Taylor is designing the transformation of Quay-side MediaCityUK for Lifestyle Outlets to help consolidate the centre's social and economic success. We are delighted to see the "I'm a Celebrity... Jungle Challenge" take its

place alongside the rest of the diverse range of leisure and entertainment offers at MediaCityUK, which will help to evolve its vibrancy and relevance as a social hub for decades to come.

[Click here for web view](#) 



# NEWS FROM ADVANTAIL GROUP

Advantail continues its partnership with adidas and announced the opening of new stores at Usines Center (Val-d'Oise) and at Honfleur Normandy Outlet (Calvados).



IMAGE: THE ADVANTAIL GROUP | ADIDAS



The brand with the 3 stripes will offer products for women, men and children at both Usines Center (1,247m<sup>2</sup> surface area) and Honfleur Normandy Outlet (774m<sup>2</sup>). Its presence will also boost the sports offering at these two centers, already home to major brands including Nike, Quiksilver, O’Neill, Billabong and Volcom, all a big hit with consumers.

“We are absolutely delighted that adidas and the owners of these two outlet centers, AEW and Resolution Property, are

placing their trust in our brand. This exciting development has also been driven by the outstanding performance of the flagship store at Usine Roubaix, which opened in January 2020. These latest additions allow us to further expand our retail offering and continue to provide consumers with a wide range of sportswear items at extremely attractive prices. Adidas, one of the world’s leading consumer brands, is already found at Paddock Paris, Channel Outlet and Usine Roubaix”, underlines Franck Verschelle, CEO of the Advantail Group.

[Click here for web view](#)



# REALM APPOINTED TO HEAD UP THE LEASING FOR COTSWOLDS DESIGNER OUTLET

Realm is delighted to be working on this new scheme and will be actively marketing the opportunities throughout the Summer of 2021. Enabling works have already commenced with a target opening date of 2023.



IMAGE: REALM



Located on the edge of the Cotswolds and adjacent to junction 9 of the M5 and A46 trunk road, Cotswolds Designer Outlet is perfectly positioned as a new retail destination. 21 million cars pass junction 9 annually and 20,000 cars a day directly pass by the Centre on the A46.

Regency spa town Cheltenham is 20 minutes away, Bristol less than an hour and Birmingham just 60 minutes which gives this premium shopping village a resident catchment of almost 10 million within 90 minutes. The population within a 30-minute drive is particularly affluent and fast-growing.

The Cotswolds' villages and the area's historic and cultural attractions bring an estimated £3.6bn tourist spend to the region annually. Cotswolds Designer Outlet will provide the extended catchment with a brand-new outlet shopping ex-

perience with more than 90 stores across 18,116 sq m. to be opened in two phases. With architecture inspired by the region, the premium outlet village will include a strong food and beverage offer and will be neighboured by an impressive Dobbies. Works have already commenced on the 81,800 sq ft garden centre which will be the largest in the South West.

Leasing Director Christine Grace commented "This is a really exciting project to be working on and with the benefit of state of the art CGIs, video fly-thoughts and augmented reality tools we can really get a sense of how impressive this new destination will be. The potential of the location is stunning with an immediate catchment rich in opportunity coupled with one of the main travel and tourist arteries of the UK just a few hundred yards away.

[Click here for web view](#) 





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# ACROSS ADVISORY BOARD

The body's declared aim is to offer its expertise in topic formulation. It identifies the challenges the industry faces as well as the opportunities, emerging trends, etc. it sees. ACROSS's Advisory Board currently has 22 members. These are (in alphabetical order):



IMAGE: ATP

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Chairman of the Board at  
ATP architects engineers



IMAGE: CONIQ

**BEN CHESSER**  
Founder and CEO of Coniq



IMAGE: MULTI CORPORATION

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IMAGE: ECE

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**CHRIS IGWE**  
Global Retail Expert



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IMAGE: ROS

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Atrium is a leading owner, operator and redeveloper of shopping centres and retail real estate in Central Europe. Atrium specializes in locally dominant food, fashion and entertainment shopping centres in the best urban locations. Atrium owns 26 properties with a total gross leasable area of over 809,000 sqm and with a total market value of approximately €2.5 billion. These properties are located in Poland, the Czech Republic, Slovakia and Russia, and with the exception of one, are all managed by Atrium's internal team of retail real estate professionals. Atrium is listed on the Vienna Stock Exchange and Euronext Amsterdam under the ticker ATRS. In January 2020 Atrium announced a strategy to diversify its portfolio by investing in and managing residential for rent real estate, with a primary focus on Warsaw.

## christmasworld

**CHRISTMASWORLD**  
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Christmasworld – Seasonal Decoration at its best – is the leading international trade fair for festive decorations. Exhibitors from all over the world present the latest trends and products for all festive occasions of the year – including innovative concepts for decorating large spaces and outdoor areas, such as shopping centres – in Frankfurt am Main.



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Coniq is the Total Customer Engagement Company for growth minded shopping malls, outlets, and retail brands. Our platform, Coniq IQ, provides a faster, cheaper and simpler way to generate revenue by understanding, anticipating and engaging customers through unique and personalised experiences in real-time across multiple channels. The Coniq platform powers over £1 billion of sales annually for its customers, with more than 20 million consumers shopping at more than 1,800 brands in 24 countries worldwide.



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Designer Outlets Wolfsburg, one of the five largest outlet centers in Germany, provides an exceptional shopping experience with more than 90 brand-direct stores, including notable brands like A&F, Calvin Klein, Coach, Michael Kors, Nike, Polo Ralph Lauren, Tommy Hilfiger and several restaurant options.



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dfv Conference Group, the event arm of dfv Media Group, develops, organizes and produces executive-level conferences and conventions across a wide range of sectors and themes. As a relationship manager, it turns media and information into a hands-on experience fostering professional exchange and networking throughout the business community. The majority of the delegates attending its events come from senior management and other top-ranking corporate positions.



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ECE was founded in 1965 and is still owned by the Otto family. The company provides all services related to properties from one source. The assets under management currently amount to 32.3 billion euros. With 195 shopping centers under management and activities in 12 countries, ECE is the European market leader in the shopping center industry. Approximately 20,000 retail businesses generate an annual turnover of 22.3 billion euros on an overall sales area of 7 million square meters.





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EUROVEA mixed-use-development and is a part of the modern urban quarter in the vicinity of the historical center of Bratislava and represents an entirely unique and dynamic destination with riverside promenade. Eurovea broader patterns of living, working and shopping as it provides the sort of downtown, high street shopping experience which the city doesn't offer now.



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The German Council of Shopping Places, GCSP, represents the interests of over 770 member companies in the shopping center and commercial real estate industry, including operators and developers, trade representatives, service providers, consultants, investors, and other companies.



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HB Reavis is an international workspace provider with strong experience in retail projects. Over the years HB Reavis created a network of shopping centers in Slovakia and the Czech Republic that are top-ranking in their respective regions. In the minds of customers the Aupark brand is inseparably linked with quality shopping and active leisure. In 2020, HB Reavis will deliver the Nivy Station project in Bratislava. A mixed-use scheme combining a shopping center, an international bus station, and a modern urban marketplace where customers can buy fresh groceries and the finest domestic products, all topped by an accessible green roof. This project will become yet another vital addition to Nivy zone, an up and coming new district in the Slovak capital with a vibrant business ecosystem.



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iMallinvest Europe is an independent and dedicated retail asset management and investment advisory firm. The company advises institutional real estate investors and developers of modern shopping destinations in their acquisitions, complex asset restructuring projects and disposal programs. iMallinvest contributes independent expert views to investors' asset specific, strategic business planning. Its management is specialised in advising alongside variant forms of international real estate investment partnerships.

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IMMOFINANZ is a commercial real estate group whose activities are focused on the retail and office segments of seven core markets in Europe: Austria, Germany, Poland, Czech Republic, Slovakia, Hungary and Romania. The core business covers the management and development of properties, whereby the STOP SHOP (retail), VIVO! (retail) and myhive (office) brands represent strong focal points that stand for quality and service. The real estate portfolio has a value of approx. EUR 5.0 billion and covers more than 210 properties. IMMOFINANZ is listed on the stock exchanges in Vienna (leading ATX index) and Warsaw. Further information under: <http://www.immofinanz.com>

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Multi Corporation is a leading pan-European integrated service platform for retail real estate assets, managing about 100 retail assets for institutional investors across Europe and Turkey. We offer a full spectrum of services, including active asset management, shopping centre operations, redevelopment and refurbishment, leasing, legal and compliance. Our broad financial, commercial and technical expertise has enabled us to outperform the industry in terms of occupancy, net rental income and state-of-the-art shopping centre marketing over the past few years. Multi's in-house studio for master-planning and architecture, TDesign, uses their fundamental knowledge of shopping centre functionality to enhance the retail environments in our portfolio. In total, they welcome over 400 million customers annually, spending an estimated € 4 billion in over 6,000 stores, restaurants and leisure attractions. Multi's office network boasts a team of 650+ talented professionals in 14 countries: Belgium, Germany, Hungary, Ireland, Italy, Latvia, the Netherlands, Poland, Portugal, Slovakia, Spain, Ukraine, the United Kingdom and Turkey.



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Founded in 1969, NEINVER is a leading international property company specialized in managing the entire property cycle of its projects. With operations in France, Germany, Italy, Poland, Portugal, Spain, the Netherlands and the Czech Republic, NEINVER has bolstered its position in the European retail property sector, managing 25 centres, 613,000 sqm of GLA, 2,000 store locations and 1,000 of the finest brands. For more than 20 years, NEINVER's growth strategy has been based on specialisation in the outlet sector, through its brands The Style Outlets and FACTORY. It currently manages 18 centres with a total GLA of 368,700 sqm, and is the only outlet operator with an omnichannel strategy.



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Placewise is the global leader in shopping center property tech, serving more than 1,050 shopping centres, across 4 continents and 20 countries. Placewise has offices in Europe, the USA, and Asia and is backed by both venture and PE funds. We offer the only solution purpose-built for shopping centres to create long lasting digital relationships with shoppers - unlocking the power to monetize retail properties beyond the square meter.



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REBEC, acronym of Real Estate Belgrade Exhibition & Conference, is the indispensable specialized event dedicated to the subjects coming from developments of real estate ventures in the SEE region, premiered in 2008. From the last three Volumes, it has specialized separately and additionally for topics related to the development of the all nature of projects in retail industry. In addition to the conference program, it also includes a fair section, thus attracting all key players of the SEE region who come from the sphere of development & financing, design & construction, contracting & rental, property and asset management segments in the retail industry world.



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Redevco is an independent, pan-European real estate investment management company specialised in retail property. The 400 assets under management are spread across the strongest retail concentrations throughout Europe. Our highly-experienced professionals purchase, develop, let and manage properties, ensuring that the portfolios optimally reflect the needs of our clients. We believe in long term investments where quality and sustainability are key.



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Founded in 2004, the redos Group is one of the leading independent retail property specialists in Germany. The company provides comprehensive portfolio and real estate management services for institutional and semi-institutional investors through its business lines investment, asset management, fund management, redevelopment and advisory. As an investor and active asset manager, redos covers all risk classes, offers all types of investment vehicles and also designs its own funds for large-scale retail properties. The retail specialist currently manages 95 assets across Germany, which are worth 2,91 billion euros.



**ROS RETAIL OUTLET SHOPPING GMBH**  
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ROS Retail Outlet Shopping, headquartered in Vienna, with partnerships in Poland, Italy and France, is an independent retail real estate consulting and centre management company specialised in Designer Outlets and innovative shopping concepts across Europe. The founders Thomas Reichenauer and Gerhard Graf are both committed professionals with many years of experience and knowledge in the European outlet market as well as recognized personalities in the industry. The portfolio of ROS Retail Outlet Shopping includes Designer Outlet Soltau, City Outlet Geislingen, Brugnato 5Terre Outlet Village, Designer Outlet Warszawa, Designer Outlet Gdansk, Designer Outlet Sosnowiec, Premier Outlet Budapest, Designer Outlet Algarve, Designer Outlet Croatia, La Torre Outlet Zaragoza and further new developments in Europe.



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SES – No. 1 in Austria and Slovenia for large-scale shopping centers – is specialized in developing, constructing and managing first-class retail real estate at an international level. The company provides complete service from development to center management in Central, Southern and Eastern Europe. Shopping malls managed by SES are among the very best the industry has to offer.



**THE HAPPETITE**  
The Global event for multi-site restaurant operators. Close deals with the best international food retail concepts!  
Phone +33 1 79 71 90 00  
www.the-happetite.com

The Happetite (previously known as MAPIC FOOD) is the international event dedicated to multi-site restaurant operators looking to grow their business. This powerful business platform is the unique chance to find new international food retail concepts and meet restaurant industry decision makers! In 2020, the event will increase its international reach by welcoming a larger and broader range of international restaurant and dining operators. Key international restaurant chains & operators will exhibit to meet private equity firms and property players to grow their business. Some of them will showcase their concepts in the Tasting area! Held in Milan (Italy), this 2-day event brings together all the restaurant chains, restaurant operators, travel operators, franchise partners and restaurant industry suppliers to develop and create the food destinations of tomorrow.



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21Media has been a leading Marketing and Advertising agency for Shopping Centres for over 25 years. Its client list features some of the biggest names in European retail including Meadowhall, Glatt, ALEXA, CentrO, and Fünf Höfe. Full-service B2B and B2C support is provided at every stage of a mall's life cycle: from strategic positioning through to hands-on day-to-day Centre marketing. The company's reputation as B2B specialists is built on helping owners and operators market their properties with improved leasing tools, engineering a stronger tenant mix and growing a Centre's asset value. 21Media's achievements have been recognised by 15 ICSC European Marketing Awards including the Global ICSC "Best of The Best" Viva accolade.



**UMDASCH THE STORE MAKERS**  
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umdasch provides special retail solutions: rooted in craftsmanship, visionary in the digital, always with a human aim and a goal: to realise successful stores. The Store Makers from umdasch create extraordinary worlds of experience for demanding customers across Life-style Retail, Food Retail and Premium Retail. Digital Retail solutions included. General Contracting—the all-round, care-free package from umdasch—has developed strongly in recent years. With a top network of professional experts and prudent management skills, the Store Makers ensure all the trades, such as lighting, floors, fire protection and much more, work to schedule—We take care of everything.



**UNIBAIL-RODAMCO-WESTFIELD GERMANY GMBH**  
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Unibail-Rodamco-Westfield is the premier global developer and operator of flagship shopping destinations, with a portfolio valued at €65.0 Bn as at June 30, 2019, of which 86% in retail, 7% in offices, 5% in convention & exhibition venues and 2% in services. Currently, the Group owns and operates 92 shopping centres, including 55 flagships in the most dynamic cities in Europe and the United States. Its centres welcome 1.2 billion visits per year. Present on 2 continents and in 12 countries, Unibail-Rodamco-Westfield provides a unique platform for retailers and brand events, and offers an exceptional and constantly renewed experience for customers. With the support of its 3,700 professionals and an unparalleled track-record and know-how, Unibail-Rodamco-Westfield is ideally positioned to generate superior value and develop world-class projects. The Group has a development pipeline of €10.3 Bn. Unibail-Rodamco-Westfield distinguishes itself by its Better Places 2030 agenda, that sets its ambition to create better places that respect the highest environmental standards and contribute to better cities. Unibail-Rodamco-Westfield stapled shares are listed on Euronext Amsterdam and Euronext Paris (Euronext ticker: URW), with a secondary listing in Australia through Chess Depository Interests. The Group benefits from an A rating from Standard & Poor's and from an A2 rating from Moody's.



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Union Investment is a leading international investment company specializing in open ended real estate funds for private and institutional investors. Union Investment has assets under management of some €28.5 billion in ten real estate funds. Active in the property investment business for more than 50 years, Union Investment operates today in 24 countries around the world. In addition to office space and business parks, the Hamburg-based company is investing in business hotels, logistics properties and shopping centers. Union Investment entered the retail sector at an early stage, allowing the company to secure a strategic position in this growing area. The result is a high-quality portfolio presently comprising 46 shopping centers in Germany, Austria, Sweden, Belgium, France, Poland, Czech Republic, Italy, Spain and Turkey, with a current market value of some €7.4 billion.



**VIA OUTLETS**  
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The newest and fastest growing owner operator of outlet shopping destinations in Europe. VIA Outlets, a private equity fund, has been established in 2014 to acquire existing outlet centres across Europe, and, using the expertise of its operating partners, enhance their performance so as to provide strong investment returns for its shareholders. These returns will be achieved through creating shopping environments which will attract high quality domestic and international brands and their discerning customers. VIA Outlets has been structured to enable it react quickly to acquisition opportunities that may arise in the market. The pan-European portfolio of VIA Outlets comprises 11 centres in 9 European countries with a total GLA of about 259,000 sqm and over 850 stores under management.



**WESTGATE SHOPPING CITY & WESTGATE ZONE**  
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Westgate Shopping City is the largest shopping mall in Croatia and second largest mall in European Union with over 250.000 sqm of space. It is heart of Westgate Zone with additional 500.000 sqm fully infrastructurally equipped land plots around the mall available for various projects of retail, entertainment and tourism. Westgate is located centrally in north Croatian region on outskirts of Zagreb and in under 90 minutes of drive a dense region of Slovenia and Austria with a large catchment area of around 3.500.000 inhabitants. Closest catchment area of Westgate is north Croatia and Zagreb as capital and makes for 560.000 inhabitants in under 15 minutes to center and 1.3 mil. inhabitants in under 30 minutes of drive. Center has public transport access by bus and train. Regulation in Croatia allows working Sundays and flexible opening hours. As a family mall of Croatia, Westgate has the largest indoor kid's playground in Croatian spaced on over 4.000 sqm and gives various entertainment and gastronomical offer as well as unique museum of old timer vehicles what makes it an in destination.



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Technology provider Yardi is committed to the design, development and support of investment, asset, and property management solutions to help companies drive success in today's real estate market. Yardi presents a complete set of connected real estate solutions designed to help you manage every role and every aspect of your real estate business from any internet browser and any device. Serving clients in over 80 countries across the world, and supporting 12 million residential units, 12 billion commercial square feet, and more than 1 trillion euro in assets under management, Yardi has experience you can trust to power your business.





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