



across  
THE EUROPEAN PLACEMAKING MAGAZINE

ONLINE SPECIAL | APRIL 2022

[across-magazine.com](https://across-magazine.com)

# LET'S MEET AGAIN



FOR THE FIRST TIME SINCE EARLY 2020, IN-PERSON  
EVENTS ARE HAPPENING AGAIN. ARE YOU READY?

**EVENTS** THE INDUSTRY'S SCHEDULE FOR THE UPCOMING MONTHS

**DEVELOPMENT** ONE MORE YEAR TO GO FOR THE EUROVEA MIXED-USE COMPLEX IN BRATISLAVA

**TRANSACTION** MULTI CORPORATION COMPLETES MANAGEMENT BUYOUT

## DEAR READER,

I am pleased to present to you our latest ACROSS Online Special.

Over the last two years, we all have attended countless meetings by video, logging in into webinars, conferences, and calls. We learned to communicate digitally and to do our business in challenging times. But honestly, to me the virtual experience is a very helpful tool, but does not feel very real.

MIPIM, the first major industry event took place this year. With 20,000 participants, the fair did not reach the same size as in the pre-Corona times, but it still managed to make a comeback. Above all, MIPIM gave me the feeling of what we can all still experience together in 2022, in terms of professional encounters and meetings. So, I'm looking forward to the many physical events that the placemaking industry has to offer this year.

Therefore, this Online Special will be about upcoming industry events. Some had to pause for two years and are now taking place again for the first time. Many events will take place under changed framework conditions, but by now we should be used to change; even more: change will probably be an important topic in every listed event.

In the second part of this Online Special, mixed-use as an all-time trending topic is the main theme.

I hope you enjoy reading our informative online update.

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



IMAGE: ACROSS



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# COMPLETELY RETAIL MARKETPLACE 2022

It's a series of events, where the most important retail brands from different countries in Europe meet for an enriching business and networking experience. This year, on April 26, the event in the United Kingdom is celebrating its 10th anniversary.



## THE EVENTS' BACKGROUND

The very first Completely Retail Marketplace event was in London being organized by The completely Group, whose main goal was to creatively foster and enhance businesses transformation. To this date, they are not only organizing events in London, but also across some other key European cities highly involved in retail industry, namely: Stockholm, Madrid and Prague.

The goals, structure, and organization of this series of events are a well-thought-out approach, which provides a great space to support the dynamic retail real estate industry.

With the goal of providing the best opportunities to their attendees, they are emphasizing on four main aspects:

**Accessibility:** The arrangement of exhibition stands is strategically planned, with the aim of offering an inclusive space to all its participants; therefore, all exhibitions have equal opportunities to showcase their ideas.

**Connections:** This aspect is one of the most important in the organization of the events. Yearly, a great number of di-

verse property professionals from the retail real estate sector are gathered in one location, to present their projects and exchange their ideas.

**Diversity:** It represents the intention of supporting new projects and well-established brands as well as settled businesses.

**Informality:** Focuses on fostering creativity and providing a recreational space, where all participants feel comfortable networking and sharing their ideas.

The coverage structure of these events is formed by the following channels:

**Advisory:** Comments and knowledge from the industry are provided by a board of 'Crafters on hand'. These experts on the retail real estate topic offer some valuable feedback from the industry all over Europe. This group of insiders are the enablers of meetings, and the point of contact for all the participants of these events.

**Website:** The website of this event is a platform that has more than 21,000 users per year, and it provides information concerning all the different events across Europe. The events' website has also been considered as the number one source of information on the retail real estate industry in the UK.

**Email database:** Their database consists of 16,000 real estate professionals and retailers. It also includes a loyal del-





egate, who yearly attends the Completely Retail Marketplace events.

**Social Media:** It has an audience of more than 3,500, with presence in various social media channels, which serve as the main tool to keep the public informed about important event details and updates.

**Print:** The Completely Retail Marketplace magazine contains information about the companies that will be participating in the different events. It also provides information about sponsors, new brands, all exhibitors, and it gives the opportunity to new brands to present their innovative concepts.

### **PARTICIPANTS' DEMOGRAPHICS**

The characteristics of the participants of this series of events is highly diverse and they have been classified by the organizers in: type and targeted job titles.

Under type are: landlords, agents/brokers, shopping center owners, developers, retailers, leisure occupiers, franchise operators, international retail organizations, communities, and governmental organizations.

For the classification of targeted job titles are: acquisitions managers, asset managers, business development managers, CEOs, commercial directors, directors of property, estate managers, European expansion managers, founders, heads of property, and heads of external business.

### **PARTICIPANTS & PARTNERSHIPS**

For each of the events in these four cities (London, Stockholm, Madrid, and Prague) there is a significant number of sponsors and associates, who play an important role in the retail real estate market of each of the host countries.

Completely Retail Marketplace events are also affiliated with main organizations that directly support the retail and commercial real estate industry. These organizations are regularly informed through the events' various channels and they are open to support face to face networking.

**For more information on Completely Retail Marketplace visit their homepage: [Completely Retail Marketplace — Homepage \(crmarketplace.com\)](http://completelyretailmarketplace.com)**



# LONDON, UK: CRETECH /// APRIL 27 – 28, 2022

An international gate to real estate technology and innovation. CRETech London offers a two-day trade show, strategic networking opportunities and world-class content.

CRETech London promises an informative experience concerning global technological trends and innovative solutions. This event provides the opportunity to meet industry leaders and relevant business groups, such as tech start-ups, venture capitalists, construction companies, etc.

With a global vision CRETech focus is to:

- Provide a platform to discover state of the art technology and various themes regarding innovative business solutions.
- Gather investors, buyers, sellers, property managers to offer a significant Networking experience.
- Shape the future of global technological innovation by educating the audience through exposure to exclusive content presented by thought-leaders, C-Suite executives, industries pioneers.



IMAGE: CRETECH LONDON

# ZAGREB, CROATIA: THE SEVENTEENTH ANNUAL INTERNATIONAL CONFERENCE ON REAL ESTATE DEVELOPMENT /// MAY 9 – 11, 2022

A space to share and learn about financing and investment in the real estate sector, addressing topics such as climate change, renewable energy, forecasts, and more!

This conference focuses on a variety of topics, encompassing some of the most current trends in the real estate sector. The event annually gathers organizations, companies, independent experts, and other key players from the international retail community in Europe.

Some of the participants are:

- German Society for Sustainable Construction (DGNB)
- Ministry of Culture and Media of the Republic of Croatia
- Green Building Council (GBC)
- Financial Institutions



IMAGE: THE SEVENTEENTH ANNUAL INTERNATIONAL CONFERENCE ON REAL ESTATE DEVELOPMENT

Some of the topics include:

- Restoration and Cultural heritage
- Real Estate Projects
- The World Renaissance of Wood Construction
- Significance and Impact of Climate Change
- Banking view on Financing the Development of Real Estate Projects

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**VIVO!**

# THE SHOPPING CENTER FORUM ON MAY 5, 2022

The Swiss Shopping Center Forum is celebrating its 15th anniversary this year. Leading national and international experts from the fields of market and future research, shopping center, and retail real estate, as well as from the retail trade will present current topics from theory and practice.



IMAGE: THE SHOPPING CENTER FORUM



The 15th edition of the Swiss Shopping Center Forum is all about revitalization. The new title of the congress is the program for both, the industry and the forum: revitalization is the most important trend alongside digitization when it comes to the future of retail and shopping centers.

The conference that takes place at Radisson Blu Hotel Zurich Airport aims to use “best case examples” to show how revitalization can also be successfully implemented during ongoing operations. Following the substantive discussions, the forum will celebrate its 15th anniversary with a network-

ing birthday party. Street food, bars and an entertainment program invite you to linger.

The Shopping Center Forum on May 5, 2022 is almost sold out. 300 professionals gather for this industry meeting in Switzerland on the topic of revitalization: Dr. David Bosshart (President GDI), Ivan Haralambof (Director Balaxert), Christian Coppey (Head of Real Estate Coop Switzerland) talk with the day's presenter Jennifer Bosshard (Swiss Television) about the latest trends.



# EVENTS



The key benefits of visiting the congress are:

- Acquiring new ideas
- Analyzing best examples from practice
- Discussing with industry specialists
- Securing a knowledge edge on your competitors
- Gaining new business contacts among national professional colleagues
- Expanding your knowledge with new insights

For more information: [www.sc-forum.ch](http://www.sc-forum.ch)

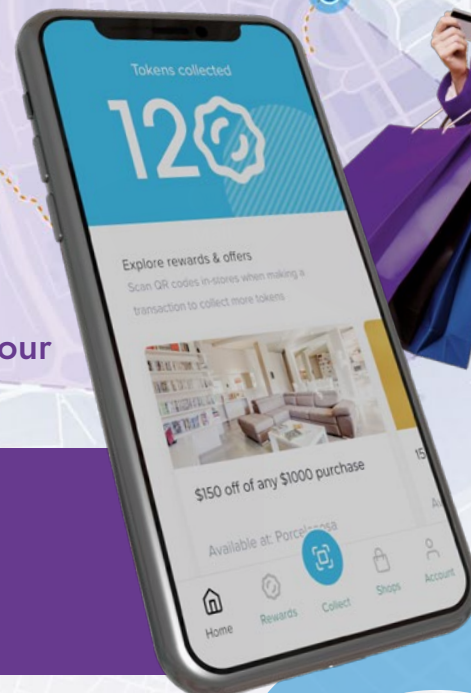


IMAGE: THE SHOPPING CENTER FORUM

*The founder of the forum is Jan Tanner, who has been responsible for the program every year since 2008. At his side, Richard Lugner, an Austrian entrepreneur.*

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# VIENNA, AUSTRIA: 24. RETAIL SYMPOSIUM /// MAY 11, 2022

Get to know about the latest Changes in the Retail and Retail Real Estate industry.



IMAGE: RETAIL SYMPOSIUM

The 24. Retail Symposium hosted in Vienna main's aim is to offer current information about the most important topics within the real estate industry.

This year the 24th Symposium includes some the following topics:

- Discuss the future of retail and retail real state
- Data & Strategies
- Realistic Insights about the industry's current state
- Project Development and best practices

With top experts from the retail sector get informed about current and future trends. This event would be a valuable experience, with a variety of discussions, exhibitions, and as always with the opportunity to expand your network.

# NETHERLANDS : EUROPEAN STRATEGYFORUM RETAIL /// MAY 18 – 19, 2022 /// (HYBRID EVENT)

This year the main topic of the Forum is “Customer-Centricity Evolvement in Retail: Engagement, Experience and Emotions”, focusing on the emerging trends and global metamorphosis of the Retail Industry.

An international audience, notable keynote speakers, and partners from different backgrounds within the retail industry come together to share, discuss, and exchange ideas about current and future trends in the industry.

The StrategyForum Retail not only provides relevant information about the retail sector, but it also creates a space



IMAGE: EUROPEAN STRATEGYFORUM RETAIL

to learn about key topics, such as new market opportunities and technological solutions.

This hybrid event allows the audience to participate in-person or virtually, offering the opportunity to meet and connect with all international attendees and participants.

# MAPIC ITALY 2022: WE EMBRACE CHANGE TO CREATE NEW OPPORTUNITIES FOR GROWTH!

After the success of last year, the fair promises to be on pre-Covid participation figures. From May 18-19, about 2,000 delegates are expected at Superstudio Maxi, including over 650 retailers, restaurant chains, and leisure operators.



IMAGE: MAPIC ITALY

Francesco Pupillo.



MAPIC Italy, the business platform dedicated to players in the commercial and retail real estate market in Italy, is back on its usual dates, 18 – 19 May, at Superstudio Maxi in Milan. “The commercial real estate market and the entire retail industry are going through a moment of great transformation. The pandemic that has hit our economies in the last two years has accelerated the processes of change that were already underway,” says Francesco Pupillo, Show Director MAPIC, MAPIC Italy, LeisurUp & TheHappetite.

“The 2022 edition will analyze the main changes taking place in the industry, giving the floor to the players involved in this transformation. The event will guide market players in identifying and choosing the most suitable solutions and

partners to give new life to their business. Sustainability, innovation, new lifestyles and ethics of consumption, emerging concepts, leisure, and catering will be at the center of the debates of the operators,” he continued.

## **PEOPLE, PLANET, PROFIT: NAVIGATING RETAIL TOWARDS A MORE “HUMAN” WORLD**

This is the theme of the sixth edition of MAPIC Italy, and it will also be the central theme of MAPIC Cannes in November. It is now time for market players to address challeng-





es and seize the opportunities of the post-Covid world. A world built around people, their daily needs, their new habits of consumption, and a new life in general. A world in which the boundaries between digital interactions and physical experience are increasingly blurred. A world in which sustainable development and responsible consumption are no longer an option.

“We could summarize 2021 with the word “recovery”, since the shopping center industry in Italy has completely recovered its losses compared to 2020 and is getting closer and closer to pre-Covid levels,” says Roberto Zoia, President CNCC and Director of Assets, Development and Network Management at IGD SIIQ SPA. “With these premises, I am optimistic that the 2022 edition of MAPIC Italy will be an opportunity for all players to focus on the prospects of the sector. Translating the evolution that the pandemic has brought about in consumer behavior, digitization, the use of space, and the new needs of communities into a perspective of ever greater sustainability, both social and environmental.”

## THE PROTAGONISTS

The exhibition spaces are already almost fully booked, including BNP Paribas, Svicom, Pradera, Savills, CBRE, Euro-commercial Properties, IGD SIIQ, Engel & Völkers, Cushman & Wakefield, and Multi.

Mapic Italy also confirms the growth in the variety, renewing the traditional retail mix of retail sites with an important presence of food, leisure, personal services, health and beauty, culture and media brands, alongside with the more traditional presence of fashion, household goods, and DIY brands. This includes YellowKorner, Dental Pro, Löwengrube, NAUI, Casa Piocheur, UCI Cinemas, Kuwait Petroleum Italia spa, and more.

“MAPIC Italy is an important showcase for the retail world, especially in this moment of economic uncertainty, in which inflation and high energy prices, together with the geopolitical crisis, are severely testing the resilience of the Italian economy,” explains Mario Resca, President of Confindustria. “It is a first-rate event in which the retail world will meet to discuss new models of consumption and outline the guidelines on which to base future strategies for the effective orchestration of all sales channels.”

The exhibition area includes an area dedicated to food and leisure brands, as well as a new space for innovative players who will present the solutions that are transforming the customer journey on shopping and entertainment sites.

## PROGRAM & CONTENT

Sustainability and the ethical and social impact of retail will be the link of the program. In particular, the main focuses will be:

The new retail: discovering the new concepts and formats that best respond to the new needs and values of consumers. In particular, cases of brands that have made sustainability, responsible consumption, and inclusion a factor of success and development, will be presented.

Sustainability: how to satisfy the needs of the present generation without compromising those of the future generations. What are the new values that guide today’s consumers at choosing their purchases? How sustainability and energy have efficiency become key indicators for investors looking for new drivers of value creation? What are the best practices in the field that allow to better value real estate assets in the eyes of investors?

“Experiential” retail with the increasingly consistent development of Leisure and Food concepts that allow to create new engaging experiences in urban and shopping places.

Evolution of traditional asset classes and development of mixed-use projects: how are traditional real estate assets evolving? What are the most resilient asset classes? What types of new development projects best respond to evolving behaviors and lifestyles? The new real estate projects are built around the person, the daily needs of the user (namely, shopping but also leisure, work, health and free time, work, health and wellness, culture, socialization). The new projects launched on the market are increasingly mixed-use.

Innovation: focus on the latest digital and technological innovations that allow an increasing integration of physical and digital channels to offer the consumer a new “fluid shopping experience”.

**For more information visit:**

**<https://www.mapic-italy.it/en.html>**



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## Urban flexibility has always been a given at Kaufland.

Kaufland creates footfall anchors in city centres, retail parks, shopping centres or as stand-alone stores. We are here for every town and city and open for all retail locations. Our store concepts start from 2,500 sqm of retail space with flexible parking solutions and mixed-use options for residential units, offices or hotels.

Our different building types allow us to focus specifically on local community requirements. It all comes down to joint solutions for the location, as can be seen here with a current example from Białystok in Poland with more than 330 apartments above a Kaufland store.

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# BARCELONA, SPAIN: INTERNATIONAL CONFERENCE ON URBAN ECONOMICS AND PLANNING (ICUEP) /// MAY 26 – 27, 2022 ///(DIGITAL EVENT)

The International Conference on Urban Economics and Planning (ICUEP) conference provides an interdisciplinary perspective on a variety of topics connected to Sustainable Urbanism and Economic Growth.



The ICUEP is a conference organized by the World Academy of Science, Engineering and Technology. This conference is ideal for practitioners, researchers, and educators who are interested in the topic of Urban economics and Planning.

Research results, empirical, experimental, and theoretical work make up the list of topics to be addressed in this conference. The conference's program has been designed to serve as a premier interdisciplinary platform, which includes a wide range of topics related to Urban Economics and Planning.

With a global perspective on Urbanism and Economic Growth some of the themes are:

- Urban Economic Theory
- Urban Spatial Structure
- Local Public Goods and Services
- Urban Quality of Life Measurement
- Urban Sprawl and Land Use Controls
- Market Forces in the Development of Cities





# EUROCIS 2022: TOMORROW IS THE NEW TODAY!

EuroCIS, The Leading Trade Fair for Retail Technology, held from 31 May to 2 June 2022 in Düsseldorf is the international communication forum for innovations and trend themes, especially for technology in the retail trade.

EuroShop  Trade Fairs

## EuroCIS

The Leading Trade Fair  
for Retail Technology

IMAGE: EUROCIS



In 2022 the five Hot Topics of EuroCIS are:

### 1. CUSTOMER CENTRICITY

Focus on the customer and his needs. Many retail companies are seeking ever closer direct contact with end consumers/shoppers in order to offer them personalised and individualised digital customer services. The shopper's smartphone plays a major role in this context. Keywords are digital advice assistants, personalised digital offers based on the individual shopper profile, digital personalised coupons, digital loyalty cards, etc. The smartphone plays a major role in this context. For many retailers, it is crucial that digital services are devised "from the shopper's point of view".

### 2. ANALYTICS

The use of artificial intelligence and machine learning is one of the most important technological challenges for many retail companies in the coming years. Especially in the area of data analysis, machine learning already plays a major

role and supports retailers in sales forecasting, assortment management and pricing. In the future, retailers will rely even more on AI-based applications, which will then also use technologies such as image recognition and sensor technology. In the course of the expansion of digital pricing, dynamic pricing, which has been common in online retail for a long time, will gain in importance.

### 3. PAYMENT

The Covid pandemic has permanently changed consumer payment behaviour and caused a boom in contactless payment methods. Apple Pay & Co have ensured that many customers have become accustomed to paying by smartphone in a short space of time. In the coming years, the touchpoints at which shoppers pay in bricks-and-mortar retail will move further away from the traditional checkout environment. Scan & Go solutions enable shoppers to pay directly via smartphone app, mobile checkout solutions enable sales staff to make the payment process via tablet or smartphone without customers having to go to the checkout. The merging of payment channels from the online and offline worlds will also increase, so that shoppers will also be able to use online payment methods in physical retail, for example.

### 4. CONNECTED RETAIL

The merging of online and offline retail, often referred to as omnichannel, has received another major boost from the Covid pandemic. Click & Collect services have become the norm for many shoppers, and other services such as Click & Reserve are also becoming increasingly popular. Many retailers have also merged their loyalty systems from the





online and offline worlds, giving shoppers a 360-degree view of the purchases they have made. In the future, it will be more essential than ever for every retailer to seamlessly connect digital and brick-and-mortar sales channels.

## 5. SEAMLESS STORE

Since the launch of AmazonGo, a variety of automated store concepts have developed in which the physical shopping process is largely digitalised. Food and convenience retailers in particular will continue to invest in the further development of such "cashierless" formats in the coming years. This will involve various forms, from Scan & Go and Tap & Go to the use of sensor technology and image rec-

ognition. Implementing a seamless store strategy often requires extensive investment in the technological infrastructure. In this context, cloud-based applications are of great importance, as they enable a flexible and quickly scalable implementation of innovative applications.

The last edition of EuroCIS in February 2019 welcomed 482 exhibitors from 39 countries on 13,900 m<sup>2</sup> of net exhibition space. Over 13,000 trade visitors from 94 countries came to the event on the Rhine. For further information on all things EuroCIS visit [www.eurocis-tradefair.com](http://www.eurocis-tradefair.com).



# LONDON, UK: SHOPTALK EUROPE /// JUNE 6 – 8, 2022

From established retailers to innovative startups Shoptalk Europe gathers a truly diverse community of retail change-makers.

## SHOP TALK EUROPE

IMAGE: THE RETAIL BULLETIN

Shoptalk was founded in 2016, and since then it has become a large retail conference. Every year this event hosts over 2,500 attendees, among them are: large retailers brands, startups, technology companies, investors, media, and analysts.

This year Shoptalk is reuniting more than 250 companies, which will be showcasing their latest innovations as well as bringing along the newest trends that are continuously transforming the retail industry at a global scale.

Some of the themes included in the agenda of this 2022 Shoptalk conference are:

- The transformation of Physical Retail
- Ground-breaking Digital Experiences
- The Post-Pandemic Shopping Experience
- The New Retail Organization
- The Changing Consumer
- Global Retail Experiences & Innovations

# LONDON, UK: RESPONSIBLE BUSINESS EUROPE 2022 /// JUNE 8 – 9, 2022

Balancing the Need for Action with Sustainable Commercial Success!

The environmental crisis and the COVID pandemic have caused a major impact in our societies around the globe. Different economic and financial sectors have suffered the aftereffects of these global issues, which have brought along both opportunities and challenges, for many different industries, including the retail and real estate sectors.

In view of these new challenges and opportunities of regional and global significance, Reuters Events have organised Responsible Business Europe 2022. This event is a great opportunity that will help your business to create the blueprint for a commercially successful transition into the new economic models, by securing your whole business and value chain aligned with a 1.5C pathway.



These days, investments are being made in the areas that scale impact and bring innovative solutions to the market, which promise positive results in the immediate and long-term. Responsible Business Europe 2022 is an event that provides you with the latest information and tools that can help businesses to achieve and sustain commercial success.



# IBIZA, SPAIN: SQUARE IBIZA /// JUNE 8 – 10, 2022

Get informed about the new values and trends that are shaping the future of the real estate industry.



This conference represents a good opportunity to get informed about ongoing changes within the real estate industry. Designed to be a disruptive conference for a changing real estate sector, this conference focuses on a series of new issues, such as new values and trends, technology, migrations, and geopolitical shifts, which are currently changing the real estate industry.

Therefore, this year, SQUARE remains faithful to its main goal of trying to anticipate WHERE THE PROPERTY INDUSTRY IS HEADED. As a consequence of such changes, this event provides a space to discuss the future of the industry 5 to 10 years down the road; emphasising on what the leading companies need to take into account to make well informed decisions about how to react in order to stay relevant throughout the next decade.

# STOCKHOLM, SWEDEN: COMPLETELY RETAIL MARKETPLACE NORDICS 2022 /// JUNE 8, 2022

The right place to be to discover international retail opportunities in the Nordic region.

Organized by Completely Retail this event serves as a meeting point for many different business groups.

Amongst the participants are:

- Agents
- Leisure Brands
- Franchise Operators
- Landlords
- Property Brokers
- Shopping Centres owners

The goal of the event is to present up-to-date information regarding the latest trends, and new opportunities within the retail sector, such as available shops, popups, kiosks, and potential partnerships.



IMAGE: REBEC

Completely Retail provides a space to meet and connect with key players, who are interested in the retail international landscape, whether it is to start new projects or to expand their business within and beyond the Nordic region.

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# BELGRADE, SERBIA: REBEC 2022 /// JUNE 13-15, 2022 /// HYBRID EVENT

REBEC is an annual specialized event which brings together all relevant professionals from the area of real estate development within the Balkan region.



IMAGE: REBEC

REBEC is organized in two days through tens of panels, with a showroom where the most important current real estate projects are presented. Our speakers are top experts and representatives from renowned architects' studios, consultancies and law firms, as well as representatives of investors, academia, state administration offices and banks.

REBEC 2022 is the place where you will have a chance to meet:

- leading foreign and local urban planners
- eminent designers, architects and construction experts
- famous local and international developers
- the representatives from notable law firms
- the representatives of leading banks
- distinguished investment consultants
- the representatives of the local governments and cities
- representatives of the state administration offices
- recognized experts in the field of tax consulting in the RE area

Date: June 13-15, 2022

Location: Hotel Metropol. BELGRADE, SERBIA.

REBEC 2022 is a hybrid event.

# LONDON, UK: PERE EUROPE SUMMIT 2022 /// JUNE 14 – 16, 2022

Attend the PERE Europe Summit. Get informed about the latest trends and new opportunities in Europe's leading Markets.

PERE Europe Summit gathers European investors, asset managers, developers, and strategic partners. The focus of this event is to provide a space to build meaningful connections and access information about investment opportunities, local trends, and challenges within the retail sector.

The summit objectives include:

- Dissect post-pandemic investment strategies
- Explore the current landscape of real estate markets

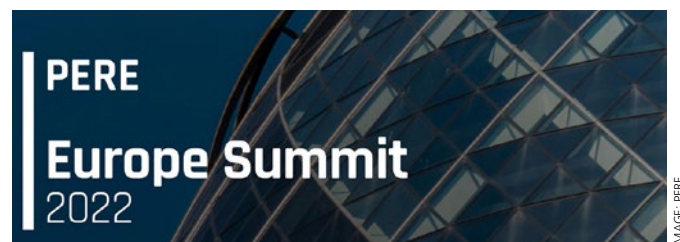


IMAGE: PERE

- Identify whether hotels, offices, retail real estate are repurposing, and focusing on divestment or investment?
- Learn how to optimize ESG opportunities into your portfolio and more.

PERE Europe Summit facilitates the opportunity of exploring the future of real estate, geographic strategies, European investors' preferences, and Debt & Financing Markets.



# THE SWISS COUNCIL CONGRESS 2022: RETAIL IS MOVING FORWARD

The Swiss Council Congress is the annual event of the Swiss Council of Shopping Places, the largest independent Swiss community for the retail, commercial real estate, and shopping center industry. The congress takes place on June 14 at Metropol, Zurich, and offers the opportunity to meet the most important decision-makers of the industry.

## SWISS COUNCIL CONGRESS JUN 14, 2022

IMAGE: SWISS COUNCIL OF SHOPPING PLACES

learned? These questions will be answered by experts from companies, such as ImmoCompass AG, Raiffeisen Schweiz, and RaRe Advise. In addition, they will take a closer look at concrete examples and summarize the key learnings on a national scope. Specific emphasis will be put on Swiss shopping centers and their path from a consumer temple to a leisure and adventure destination.

### THE NEW REALITY FOR INNER CITIES

Urban and inner-city developments are gaining more and more popularity. The 15-minute-city is one of the desired ideas for future investments and expansions; creating laws and building space are some of the awaiting challenges. On the basis of real examples, city developers and representatives from Switzerland and Austria will show and analyze concrete data on successful projects and possible risk factors.

### MIXED-USE: THE MAGIC FORMULA

Are mixed-use assets the magic formula for city centers and shopping centers? The carefully selected locations and the mix of use determine a project's success or failure. Closely linked is the concept of placemaking – for some, the new supreme discipline and the lifeline for the retail property and shopping center industry. Together these approaches want to create experience destinations; in other



Among others, the following topics will be discussed at the 4th Swiss Council Congress in 2022:

#### CURRENT MARKET INSIGHTS

Evolution is a means of success in the fast-changing retail landscape. Thus, the newest data and market insights are crucial for strategic developments. The Swiss Council Congress presents updated information on retail, commercial real estate, and shopping centers. Representatives of Credit Suisse, CBRE Switzerland, Regioplan Consulting, and many more are sharing their reports and market studies on economic developments, supply and demand, digital commerce, top trends, and more.

Retail Destinations and Shopping Centers after Corona  
The ever-present topic of the global pandemic, its consequences and opportunities also have a place at the congress. What is the future of retail and what have we





words, combine shopping, living, working, and leisure, all in one space. Insiders and experts will take a deep dive into this rising trend.

Moreover, topics like the power of storytelling, marketing, digitalization, and business development will be featured. What you can expect when attending the Swiss Council Congress 2022:

- Acquire new ideas, get best practice examples from industry specialists
- Get a knowledge edge on your competitors
- Gain new business contacts among national professional colleagues
- Expand your knowledge with new insights

The Swiss Council trade congress for the shopping center industry and for professionals in the retail real estate sector is especially targeted at center management companies, shopping center managers and operators, investors (banks, insurance companies, private individuals), general contractors, construction companies, consulting companies for owners, retail trade, location developers, city planners, municipal and cantonal representatives, planners, architects and designers, marketing, advertising and event agencies, facility management managers, and entrepreneurs from the service sector.

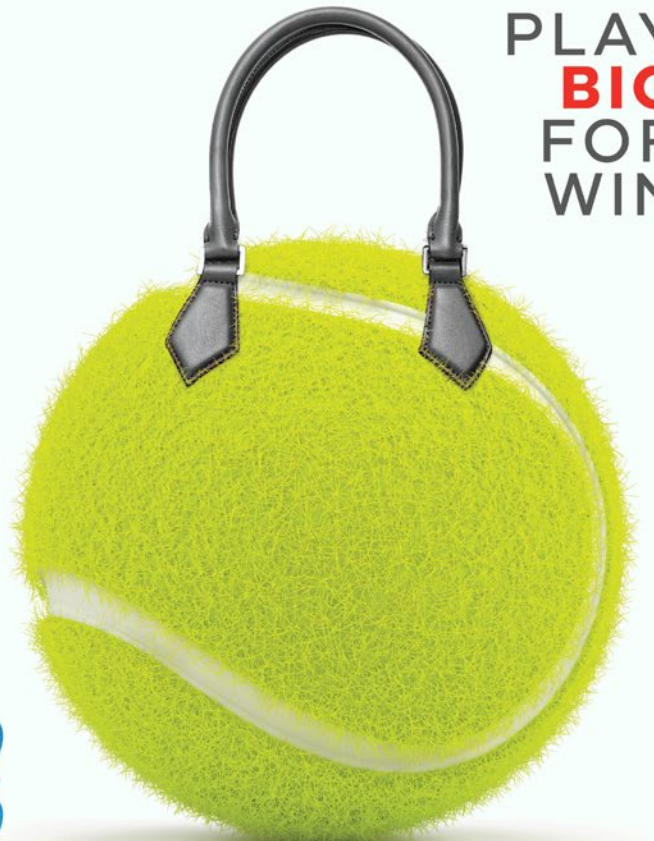
**For more information about this event, visit their website <https://www.sccongress.ch/>**



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# AMSTERDAM, NETHERLANDS: PROVADA /// JUNE 14 – 16, 2022

Visit PROVADA and gain substantial insights about the retail and real estate industry in the Netherlands.



PROVADA is a real estate platform in the Netherlands, and it is currently considered the largest real estate fair in the country. From this event you can expect to gather knowledge and inspiration, besides the opportunity of establishing significant connections with key players from the industry.

This event has been created by an advisory board, which has been especially formed to guarantee a valuable experience for all the event's attendees.

# OSLO, NORWAY: INTERNATIONAL CONFERENCE ON REAL ESTATE AND URBAN ECONOMICS (ICREUE) /// JUNE 24 – 25, 2022 /// (DIGITAL EVENT)

The International Conference on Real Estate and Urban Economics (ICREUE) brings together specialists from the academic and research scene, to share their expertise, experiences, and research results on Real State and Urban Economics.

This conference is organized by the World Academy of Science, Engineering and Technology, with the goal of presenting valuable information on the topic of Real Estate and Urban Economics.

The conference program entails several presentations on a variety of topics connected to the global landscape of Real Estate and Urban Economics.

Amongst these topics are:

- Green Building & Renewable Energy
- Globalization
- Sustainable Development
- Tourism Real State
- Urban Agglomerations
- Commercial Real Estate
- Real Estate Finance



- Mortgage Markets
- Real Estate Investment Trust

International experts share their research findings, experiences and overall knowledge about recent innovations, solutions, and challenges in the field of Real Estate and Urban Economics.

# LONDON, UK : INTERNATIONAL CONFERENCE ON REAL ESTATE AND URBAN ECONOMICS (ICREUE) /// JUNE 28 – 29, 2022 /// (DIGITAL EVENT)

The ICREUE in London serves as a medium to share updated information on the current situation of Real Estate and Urban Economics, addressing innovation, trends, and challenges.



The exchange of ideas, experiences, and research findings concerning Real Estate and Urban Economics makes this conference a place to discuss and learn about constructive, experimental, and theoretical work. The program of this conference includes a considerable number of presentations prepared by industry experts.

planning management, entrepreneurship, banking, economic evaluation, and sustainable urbanism are the focus of this event. Other topics will also be addressed to provide a well-rounded understanding of upcoming changes in urban economics.

This event provides the opportunity to gain an interdisciplinary perspective based on high quality research and reliable sources. Topics such as regional economics, urban

These presentations are meant to encourage interdisciplinary discussions and collaborations amongst all attendees and participants from different backgrounds.

# PONTEVEDRA, SPAIN: PLACEMAKING WEEK EUROPE 2022 /// SEPTEMBER 27 – 30, 2022

PMWE 2022 conference offers a perspective on some of the most important topics of this year, including European economy growth, public space distribution, and more.

The Placemaking Week 2022 is annually organized by Placemaking Europe. PMWE 2022 is a conference and a festival, which monitors and celebrates the positive impact of placemaking in European cities.

gone a transformative process by prioritizing pedestrians over motorised vehicles.

This event offers relevant and up-to-date information on city models, European climate protection policies, local, and international urban transformative processes. The host city of this event is itself a city model, which has already under-

With more than 400 European visitors, this conference provides access to reliable information derived from diverse fields connected to placemaking. Amongst the topics to be covered in PMWE 2022 are placemaking solutions, tactical urbanism, real-life applications in Placemaking, and more.

# LONDON, UK: COMPLETELY RETAIL MARKETPLACE /// SEPTEMBER 27, 2022

A second gathering where Completely Retail Marketplace continues celebrating its 10-year anniversary of supporting brands & leisure properties professionals.



IMAGE: COMPLETELY RETAIL MARKETPLACE

This event reunites agents, consultants, landlords, developers, landowners, property managers, and asset managers from different retail sectors. By creating a highly international atmosphere Completely Retail Marketplace offers the opportunity to share and exchange ideas with relevant players from the retail sector.

The key features of the event include:

**Accessibility:** Offering an inclusive space where all exhibitions are equally showcased.

**Diversity:** Focuses on a variety of concepts, including new and well established brands.

**Connections:** This event yearly gathers a great number of diverse property professionals from the retail sector.

**Informality:** Providing recreational spaces and moment to connect and interacts with all attendees.

# MUNICH, GERMANY: EXPO REAL 2022 /// OCTOBER 4 – 6, 2022

Expo Real 2022 brings together about 400 international speakers, to address the latest trends and innovation within the real estate industry.

The International Trade Fair for Real Estate and Investment focuses on covering key topics related to the current changes and needs of the sector. Actual and major future challenges such as climate change, interest rate development, digitization, and social components are addressed and discussed by stakeholders from diverse fields, such as architects, investors, and project managers.

Exhibitions, start-up presentations, lectures, and discussions are arranged to provide to the audience with the most updated information on the real estate industry.

Key facts about Expo Real in Munich:



IMAGE: EXPO REAL

- It brings together approximately 19,200 Participants
- International presence from 52 Countries
- Around 1,198 Exhibitors
- Relevant Contacts

This annual conference is based on a high-quality program, providing access to reliable information about all the factors and variables that impact and directly influence the real estate sector.



# rebec

*2022, Volume XV*

*June, 13<sup>th</sup>-15<sup>th</sup>*

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# AMSTERDAM, NETHERLANDS : INTERNATIONAL CONFERENCE ON URBAN ECONOMICS (ICUE) /// NOVEMBER 4 – 5, 2022 /// (DIGITAL EVENT)

The ICUE provides a diverse and valuable outlook on all the factors and variables that influence Urban Economics.

The ICUE is a conference organized by the World Academy of Science, Engineering and Technology. This conference covers a wide range of topics connected to Urban Economics with an international and highly interdisciplinary focus.

In this event researchers, practitioners, educators, and scientists come together to share their most relevant research findings and experiences in the field of Urban Economics. Innovation, concerns, current challenges and solutions are a central part of the presentations and discussions prepared for an international audience interested in Urban Economics trends.

Some of the topics to be covered in this conference are:

- Sustainable Urbanism
- Urban Quality of Life Measurement
- Transportation and Economics
- Government Expenditures and Taxes
- Regional Economics
- Urbanization in Developing Countries
- Tourism Economics
- Labour Economics
- Urban Planning

# CANNES, FRANCE: MAPIC /// NOVEMBER 29 – DECEMBER 1, 2022

The next MAPIC in Cannes will take place from November 29-December 1, 2022.

MAPIC was created in 1995 and is the global platform to build vibrant retail & urban destinations. Every year, the international retail property market event gathers thousands of retail, property, food & leisure leaders from all over the world.

After last year's success with the international networking event and 50% of the exhibition area dedicated to leisure operators, enabling important players from the retail and leisure sector to meet during conferences and live-stream sessions, the plans for 2022 are similar in this way.

Why you should visit MAPIC:

- Property Developers: network, reconnect, scout for new trends, showcase your projects.



IMAGE: MAPIC

- Cities: promote, recruit, build relationships, learn.
- Retailers, Restaurants, Leisure Operators: build strategies, develop business models, reconnect, promote.
- Investors: get the latest insights, scout new concepts.
- Business Services & Suppliers: connect, gain insights, promote.
- Innovation & Tech Solutions: showcase, network, collaborate.

# EUROVEA PROCEEDING AS SCHEDULED

The opening of the new part of the Eurovea mixed-use complex in Bratislava is planned for spring 2023. Katarína Paule, Eurovea Leasing Manager and Ľuboš Kašťan, JTRE Project Manager, on how they incorporate current trends, such as sustainability, and how the pandemic has affected the construction phase.



IMAGE: JTRE

**ĽUBOŠ KAŠŤAN**  
JTRE Project Manager



IMAGE: EUROVEA

**KATARÍNA PAULE**  
Eurovea Leasing Manager



**ACROSS: THE CONSTRUCTION OF EUROVEA'S EXPANSION IS IN FULL SWING. CAN YOU TELL US WHAT IS CURRENTLY HAPPENING ON THE CONSTRUCTION SITE?**

**ĽUBOŠ KAŠŤAN:** The shell and core construction of the shopping center has been completed, all escalators have been installed, and interior work has begun with the installation of central heating, cooling, and air conditioning. Glass panes have been mounted in the steel structure of the massive skylight, a characteristic element whose design is already familiar to those who visited the original shopping center.

Construction of the two residential parts – Eurovea Riverside and Eurovea Tower – is progressing according to plan. The shell and core of Eurovea Riverside have already been completed, and work on the facade and interiors is underway. Eurovea Tower, the first skyscraper in Slovakia, has reached half of its final height (168 m) with the completion of the 26th of a total of 47 floors. The number of the floor that is currently being built is shown on a digital display at the top of Eurovea Tower.





IMAGE: EUROVEA

The construction includes design elements that are familiar to visitors who frequented the original shopping center.



IMAGE: EUROVEA

The opening of the new part of the shopping center is planned for spring 2023.



At the Pribinova Y office building, the shell and core of the upper floors are currently under construction. Inside, work is underway on the electrical wiring, air conditioning, and other technical installations. Shell construction work has already been completed at the Pribinova X office building, which is adjacent to the expanded shopping center. The facades are progressing rapidly, the air-conditioning units are being installed, and the main distribution of technology inside the building has begun.

**ACROSS: WHAT WILL THE CONCEPTUAL “HIGH-LIGHTS” BE?**

**KAŠTAN:** Eurovea Tower, the first skyscraper in Slovakia, is set to become a new landmark in the Eurovea City district. The skylight of the shopping center expansion is in line with the concept of the first stage and alludes to the Danube River, while the shopping gallery is flooded with daylight, which distinguishes Eurovea from other shopping centers. The aforementioned river promenade, complete with a park, restaurants, and bars, is an integral part of Eurovea.

**ACROSS: TO WHAT EXTENT HAS SUSTAINABILITY BEEN CONSIDERED?**

**KAŠTAN:** Sustainability has long been an important part of each of our projects. Eurovea and its expansion are part of the transformation of a former industrial area into a new city center and support the 15-minute city concept, mean-

ing they help improve the sustainability of the entire city. With its popular green promenade, Eurovea also incorporates the Danube into the life of the city and its residents. The buildings themselves meet the highest sustainability criteria and have low energy consumption. Both office buildings are aiming for BREEAM Excellent certification.

**ACROSS: LOOKING AT THE MALL SPECIFICALLY, HOW MANY SQUARE METERS OF RETAIL SPACE WILL BE ADDED, AND WHAT NEW TENANTS ARE DUE TO MOVE IN?**

**KATARÍNA PAULE:** The capacity of the underground parking garage will be doubled, and the shopping center will be expanded by approximately 25,000 sq m, which will significantly increase convenience for both customers and visitors. The cinema will also be expanded, as will the food court, which will be enlarged and supplemented by a unique food hall concept. Another important element of the Eurovea expansion is the opening of a Primark store – the first to be opened by the retail chain in Slovakia. The current shopping arcade will also be transformed.

The centerpiece of the concept will be a plaza at the end of a new passage leading to the Apollo Bridge, where two





outer plazas will be connected via an inner courtyard. A new multimedia meeting place will be created, merging the shopping arcade and the outdoor area into one. The iconic, triangular glass roof, modeled after the tranquil flow of the Danube, will be retained and will blend seamlessly into the new space. That will create a total of 85,000 sq m of retail space in an architecturally outstanding setting that will complement the 25,000-square-meter waterfront promenade. Eurovea's location, architecture, and multi-functional use will be complemented by a diverse tenant mix. In addition to a well-balanced range of stores for daily needs and services, brands that are unique will also be showcased.

**ACROSS: WHAT IS THE EXACT SCHEDULE OF THE PROJECT?**

**KAŠTAN:** The individual buildings will be gradually completed from the end of this year. The opening of the shopping center is scheduled for spring 2023, and the completion of the Eurovea Tower skyscraper is due to occur in mid-2023.

**ACROSS: WHAT IMPACT HAS COVID-19 HAD ON YOU, WITH RESPECT TO THE RETAIL BUSINESS AS WELL AS THE EXPANSION OF THE PROJECT?**

**PAULE:** We made the most of the lockdown periods. The current situation has allowed us to shift our focus to new

challenges and adapt to ongoing changes. Our center has been able to maintain a 97 percent occupancy rate, and we have renewed 95 percent of our contracts with companies that have been with us for 10 years. That is a sign of the trust they have placed in us. Last year also saw the addition of new services and fashion concepts to the mall's portfolio. The long-term leasing strategy of bringing brands to Eurovea that customers cannot find anywhere else was reinforced by the opening of Slovakia's first brick-and-mortar store of one of the most famous American casual clothing brands – GAP.

**ACROSS: PLEASE SHARE YOUR ASSESSMENT WITH US: WHAT WILL IT TAKE FOR A SHOPPING CENTER LIKE EUROVEA TO REMAIN RELEVANT IN THE FUTURE?**

**PAULE:** The retail environment and the whole world are changing. We need to adapt to customer needs. The impact of online shopping is growing, but going to a shopping center is an experience for the customer that cannot be bought online. The safe environment, which offers various benefits, should also encourage guests to visit more often and stay longer.





# CREATING PLACES PEOPLE WANT TO VISIT



The options for expanding the non-retail offerings of a portfolio have never been as diverse as they are now. The momentum is on the side of retail locations and, in particular, shopping center operators, as a look at consumer spending in Germany on leisure, entertainment, and culture underscores the following: Of the average household budget, 9% (or €259 per month) goes toward leisure and cultural offerings. The desire for entertainment—and an even more entertaining world in an era of increasing digitalization—is greater than ever.

*“Implementing an idea requires the interdisciplinary expertise of a number of participants with various focal points—that is the key to success.”*

This desire among customers is also changing the character of shopping centers. A 5-year comparison of the increase in space occupied by leisure and entertainment offerings, which posted a 25% gain, reveals a clear trend and shows that people want new concepts that create space for lasting experiences going well beyond mere shopping. As a successful operator of national and international shopping centers, we at ECE Marketplaces have always been focused on identifying, planning, and building innovative experience concepts—in close cooperation with our retail partners and the owners of the centers. We call the creation of such urban experience spaces “placemaking”. We are all convinced that placemaking makes brick-and-mortar retail attractive, forward-looking, and an experience.

Working together, we want to create a sense of community, social interaction, and sensory experiences (smelling, tast-



**Steffen Eric Friedlein**

*Managing Director Leasing Services at ECE Marketplaces*

ing, seeing, touching)—the internet cannot provide any of that. In the online age, the goal is to showcase what cannot be digitized. This ranges from premium cinemas to open-kitchen restaurants, trampoline parks, (e)-sport(s) spaces, indoor skydiving, the Planet Arcade, and fascinating underwater worlds through to entertainment highlights such as Smurf villages for the little ones. We not only execute concepts at top locations where they will reach their target groups and achieve the corresponding footfall, but we also develop and implement experience concepts as well, like e-sports arcades.

The art of placemaking does not involve arbitrarily pulling together individual components, but rather thinking these components through, both by and for people locally, and then bringing them into harmony with the history of the respective location. Whether it is creative design architects, developers, leasing managers, or management, implementing an idea re-





quires the interdisciplinary expertise of a number of participants with various focal points—that is the key to success.

The same is true for the Foodtopia entertainment and dining level developed and constructed by ECE. This project involved creating a completely new meeting point in the heart of Frankfurt. The new concepts breathed life into the entire center in the form of trendy food and entertainment providers, attracting new visitor target groups to the center. The Potsdamer Platz Arkaden in Berlin is currently undergoing a complete visual and conceptual repositioning, converting it into a

retail and entertainment destination with international high street flair and a number of “emblem stores” by 2022.

Shopping centers are and will continue to be urban meeting points. Their future lies in their continuous transformation from pure shopping destinations to places for experience and enjoyment. After all, places that always surprise people make them long for more.



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# WE LIVE IN A COMPLEX WORLD—NEW CHALLENGES ABOUND FOR RETAIL PARKS



IMAGE: MEC

**CHRISTIAN SCHRÖDER**  
COO at MEC



IMAGE: MEC

**SEBASTIAN KIENERT**  
CFO at MEC



One thing can be said with certainty: Retail parks, in particular, have proven to be crisis-proof locations during the pandemic. This asset class is one of today’s most exciting areas. ACROSS had the opportunity to conduct a detailed interview with the management of MEC (Metro-ECE Center Management) on the occasion of its 10th anniversary. MEC has intensively managed this asset class for 10 years and has played a major role in shaping it, especially in Germany.

**ACROSS: WHAT MOTIVATED YOU TO FOUND MEC 10 YEARS AGO?**

**CHRISTIAN SCHRÖDER:** The last 10 years have gone by quickly, and I have been an MEC manager from the very beginning. So, it is nice to start by taking a look back at a time like this. The strategic reason behind why MEC was founded was relatively obvious. Two well-known players at the time, ECE and Metro Properties, the real estate subsidiary

of Metro AG, were concerned with the following question: “How can we develop a joint business based on the assets available in the company?” Metro Properties’ portfolio consisted of large retail parks and hybrid malls, while ECE contributed real estate expertise in the management of shopping centers. From this, a management company was forged in the form of MEC, which deals specifically with the retail parks asset class.

**ACROSS: FROM YOUR POINT OF VIEW, WHAT HAS CHANGED THE MOST IN THE RETAIL PARK ASSET CLASS?**

**SCHRÖDER:** You have to consider this with three perspectives in mind. On the one hand, we have the consumer, on







IMAGE: MEC

ORO shopping center in Schwabach was opened in 1975 and has 29,700 sq m of retail space.



IMAGE: MEC

EDU retail park has a sales area of 49,600 sq m with a Real hypermarket occupying around 20,000 sq m of the total floor area.



the other hand, the tenant, and then there is also the owner. Depending on the perspective from which you look at the property in question, there are different aspects. One important issue is that consumer behavior has evolved. The demand for quality, choice, service orientation, convenience, and availability has increased enormously. Online retail has also permanently changed consumer behavior. If you take a look at the tenant side, you can see enormous developments in the food sector, in particular, in terms of goods presentation, the product range, and services. Finally, from an investor's point of view, retail parks, in particular, have developed from what were originally, let us say, "hidden stars" into very lucrative investments.

**ACROSS: MEC HAS BEEN INTENSIVELY INVOLVED WITH RETAIL PARKS FOR 10 YEARS. IS THE COMPANY CONSIDERED A PIONEER IN GERMANY?**

**SEBASTIAN KIENERT:** As far as the development possibilities of retail parks are concerned, we had a certain idea or rather a "good feeling" 10 years ago, but in the end, the expectations were actually significantly exceeded. It was the right time for this joint venture, and a lot has changed since then. The product was not as present in the market at that time. MEC has made a significant contribution to helping establish this asset class and to helping shape the market. Therefore, yes—we also see ourselves as a significant contributor to shaping this asset class in Germany.

**SCHRÖDER:** Of course, we do not want to do injustice to the other market players in the segment. There were already well-known companies in the run-up that were very successfully involved in this business segment. However, the decisive point is this: The entry of ECE and Metro AG into this joint venture has significantly increased attention and perception. This class has also increasingly become the focus of investors, which, of course, also have very clear economic backgrounds and interests. Their return expectations when investing in specialist stores and retail parks play a key role here.

**ACROSS: WHY HAVE RETAIL PARKS BECOME A TRUE "INVESTOR'S DARLING"?**

**SCHRÖDER:** There are two views on this, too. On the one hand, there are the economic development opportunities, and on the other, there is simply the question of alternatives. Which channels do I invest in at the end of the day? The subject of "retail parks" has emerged as an attractive alternative. When we started, the first properties were sold at a factor of 14-15. Today, we are at 20-22. That alone shows what positive economic performance was and is at those properties. In other words, the growing interest has, of course, significantly increased sales prices. That is certainly one of the main reasons why people have become so aware of this asset class.





**KIENERT:** In addition, specific uncertainties have also come into play in other retail classes. If you look at shopping centers, for example, consumer behavior has changed and online retailing is on the rise. That has put pressure on many tenants at shopping centers, in particular. Accordingly, the risk has increased, especially for such properties. In this context, retail parks, or hybrid malls, with a strong local supply character are currently much stronger, more crisis-resistant, and better anchored in the market. Food retailing, in particular, and the associated local supply are developing very positively. This is used as a key factor for risk diversification. In this context, retail parks are currently ahead.

**ACROSS: WHAT HAS MADE RETAIL PARKS, IN PARTICULAR, SO STRONG DURING THE PANDEMIC?**

**SCHRÖDER:** The pandemic has shown that some of the developments we see today started much earlier. The pandemic was a trend accelerator. Let us take a look at developments in the fashion retail sector in Germany, for example. Not only have we seen stagnation in total sales over the past decade, but ultimately even a decline. Of the total retail sales in 2020 of over 570 billion euros in Germany, around 200 billion euros come from food retailing. That means that food retailing is, by far, the largest single segment in the retail sector. Food retailing, in particular, acts as a dominant anchor for retail parks. This makes retail parks so strong. True to the motto “People always eat!”, strong food retailers are, therefore, also strong and stable anchors—and strong food retailers are an important building block for success at all our centers.

**ACROSS: WHAT OR WHO HAS CHANGED RETAIL PARKS THE MOST IN RECENT YEARS?**

**SCHRÖDER:** Customers’ expectations of the convenience of locations have risen sharply. In the past, a retail park had a very strong functional focus. Now, additional components are being added, such as quality of stay, service, or even new aspects like electromobility. Ten years ago, those areas were talked about less or hardly at all. As a result, nowadays, there is a need to organize properties differently—in a much more customer-oriented way. The customer is, therefore, the strongest driver of change and further development.

**KIENERT:** It is also exciting to see that consumer behavior is currently changing as a result of the coronavirus. We are moving away from experiential shopping in the direction of convenience shopping. Attributes such as “good accessibil-



IMAGE: MEC

The TEC shopping center covers a 20,000 sq m sales area, is located in Erfurt, and counts 43 different tenants, with Real serving as one of the anchor tenants.

ity”, “clarity”, “cleanliness”, and “simplicity” are increasingly moving into the consumers’ focus. To sum up: It is all about the good offer for weekly shopping. Demand-oriented shopping is currently very much in focus. However, I am also sure that there will continue to be a desire and need for experiential shopping. It will be a question of clear location positioning in order to be able to serve the various customer needs.

**ACROSS: AS CUSTOMER DEMANDS INCREASE, SO DO LOCATION COSTS. ARE RETAIL PARKS SUFFERING AS A RESULT OF THIS DEVELOPMENT?**

**SCHRÖDER:** We see our environment becoming increasingly complex. This results in constantly increasing demands on real estate. Our task, as we see it, is to position the retail parks that we manage as stable long-term investments for our customers. Consequently, the cost issue is a challenge that has to be considered with customer satisfaction and future investments in mind, and it is a challenge that must be overcome. If the goal is to continue to operate a functioning retail property in 2040, then we must also be willing to make the necessary investments.

**ACROSS: “MIXED-USE” AND “PLACEMAKING” ARE THE BUZZWORDS OF THE INDUSTRY. DOES THIS APPLY TO RETAIL PARKS AS WELL?**

**SCHRÖDER:** This topic should clearly be viewed in relation to the location. What opportunities are there at a specific





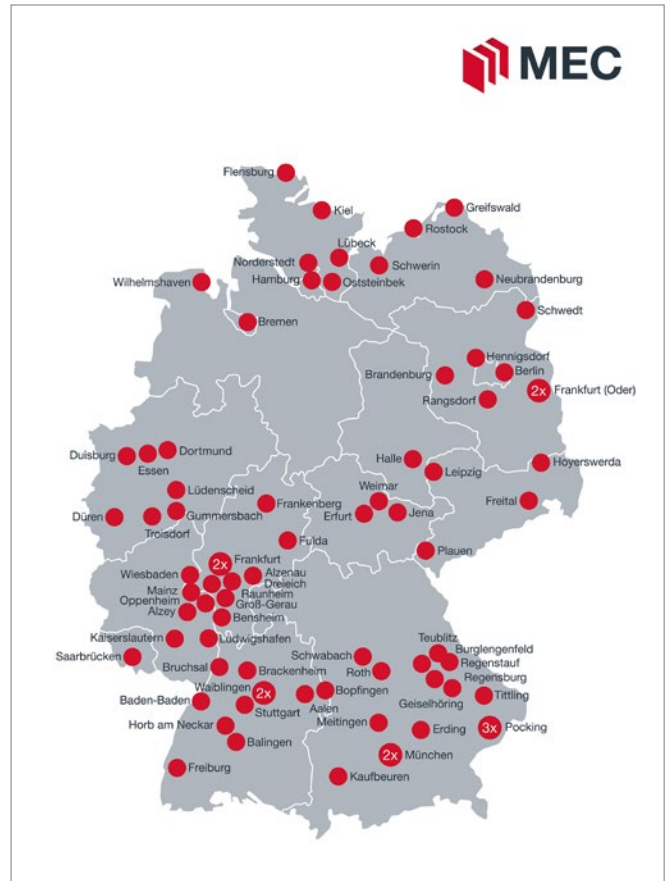
location? It may be that certain areas are no longer in such high demand, e.g., in the fashion sector, because it has become more susceptible to online sales. What do I do with the space then? Why not think about whether topics such as workspace or housing would be more beneficial to the location? As a matter of principle, one should always take a very close look at where overarching development trends are heading and what that means in concrete terms for the respective location. To do that, you need to dovetail various disciplines, such as local management, leasing, location and urban development, and consumer research. Bringing all those disciplines together leads to good solutions. That will also be the challenge of the future for MEC: the intelligent, interdisciplinary project development of existing real estate.

**ACROSS: HOW DO INVESTORS FEEL ABOUT THESE “MIXED APPROACHES”?**

**SCHRÖDER:** Investors are also aware of these developments. There is no future in only continuing to do what was done in the past. In the worst case, a vacant property is not a sustainable investment. The use of a property depends on the need. In many cases, this also has something to do with investments or with larger structural changes at the property. In addition to that, there are also many other aspects. Ultimately, it is complex, but with foresight and sustainability in mind, it can definitely be the right decision to think outside the box. From an ecological point of view, an already sealed area does not change if you build further up, for example. It retains the same spatial footprint. If we want to achieve our climate targets, it will, of course, also require the commitment of investors to work on such solutions.

**ACROSS: ONLINE SHOPPING CONSUMER TREND – ARE RETAIL PARKS MORE RESISTANT TO THE ONLINE RETAIL SECTOR?**

**KIENERT:** Due to our industry and tenant mix, we are definitely more resistant. As far as online affinity is concerned, there are strong differences between the sectors. The textile industry is currently having an incredibly hard time in stationary retail; online shares are rising rapidly. It is a different story in food retailing. There is overall growth there; the same is true in the online sector, but even more so in stationary retail. That is why our properties, with their strong local supply characteristics, are also more resistant. For me, this also opens up a discussion about sustainability and the social fabric: Do we really want to order every-



MEC has doubled its locations over the past decade and now amounts to over 75 commercial properties in its portfolio in Germany.

thing online in the future? Or does it not, perhaps, make more sense to support local retail and not require postal workers to deliver packages and plastic to your home multiple times?

**ACROSS: DO YOU USE ONLINE MARKETING TOOLS FOR CUSTOMER RETENTION?**

**KIENERT:** When it comes to apps and the like: no. However, we are keeping a close eye on developments. Here, too, the question revolves around what the added value is for the customer. Of course, we operate websites and use social media. That is where the most important information, such as addresses and opening hours and, above all, the offers of our tenants, can be found. Those are absolute must-haves and have become the industry standard.





**SCHRÖDER:** The business as such is, of course, done by the retailers at our almost 80 retail properties. Any retailer who wants to be successful in the future must be able to play on all sales channels. To do that, retailers need the appropriate tools. That is then up to the companies' own marketing teams. Our task as operators is to ensure that the infrastructure at each location functions perfectly. Tenants have to be able to find everything they need to do their business in the best possible way and ensure that customers can shop comfortably and according to their ideas. That is our primary task.

**ACROSS: HOW DO YOU PURSUE MARKETING STRATEGIES, AND WHO FUNDS THEM?**

**SCHRÖDER:** A retail park is a product like any other. If I want to communicate a product's advantages, I need the appropriate content and channels. That is why we try to establish the sites we operate as brands. What do you communicate? We have the location advantages of a retail park, such as a wide range of products, uniform opening hours, and good functionality. Therefore, it is primarily about great reliability for the consumer. The budget required for this is a mixture of tenant financing and owner subsidies.

**ACROSS: HOW HAS YOUR SERVICE PORTFOLIO CHANGED OVER THE PAST 10 YEARS?**

**SCHRÖDER:** Today, we claim to be able to provide our customers with services along the entire life cycle of the property. That begins with the purchase of a property, at which point we provide consulting support as needed. This continues with "state-of-the-art operations" during the operating phase, through to solutions for the need to change the property and support for possible changes in use or the implementation of new concepts. This also includes construction services and project management. In the case of a dis-

investment, the provision of data rooms up to, in a positive sense, the liquidation of the object in the context of a sale. This comprehensive approach prevents interfaces. Every interface results in a loss of information and communication effort and, therefore, also economic disadvantages. We are convinced that a large part of our success at the end of the day lies in coordinating different processes in such a way that all the cogs mesh.

**ACROSS: WHERE IS THE JOURNEY HEADING? WHERE DOES THE FUTURE OF RETAIL PARKS LIE?**

**KIENERT:** Digitalization is a very important topic. The world will become more and more complex, and the requirements will continue to increase. At the same time, we see that investors are under growing pressure due to market conditions, including the impact of the coronavirus. That means our responsibility as operators is to become more and more efficient. Therefore, digitalization will be present in all areas. MEC is investing very heavily in the digitalization of a wide range of areas. Our challenge is to "be and remain master of this increasing complexity".

**SCHRÖDER:** Demand for retail parks will remain at a high level. We want to further expand our role in this segment. However, company size is not the only benchmark. We want to use our expertise to grow through additional mandates and new customer relationships. In the future, we will only be able to meet the multifaceted requirements previously mentioned if we have the experience and management know-how gained from managing a large portfolio. In addition, a reasonable cost structure and, above all, creativity in the development of properties is necessary. The added value of this synergy will be in demand more than ever in the future.



# MIXED-USE CONCEPTS— THE “MAGIC FORMULA” TO SECURE RETURNS

The pandemic as well as the push towards digitalization have led to the emergence of hybrid centers, in which the worlds of online and offline retailing converge. From a structural perspective, the logical implementation of this functional development involves the further conversion of pure retail properties into mixed-use objects.



Mixed-use concepts have recently become more prevalent as numerous retailers have been forced to reduce their floor space as a direct result of the outbreak of Covid-19 (lockdown-related consequences, online retail purchases). Developers and operators of shopping centers on the outskirts of cities and department stores in city locations have, likewise, been forced to develop intelligent mixed-use concepts in order to ensure the overall profitability of their properties.

However, mixed-use concepts are not enough on their own. Synergetic mixed-use concepts are needed, both in terms of costs as well as in terms of creating the appropriate visitor footfall, in order to ensure that an investor's calculations pay off.

## **EXAMPLE MIXED-USE PROPERTY: LE 31 IN LILLE**

Redevco, which is based in Amsterdam, develops and manages more than 240 urban retail and residential properties across Europe. The following statement by Thierry Cahierre, Head of Global Asset and Development Management, explains how the company, which has been in the market for 20 years, executes mixed-use concepts:

“Redevco’s mission is to contribute to sustainable and livable cities. With the knowledge of and expertise in large-



IMAGE: REDEVCO

*In March 2021, the latest-generation urban gathering place, Le 31, opened its doors in the French city of Lille.*

scale city-center transformation projects that transform abandoned properties into new, vibrant, and mixed-use locations, we bring value back to city centers. As such, the use and function of real estate must continue to evolve into mixed-use destinations, where citizens and visitors alike can enjoy, co-create, and be part of an online and offline community.

Le 31 is an urban meeting place of the latest generation and is located in the historic city center of Lille (France).



# MIXED-USE



The complex covers 25,000 sq m of mixed-use space: 2,500 sq m are used for retail, 1,700 sq m are used for street food, 5,200 sq m are used for leisure activities, and 8,000 sq m are used for co-working spaces. It also features a 4-star hotel that offers 120 rooms and 600 parking spaces. At Le 31, visitors will find a mix of innovative and com-

plementary concepts and brands, including Citadium (streetwear), Decathlon City (sports), Grande Scène (food), Okko Hotels, Team break (escape games), a climbing wall, and a fitness park.”

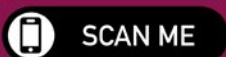


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# ABOUT MIXED-USE REAL ESTATE DRIVERS

Digitalization, flexibility, and mobility trends are key factors according to Multi Corporation.



IMAGE: MULTI



More than a year of virtual living has shaped the way we use, design, and transform real estate and ultimately cities. Covid-19 has accelerated several global trends, including flexible working, e-commerce, as well as the need for strong integration and a mix of different real estate functions as mixed-use. The experts at Multi Corporation believe that the future of real estate assets will consist of a combination of physical and digital domains, with social, economic, and environmental factors taking center stage.

Flexibility and mobility are primarily viewed through the way we work and learn, as where we live is largely dictated by where we need to physically commute to for work and education. As major European cities have grown steadily over the past two decades and are projected to continue to grow in the coming years (Oxford Economics, 2021), the

combination of urban growth patterns with structurally increasing flexibility and mobility patterns is a critical factor in transforming traditional asset classes into mixed-use destinations. Designing for increasingly mobile and flexible residents, aging populations, and professionals structurally shifts real estate demand for cities as a whole, as well as for different neighborhoods.

## TRANSITION OF LABOR MARKETS

One catalyst for structural shifts in demand for upgraded building space is the transition of labor markets to a greater share of workers in the information technolo-





gy and communications, real estate, and knowledge-intensive business services sectors, which varies by country and by city region (Eurostat, 2020). Those sectors contain a larger share of highly skilled professionals who are more likely to work from home, which is an important factor in measuring the demand for high-quality commercial real estate space, both qualitatively and quantitatively. Given the fact that the trend of mobile working is expected to exceed pre-pandemic levels in the near future, there will be different consequences for cities and neighborhoods as people shift more of their time to where they live as opposed to where they work. For labor markets, this means that employees will be able to live much further away from city offices, but that they will also need housing options that easily accommodate mobile working, whether through larger residential units or co-working spaces integrated into co-living or retail locations.

For neighborhoods, this means that commercial real estate functions that were previously only located in city centers can adapt on a smaller scale. This is already evident in the renovation of historic shopping streets in cities such as Amsterdam and London, where retail space is being upgraded with additional residential and office functions to provide a more complete picture of daily life. This idea has also been applied to well-located shopping centers, such as Forum Mülheim, a retail destination in Germany's Ruhr region, where health-related functions are used to increase the mixed-use character of the retail property. For local areas

anchored by a high percentage of college and university students, residential and commercial space is also needed for graduates entering the young professional phase, where employment opportunities can mix with established social networks. Transforming real estate to accommodate more flexible and mobile preferences requires a thorough understanding of population profiles and their respective needs in order to accurately improve daily life.

## PHYSICAL AND DIGITAL INFRASTRUCTURE

Demographic demand and favorable labor markets have emerged as key mechanisms for improving real estate assets by adding new building features to balance existing retail and services. Another key component of upgrading assets is the surrounding physical and digital infrastructure, which allows for higher building density but also addresses environmental sustainability. Examples include joint European projects, such as the improvement of the train connection between Amsterdam and Berlin (Deutsche Bahn, 2021), highlight the fact that mobility between large knowledge economies will also play a role in real estate demand. Leveraging these physical and digital changes in conjunction with demographic change will be critical to a successful mixed-use real estate strategy that goes beyond combining different asset classes.





# IULIUS LAUNCHES €500 MILLION URBAN REGENERATION PROJECT IN ROMANIA

Iulius Group is launching a new investment in Cluj-Napoca: more than half a billion Euros for their urban regeneration project in Romania.



IMAGE: IULIUS GROUP



The investment will transform the Carbochim industrial platform into a destination of the city in Cluj (Transylvania). The Carbochim factory will be relocated this year and upgraded. The new project includes:

- The largest retail area in the country (115,000 sq m)
- A center dedicated to performing arts
- Conservation of two industrial heritage buildings and reintroduction thereof into the public circuit
- Green spaces connecting the urban garden spanning on 4-plus hectares with the adjacent parks, and a complete reconfiguration of the road and pedestrian infrastructure
- A new bridge and a pedestrian walkway over Someș River

- An eco-neighborhood integrated in a mixed-use project
- Bicycle and pedestrian infrastructure along the Someș River waterfront
- Consolidating a new business hub
- The largest underground parking lot in the country, with 6,000-plus parking spaces

The Carbochim industrial platform spans on approximately 14 hectares, with less than 30% of the area currently utilized for manufacturing purposes, while the rest is either under-





used or residual. More than €5 million will be invested in re-locating, modernizing, and upgrading the production unit, without interruptions to its activity.

“We want to give to the city a piece of itself by transforming the Carbochim platform into a space for the entire community. The urban reconversion investment will be a large-scale one, in line with the general urban development strategy of Cluj. This project is designed for the present, but also for the generations to come,” said Iulian Dascălu, President of Iulius Company.

## THE LARGEST RETAIL AREA IN ROMANIA

New high-end brands, anchors that cater to families, a diverse food & beverage mix, a fresh market supporting local entrepreneurs and producers, and entertainment concepts marking national premieres will transform the largest retail area in Romania with a leasable area upwards of 115,000 sq m into a regional leisure destination, both indoor and outdoor, for people of all ages.

The investment will be made in partnership with Atterbury Europe. The project is undergoing the analysis, consulting and authorization phase, with construction works expected to begin in early 2023.



# TO GETHER NESS

BY MK ILLUMINATION

# MULTI CORPORATION COMPLETES MANAGEMENT BUYOUT

Multi Corporation announces the completion of a management buyout from funds managed by Blackstone.



IMAGE: MULTI

*Steven Poelman and Elmar Schoonbrood.*



This transaction sees Multi Corporation acquired by Elmar Schoonbrood and Steven Poelman, two experienced current Board Members and Co-CEOs. Elmar recently joined the Board full time and, alongside Steven, will progress plans for the business, which will see it partnering with existing and new clients and broadening its services to other asset classes.

Multi actively manages over 80 properties in 13 countries across Europe and welcomes over 400 million customers annually, spending an estimated €4 billion across more than 6,000 stores, restaurants, and leisure facilities. Flagship tenants include Inditex, Primark, C&A, H&M, and Carrefour.

Elmar Schoonbrood, Co-CEO of Multi Corporation, commented: “Multi is unique in that we can offer clients a reliable and independent operating partner across the entire European retail sector. Our services range from sourcing, underwriting and managing, to developing and redeveloping retail as well as other asset classes. I am looking forward to working alongside Steven to deliver our new vision for the business.”

Steven Poelman, Co-CEO of Multi Corporation, added: “We are excited about this transaction and the potential to con-



# MANAGEMENT



tinue evolving the business. Multi is a leading property and asset manager with direct relationships with the 6,000 tenants in our portfolio, which gives us a competitive edge over our peers. Our in-house architectural design and technical teams allow us to turn around complex retail centers, as well as convert retail and office properties to residential use.”

Adam Shah, Head of Real Estate Asset Management Europe at Blackstone commented: “Multi is a unique, pan-

European business, which has an impressive history, strong foundations, an extensive customer base, and an excellent management team. As the company embarks on this new chapter, we look forward to continuing our relationship with Multi and are excited to witness its future success.”



## Leading owner and operator of Shopping Centres in Central and Eastern Europe (CEE)

9 countries

244 MILLION visits in 2021

52 retail properties

€5.8 BILLION investment portfolio

Nearly 200,000 m<sup>2</sup> GLA of developments, extensions, and refurbishments.



# MIPIIM AWARDS 2022, WINNERS ANNOUNCED

13 best development projects from around the world have been honored in Cannes. The winner in the category "Best Shopping Center" is CAP300 in France. Frederiksberg Allé 41, Denmark, is the winner of the category "Best mixed-use Development".



IMAGE: S. D'HALLOY - IMAGE 8 CO



The MIPIIM Awards, an internationally-renowned real estate competition for completed or yet to be built projects around the world, has revealed its winners during the 31st edition of MIPIIM.

The jury, chaired this year by François Trausch, Global CEO & CIO of Allianz Real Estate, reviewed hundreds of entries and shortlisted the finest projects in each of the 12 competition categories. This year, in addition to the usual criteria, the jury also looked at how the projects adapted to the consequences of the pandemic in terms of how people live, work, shop, and entertain themselves. The winners were selected on a 50:50 basis with delegates' votes

casted online and on site, carrying equal weight with the jury's own votes.

Here we present the winners for the categories of best Shopping Center and best Mixed-use Development:

### **BEST SHOPPING CENTER – CAP3000**

This category rewards the new shopping centers (completed in 2020-2021), retail parks, or factory outlets, which succeed at encouraging and retaining traffic, while offering a unique shopper experience through new technolo-





gies, services, customer loyalty programs, and architectural features that aim to increase footfall and customer satisfaction.

The winner is: CAP3000, Saint-Laurent-du-Var, France

Developer: Altea

Architect: Groupe-6

It all began in 1969: opening of CAP3000, the NO°1 shopping center in France. Inspired by American shopping centers of that time, CAP3000 presents a modern style, an innovative and unique identity. The last few years, the property has been extended and new and innovative projects have been implemented. Today, it represents the not-to-be-missed shopping venue in the Côte d’Azur. It benefits from a unique seaside location in a protected area of natural beauty called “Natura 2000”.

**BEST MIXED-USE DEVELOPMENT – FREDERIKSBERG ALLÉ 41**

This category recognizes single buildings or groups of buildings (completed in 2020-2021) that blend at least two

different uses (residential, commercial, cultural, infrastructure...) and are physically and functionally integrated.

The winner is: Frederiksberg Allé 41 in Copenhagen, Denmark.

Developer: Union Holding and NRE Denmark.

Architect: Cobe

Frederiksberg Allé 41 is home to a food and culture house including food stalls, workshops, and cultural facilities, with an apartment building and a green inner courtyard above. As the first of its kind in Denmark, the building itself is placed directly over and connected to an underground metro station, providing a vibrant covered entrance plaza for the station. As a mixed-use building covering commercial, residential, cultural, and infrastructural facilities, it completes a vacant corner site, along with one of the most historic boulevards in Copenhagen, it is a social and cultural focal point in the neighborhood.





# COLOSSEUM MALL OPENED IN MARCH

On March 24, Colosseum Mall in Bucharest officially opened to the general public with the new building and assigned commercial spaces, marking the completion of this retail development.



IMAGE: COLOSSEUM MALL

*Mihai Dinu and the food court at Colosseum Mall.*



Dozens of local and international brands are welcoming their customers with the latest concepts of stores and restaurants in North-West Bucharest, an area where the residential segment has been developing at an accelerated pace in recent years.

Mihai Dinu, General Manager Colosseum Mall comments: “I am pleased to publicly announce the inauguration of Colosseum Mall and of the new shopping spaces. We have achieved this development in a difficult period, marked by the effects of the Covid-19 pandemic and the unpredictable geopolitical context, but we are optimistic about the success and the role that Colosseum Mall will have on the

retail market in Bucharest. As the responsible actions are part of the company’s values, we decided to donate the budget initially allocated to the inauguration marketing activities, to Red Cross Romania, in order to contribute to the volunteer activities whose aim is to help vulnerable people.”

The brands which will be joining this expansion stage are Sinsay, part of the Polish group LPP, New Yorker, CCC, Deichmann, Smyk All for Kids, Noriel, Stay Fit, Colin’s, 4F,





Douglas, Teilor, English Home, Fun Planet, Magic Casino, KFC, Dristor Kebab, Noodle Pack, , All For Six, Bunătăți Ardelenesti, Restaurant Presto, La Galleria, Inmedio, Xpressions Beauty & Body Care.

In addition, the developer is pursuing its planned business objectives and will develop other projects, such as the first drive-thru concept in the location and the construction of the first residential project.



## CHOOSE THE EXCEPTIONAL REAL ESTATE PARTNER IN SEE

Regional market leader and number 1 in commercial real estate development and management in Serbia

Portfolio of 7 shopping centers and 6 prime office assets

Portfolio certified with LEED and BREEAM, in process of Well, Health and Safety certification and projects in accordance with ESG goals

More than 400 most prestigious international and regional tenants





# GAME OF THRONES STUDIO TOUR LEADS TO SALES SPIKE AT THE BOULEVARD

Following the opening of the Game of Thrones Studio Tour in Northern Ireland last month, a Lotus Property-owned outlet shopping destination is already seeing the benefit of increased traffic.



IMAGE: THE BOULEVARD



The Boulevard, Northern Ireland’s only designer outlet, adjacent to the attraction’s Park and Ride facility, has reported an increase of +8.3% footfall visitors in the opening month alone and saw sales increase by +25.9% compared to the same period in 2020 (Northern Ireland retail was closed in same period in 2021).

A month on from opening Average Transaction Value (ATV) is up +37% compared to 2020, signalling a significantly greater spend from shoppers when on site. The Game of Thrones Studio Tour Park and Ride facility is situated on

the wider Outlet Park, with only a pelican crossing separating it from the shopping precinct.

The tour at nearby Linen Mill Studios is one of the most exciting tourist attractions in Northern Ireland’s history, set to attract upwards of 600,000 visitors per annum. Cementing the connection further, The Boulevard has joined





partnership with the official Game of Thrones tour operator, offering exclusive Boulevard discounts to those purchasing Studio Tour tickets.

Chris Nelmes, Retail Director at The Boulevard said: “This attraction is a gamechanger for the Irish tourism sector and a phenomenal boost to The Boulevard. It’s fantastic to see that even after one month of opening, visitors who are parking up or returning after an exciting trip to Linen Mill Studios have successfully been enticed to come across to see what’s on offer at The Boulevard as part of their day’s activity. With a mix of premium retail brands offering up to 70% off RRP, a number of food & beverage operators from sit-in restaurants to Drive Thrus, and a cinema, The Boule-

vard is the complementary activity for families or Game of Throne superfans who fancy making a day of it.”

Kyle Christie, Managing Director at Orr’s Travel said: “We are delighted with the initial response and bookings for the fantastic Game of Thrones Studio Tour and hotel stay packages, since opening last month. In partnering with The Boulevard to offer guests exclusive discounts, we are all working together to ensure the best experience for visitors who want to enjoy some retail therapy whilst visiting the spectacular Game of Thrones Studio Tour.”



# RETAIL PARK THE JUNCTION FUELS COFFEE OFFERING

Canadian coffee chain, Tim Hortons has thrown open the doors of its ninth store in Northern Ireland at Lotus Property-owned Retail and Leisure Park, The Junction.



IMAGE: TIM HORTONS



Creating 50 new jobs in the local area with a mix of full and part-time roles, the new 640 sqm sit-in restaurant and drive-thru is the latest tenant to join The Junction’s bustling food and beverage offering point to a demand among consumers for a growing mix of coffee outlets.

The latest “coffee2go” arrival comes with a newly negotiated long-term lease by the scheme’s longstanding coffee tenant, Costa, who recently rejuvenated its prime location at the retail scheme, creating a modern inviting café space with state-of-the-art facilities serving its ever-popular range of seasonal drinks and snacks.

“At The Junction we have created a space for customers to relax, socialise and enjoy themselves, and the arrival of Tim Hortons to the scheme further strengthens our leisure offering”, says Chris Flynn, Centre Director at The Junction. “The regeneration of the Costa Coffee store is also an exciting development, an already popular destination with customers. We look forward to welcoming coffee lovers to a fully modernised and refreshed site.”





# NEW M&S FLAGSHIP LEADS THE OPENING OF €841M VICTORIA PLACE WOKING

Woking Borough Council and Moyallen Group welcome the opening of Victoria Place Woking (UK), the €841 million regeneration scheme in Woking town center anchored by Marks & Spencer (M&S).



IMAGE: VICTORIA PLACE



M&S's new Victoria Place store is a regional flagship occupying 4,645 sq m over two floors. M&S Woking includes the brand's trademark range of clothing, homeware and gifts, quality food, a bespoke bakery and a café.

Joining M&S are formalwear specialist, Moss Bros, athletic footwear and apparel retailer Skechers, artisan bakery GAIL's, East Asian-inspired fast-food chain, itsu, and high-end cocktail bar, Komo. Completing the launch of Victoria Place is The Marches, the BTR residential element of Victoria Place operated by Native Group. The Marches com-

prise 429 residential apartments in two towers of 30 and 34 storeys.

A spokesperson for Marks & Spencer, commented: "We are very pleased to have launched our regional flagship store in Woking, and are proud to have done so within a destination that aligns seamlessly with our community-focused ethos. Victoria Place's positioning right in the heart of Wok-





ing creates the perfect location for customers to shop and peruse our store, food hall, and café at ease.”

The international architecture and design studio Benoy is delivering architecture, masterplanning, and interior design for the project. Robert Bentley, who is leading the project for Benoy, commented: “This is a significant moment for the scheme as we look to drive forward to completion later this year. We are delighted to see an iconic retailer such as M&S open on site, which alongside Boots, will help anchor the retail extension.”

Subsequent stages of Victoria Place will open over the course of 2022. These will include The Gym Group, Italia Conti Dance Conservatoire (4,366 sq m musical theater), Woking Superbowl (a 16-lane bowling experience), and new F&B offerings.

The series of launches will culminate in November with the 22-floor, 189-bed four-star Hilton Hotel. Currently fitting out, Hilton Woking will contain three independent dining concepts totalling almost 883 sq m, including a contempo-

rary sky bar on the 22nd floor. Called LOFT, it will provide views of central London, the Wembley Arch, and across Surrey to the south. Benoy is delivering architecture, masterplanning and interior design for the project.

Councillor Ayesha Azad, Leader of Woking Borough Council, said: “The town is a key opportunity location for companies and investors, as well as a very desirable place to live, work, and visit for residents and visitors alike. We are extremely pleased to welcome all the new additions to Victoria Place, and look forward to the rest of the openings over the coming months.”

Complementing the retail, F&B, residential, and hotel is space for a medical center and 7,897 sq m of offices. Victoria Place has also created two new public plazas and delivered 284 new parking spaces in the town center. JLL and Nash Bond acted for Victoria Place. MMX Retail represented M&S.



# TRANSFORMING THE NEIGHBORHOOD OF EL TERRENO, MALLORCA

A colourful, diverse, mixed-use masterplan revives a cultural neighborhood in Palma.



IMAGE: MVRDV + GRAS



MVRDV and Spanish co-architects GRAS Reynés Arquitectos are transforming the neighborhood of El Terreno in Palma, Mallorca. Their jointly designed plan includes the renovation four existing buildings and aims to add three new ones to reinvigorate El Terreno as a vibrant, green, sustainable and residential neighborhood.

Each of the buildings have their own unique character derived from their colours, materials, and rooflines, together forming a distinctive place that is in tune with the Mediterranean lifestyle. The buildings add 60 rental homes in a variety of styles and sizes, intended for local inhabitants who

work in the surrounding area, as well as in additional commercial space.

## RECOVER THE ESSENCE OF THE NEIGHBORHOOD

Centred around Plaza Gomila, close to the city's harbour, El Terreno is among Palma's most historic neighborhoods. Until the 1990s, it was a cultural hub – home to many artists and writers, and it was known for its nightlife with famous





performances by musicians, such as Jimi Hendrix, Ray Charles, and Tom Jones in its bohemian nightclubs. However, it has recently seen a long period of neglect and decline.

The Fluxà Family, owners of the Mallorca-based Camper shoe brand, purchased a series of neighboring plots around the Plaza and asked MVRDV and GRAS to develop a renew-

al plan that echoed the Camper's philosophy of combining heritage with innovation and creativity. The resulting designs, collectively named Project Gomila, aim to recover the essence of the neighborhood.



# IMMOFINANZ PRESENTS NEW BRAND ON TOP LIVING AT MIPIM 2022

Immofinanz is presenting its new residential brand “On Top Living” at the real estate trade fair, MIPIM in Cannes. Under this brand, tenants will be offered up to 12,000 smart and sustainable apartments at affordable prices in the medium term.



IMAGE: 2021 LICHTBLAU



“On Top Living stands for smart living. Our future tenants will benefit from flexible room concepts, a pleasant living climate, maximum energy efficiency, alternative mobility concepts and much more. And all this at affordable rents right next to local suppliers and leisure facilities. In this way, we are fulfilling the housing wishes of many people and at the same time making an important contribution to the fight against climate change, soil sealing and the explosion of housing costs,” explains Dietmar Reindl, CEO of Immo-finanz. Single-story retail parks of the STOP SHOP brand will be built over, creating affordable and resource-efficient living space.

The modular timber construction method allows a variety of apartment types to be built depending on the needs of future residents: from mini-lofts and family apartments to apartments with home office rooms or separable living units for guests or care. Various meeting zones such as common rooms, playgrounds or roof-top gardens are intended to bring life into the residential complexes.

In addition to the large-scale installation of photovoltaic systems and the use of heat recovery and geothermal energy, future residents will also be offered access to e-charge-







ing stations and e-bikes. Green roofs and facades round off the overall sustainable concept and simultaneously function as a natural air conditioning system. CO2 is also bound with the modular timber construction method. The raw material wood is to be sourced exclusively from certified, sustainable forestry operations.

Stefan Schönauer, member of the Executive Board of Immofinanz: “In total, we will invest around EUR 1 billion in the expansion of On Top Living in our countries over the next five to seven years. Due to the massive increase in demand from banks and debt investors with regard to sustain-

ability-oriented investments, this will not only enable rapid expansion, but also strengthen our competitive position.”

With its 100 STOP SHOP locations, Immofinanz has a considerable resource for the construction of On Top Living residential complexes. In the coming years, the portfolio is to be expanded to around 140 sites. “As already announced, we plan to build over 50% of our sites in the medium term, creating around 12,000 new apartments. The pilot project in Vienna has been completed, and another pilot is planned in the Serbian city of Borca,” concludes Dietmar Reindl, CEO Immofinanz.



# 3,252 SQ M LEISURE CONCEPT BABYLON PARK SIGNS FOR UK DEBUT

LabTech, owners of Camden Market (London), have announced the signing of a UK debut site for Babylon Park, a new family entertainment leisure concept, at Camden Market Hawley Wharf (shopping & dining destination).



IMAGE: CREDIT: P&P PROJECTS



The 3,252 sq m, three-floor leisure venue will be Babylon Park’s flagship location, providing a multitude of activities. These include a roller coaster, drop tower, and bumper cars, alongside video and simulator arcade machines, soft play areas, and karaoke rooms. It is set to open later this spring, with an intergalactic theme that also encourages learning about living more sustainably, and a family-friendly F&B offer.

The company is a global amusement park operator with 19 sites in three different countries, and has plans for further worldwide expansion in the coming years. The Camden site will be their largest to date, and has been designed and cre-

ated by P&P Projects, who are also behind Madame Tussauds and Nickelodeon Adventure.

Commenting on the signing, Teddy Sagi, Owner of Camden Market Hawley Wharf, said: “The new entertainment center reflects our emphasis on introducing fun and unique concepts to the destination, and being family-friendly it sits perfectly alongside our existing and forthcoming leisure operators, contributing greatly to the town’s domestic and international appeal.”





Efi Malka, Owner of Babylon Park, said: “We are looking forward to bringing our brand-new concept here, which will define and set the tone for our expansion across the rest of Europe and provide an opportunity for visitors to explore and learn.”

Babylon Park will add an experiential element to Camden Market Hawley Wharf, which has a wealth of food and beverage operators, independent retailers, and leisure facilities.

These include the recently opened Curzon cinema and Camden Boxing Club, with further leisure concepts based on Tomb Raider and Peaky Blinders set to join the adjacent Camden Market later this year.

Colliers and CBRE represent Camden Market Hawley Wharf.



# NEW ‘FOOD HALL OF THE FUTURE’ AT POTSDAMER PLATZ IN BERLIN

Brookfield Properties has concluded a strategic deal with Manifesto Market to join the redesigned Potsdamer Platz in Berlin. Both were supported by ECE Marketplaces. Manifesto will operate a flagship food hub of 4,400 sq m.



IMAGE: BROOKFIELD PROPERTIES

Manifesto Berlin.



Manifesto Berlin will bring together 25 restaurants, convenience grocery, two bars, a chef’s table, and a cultural stage. The company, founded in mid-2018, will operate its own bar under the brand “Soot.”

Their food hubs gather local gastro entrepreneurs and artisans, as well as Michelin-recommended chefs in one place. Manifesto Berlin will be the fourth and largest food hub launched by American architect and entrepreneur Martin Barry and Chief Growth Officer Hollie Lin, the former Googler.

“We are placemakers committed to digital-first commerce,” says Martin Barry, Founder and CEO of Manifesto. “Aligning our brand with Brookfield Properties’ regeneration of Potsdamer Platz is a natural and exciting step for us as we embark on an ambitious international expansion. We couldn’t imagine a better partner and couldn’t have picked a cooler city for our first site outside Prague.”





Cashless operations are safe, transparent, and hygienic. Martin Barry and the team are curating a selection of chefs, artisanal producers, and local restaurateurs to offer an eclectic palette of international cuisine. The chefs are supported by 360 marketing and data-rich operations.

“We are looking forward to this exciting concept,” explains Karl L. Wambach, Executive Vice President Europe at Brookfield Properties. “Together with ECE, we are continuing to work hard to create an attractive and location-appropriate retail offering at Potsdamer Platz and are convinced that Manifesto Market will be a great addition to the neighborhood ecosystem.”

**RETAIL AND GASTRONOMIC OPENINGS**

Brookfield Properties’ extensive redesign of Potsdamer Platz in Berlin aims to create a green and pedestrian-

friendly quarter with high quality facilities. The plans aim to open up the streets, alleys, and squares and to improve the quality of the space to match the surroundings. The whole project will be completed by 2025, and most retail and gastronomic openings are scheduled in 2022.

The area is surrounded by prestigious cultural institutions, such as the Neue Nationalgalerie, Berlin’s Philharmonic Hall, Sony Center, the Culture Forum, and the future Museum of the 20th Century. Hotels, theatres, CinemaxX, offices, and coworking hubs bring to Potsdamer Platz over 110,000 visitors a day, and about 30,000 people work in the immediate vicinity, with over 300 residential apartments located in the same area.



# DOCKSIDE OUTLET WELCOMES DENTAL SURGERY SMIL

Smil, a next-generation dental surgery, has opened its doors at Dockside Outlet at Chatham Maritime in Kent (UK). The letting to a service provider follows on from a series of recent lettings to Beauty Outlet, The Fragrance Shop, and Pad Thai Restaurant at the 13,935 sq m center anchored by The Range.



IMAGE: SMIL



Dockside is located in the heart of Chatham Maritime – an area of 300 acres featuring leisure and restaurant facilities, Chatham Dockyard and Chatham Marina. More than 2,000 new homes have already been built locally with another 450 homes now under construction nearby.

The arrival of the 287.8 sq m dental practice, located on the upper level of the 44-unit outlet center is in part, a direct response to the ‘zoom boom’ that has swept the country. It features modern equipment including a scanner and treatment rooms.

Recent research by CACI indicates that footfall at the center grew by 8.5% in 2021 compared to the same period in

June and July in 2019 – the comparative period before the Pandemic impacted UK retail destinations. The footfall numbers are continuing to trend upwards as the center is continuing to evolve its offer. Dockside is now 97% let.

Peter Everest of Dockside owners WD Ltd. comments: “The center is an increasingly popular destination offering a curated mix of both outlet and some full-price operators along with service providers. Our service offer started when we used ancillary space to create the popular Dockside Day Nursery and Pre-School and continues with the new Smil





dental practice. We are far more than just an outlet and we are also creating other unique center offers which will, we believe, soon deliver additional community destination dynamics.”

One of the practice founders, Dr. Neil Underhill, explains. “Our aim is to reduce barriers to access to us and increase the opportunities for customers to feel at ease if they want to come in and talk about procedures and options. Smil is new customer-connective way of delivering dental care via

a location in a popular community setting – and that’s why it’s exciting to be at Dockside.”

Beauty Outlet has taken a 326,6 sq m of a 10-year lease. Nearly opposite The Fragrance Shop has taken a 5-year lease in the 45 sq m unit, while Pad Thai has taken a 4-year lease on the center’s upper level.



# MULTI CORPORATION AND CHAINELS ANNOUNCE STRATEGIC COLLABORATION

Multi Corporation has launched the "Multi Forum" tenant experience app to further improve management of its assets. Powered by Chainels, the tenant experience app is a user-friendly portal available in website and app formats.



*f.l.t.r.: Steven Poelman (CEO Multi), Elmar Schoonbrood (CEO Multi), Sander Verseput (COO/CFO Chainels) and Erwin Buckers (CEO Chainels).*



Multi Forum is tailored exclusively for assets under Multi's management and has proven to be essential in its full spectrum of data-driven asset management and property management services. By opting for innovative technology, the company demonstrated its continued dedication to operational excellence through innovation and sustainability together with tenants, local communities, and strategic partners.

## SOLUTION FOR RETAIL REAL ESTATE PORTFOLIO MANAGEMENT

With a portfolio of more than 80 retail assets across Europe representing a total of €8 billion of assets under manage-







ment, Multi continues its commitment to generating long-time value through innovative technology. It aims to make a positive impact on the communities in which it invests, while accelerating growth through an optimized operational business model.

## TENANT ENGAGEMENT

Multi Forum app is applied across the portfolio to strengthen tenant engagement. By working directly with operators in Europe, Multi helps make its companies stronger and more sustainable over the long-term. The app provides the tools to drive productivity for its clients and colleagues as an advanced software platform, enabling the leveraging of world-class data, and optimizing investment returns.

Elmar Schoonbrood, Board Member, Multi Corporation said: “The digitalization of operations through our new technology, Multi Forum, enables on-site shopping center management teams to maintain the highest level of efficiency in their daily performance. By utilizing a tenant experience app in daily operations, we’ve ensured that larger group business objectives – both financial and operational – are met while contributing to our long-term ESG strategy. We’re pleased to partner with Chainels as they have proven to be a reliable, innovative, and future-proof company.”

## TAILORED TECHNOLOGY

Across its own and third-party assets, the app provides internal analytics whilst also digitalizing existing processes, making them accessible through an all-in-one digital solution. Functionality includes communication channels between the center and property management teams with their tenants and other stakeholders. In addition, the app digitizes mall income management, technical procedures, documentation management, and facilitates advanced foot-fall counting solutions.

Via the app, tenant-to-tenant relations and project management applications are streamlined while customer loyalty programs and facilities management providers can be fully integrated. Within a single platform, these features improve the quality of the shopping center experience and create a sustainable relationship between all involved parties.

## POWERED BY CHAINELS

Multi Forum is fully developed and supported by Chainels. Beginning in 2013 as a start-up, the firm has since grown into a scale-up company offering an all-in-one solution to a diverse portfolio of national and international clients, supporting combined assets of 30 million sq m. Its namesake product, Chainels, engages landlords and tenants to turn any multi-occupier building or district into a thriving community. The real estate industry is continuously changing and that’s why Chainels’ Rotterdam-based team stays connected with its clients for feedback and input. Armed with this up-to-date knowledge, as well as experience and passion, the team continuously strengthens its tenant experience app to ensure it best serves the evolving needs of every client.

Sander Verseput – Co-Founder, COO & CFO at Chainels said: “Our team is extremely proud to be selected by Multi Corporation and their strategic partners as their preferred technology partner. We’re already working in close collaboration with Multi and we will continue to focus on their success by achieving operational excellence. Our priority is to ensure the strengthening of all relationships amongst tenants, occupiers and third-party owners at all Multi’s assets under management.”



# URW INTRODUCES DIGITAL ART CENTER IN HAMBURG

Unibail-Rodamco-Westfield (URW) brings Culturespaces on board as the key partner for the mixed-use quarter's art, culture, and edutainment segment. With Port des Lumières, Culturespaces will open a branch of its digital art center in Westfield Hamburg-Überseequartier, which will cover an area of around 3,100 sq m.



IMAGE: CULTURESPACES | SOPHIE LOYD

*Atelier des Lumières.*



In addition to the Atelier des Lumières in Paris and other immersive digital art centers in Jeju Island, Bordeaux, Baux-de-Provence, and Dubai, Culturespaces is currently planning additional locations in Amsterdam, Seoul, and New York. Due to the high entertainment and experience factor, the offer is not only aimed at art enthusiasts, but also at broader target groups from all ages.

In short programs and long-term exhibitions, the masterpieces of one artist at a time are transferred into a three-dimensional digital space – for example works from Cézanne, van Gogh, Klimt, or Kandinsky. Immersion is a key phenomenon in modern art, which expands the conventional boundaries to immerse visitors in audiovisual emotions.

With Port des Lumières in Hamburg, art is brought to life through 60 speakers and more than 100 projectors transmitting 3,000 moving images per second on a 3,120 sq m projectable surface. Port des Lumières is based on the reputation of the Port of Hamburg as the gateway to the world and translates as “Port of Light”.

Bruno Monnier, President-Founder of Culturespaces, said: “Original masterpieces by great artists are eternal – but always spread across the globe in different museums or with collectors. Only temporary exhibitions bring together some





of these works, and only for a few months, and no matter the country in question, it is extremely rare for more than a third of the population to access to these exhibits. Digital technology has given us the means to group these masterpieces together, to share them with a much wider audience of all generations for longer periods of time, to be discovered or rediscovered.”

Andreas Hohlmann, Managing Director Austria & Germany at Unibail-Rodamco-Westfield, said: “With Westfield Hamburg-Überseequartier, we want to create a vibrant place where people live, work, but especially enjoy spending their leisure time. That’s why our goal is to partner with exceptional concepts for leisure and entertainment – including art and culture. Port des Lumières creates an extraordinary

and unique experience for the local community, but also for all culture lovers on a national and international scale. At the same time, the innovative, visual approach of Culture-spaces is able to convey and awaken cultural education and enthusiasm among a broader audience.”

At the center in Hamburg’s HafenCity district, a total of 14 buildings are under construction. Retail, entertainment concepts, and more than 40 dining units are closely coordinated with offices for around 4,000 workplaces, three hotels, a cruise ship terminal, and a total of 600 apartments. The mixed-used project comprises a total area of 419,000 sq m and will be executed by URW with a total investment of more than €1 billion.





# NEW ENTERTAINMENT CENTER AT POTSDAMER PLATZ

Potsdamer Platz in Berlin will become an arcade game haven this summer. Gamestate will launch an entertainment center inside the Arkaden mall, which will open as a high-street venue after a two-year period of restructuring and modernizing.



IMAGE: ECE

*Gamestate Visualization.*



On around 1,200 sq m Gamestate will offer classics and new games at more than 60 arcade stations. Potsdamer Platz will be the second Gamestate location in Germany, after the one in Oberhausen, and the largest one in Europe.

“Potsdamer Platz is a cultural and tourist hotspot in Berlin – and therefore the perfect place for us: centrally located, surrounded by cinemas, theaters and museums, and soon with a new shopping and entertainment concept,” commented Roel Veltmeijer, CEO of Veltmeijer Group, a Dutch family business that owns the Gamestate brand, among other things.

Karl L. Wambach, Executive Vice President Europe of Brookfield Properties and the manager of Quartier Potsdamer Platz, added: “Our objective is to create a diversified and exciting leisure attraction for different age groups. Especially young people and families with children used to have few options to choose from here. But with Gamestate and Mattel aboard now, this is about to change.”

“Potsdamer Platz will become the largest Gamestate location anywhere in Europe! We look forward to seeing this





innovative entertainment concept from the Netherlands come to the center of Berlin,” added Jonathan Doughty, Project Director Leasing Services, on behalf of ECE Marketplaces, and Member of the ACROSS Advisory Board.

Besides Gamestate and Mattel, the new Arkaden will feature Manifesto Market, a food hub concept on around 4,400 sq m, and the popular ice cream parlour, Caffè e

Gelato, besides others. The completely redesigned Arkaden mall will start to gradually open after mid-year 2022 – with all new occupiers expected to be open for business by next year. Brookfield Properties, the company managing Quartier Potsdamer Platz, collaborates with the shopping center specialist ECE to implement an attractive retail and entertainment concept that complements the location.



# MASTERPLAN FOR MIXED-USE DEVELOPMENT OF ST. ENOCH CENTER IN GLASGOW

Property developer and asset manager, Sovereign Centros, has submitted a planning application outlining its masterplan proposals for the reimagination of St. Enoch Center in Glasgow. The mixed-use development puts focus on retail, leisure, entertainment, hotel, offices, and city center living.



IMAGE: SOVEREIGN CENTROS



Sovereign Centros has held two public consultations, inviting stakeholders and the community to find out more about its long-term vision for the center. The proposals illustrate how St. Enoch Center can be sustainably developed over the next 15 – 20 years. This includes:

- Revitalised shopping and leisure space
- Up to 1700 homes
- High quality office space
- A four-star hotel
- Inclusive and accessible public realm space

Following the first public consultation, proposals were revisited to include widened streets, increased daylight, and a public square. This ensured more break out space and better connectivity to the retail and leisure offer, and neighboring parts of the city.

Demonstrating its commitment to the enhancement of the site, Sovereign Centros has also recently submitted a





change of use application to repurpose the upper floors of Debenhams building, which is currently vacant. The developer has showcased how the space could be transformed into flexible and modern offices, which could be further complemented by a striking rooftop restaurant.

Guy Beaumont, Director at Sovereign Centros, said: “A great deal of effort has been invested into the creation of this masterplan, which reflects extensive engagement with key stakeholders across the city. We have been clear that there is still a lot of detail to be developed and this is the start of a long journey; however, we are confident that

what we have set out is an excellent contribution to the city and it will future proof the site.”

Stuart Patrick, chief executive of Glasgow Chamber of Commerce, added: “Investment in our city center is crucial after the challenges we have faced over the past two years. The plans proposed by Sovereign Centros are a vote of confidence for Glasgow in the face of a changing retail landscape, and it is encouraging to see those plans set out a mixed-use development that expands leisure activities as well as workspace and residential areas.”



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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 26 members. These are (in alphabetical order):



IMAGE: CONIQ

**BEN CHESSE**  
Founder and CEO of Coniq



IMAGE: CONIQ

**RÜDIGER DANY**  
CEO of NEPI Rockcastle



IMAGE: ECE

**JONATHAN DOUGHTY**  
Global Head of Foodservice, Leisure and Placemaking at ECE Marketplaces



IMAGE: ERIK ENGSTRAND

**ERIK ENGSTRAND**  
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IMAGE: ECE

**JOANNA FISHER**  
CEO of ECE Marketplaces



IMAGE: BDP

**GREGORY FONSECA**  
Director of Architecture BDP



IMAGE: URW

**ANDREAS HOHLMANN**  
Managing Director Germany of the Unibail-Rodamco-Westfield Group

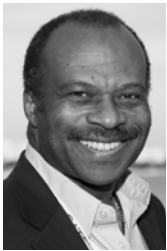


IMAGE: CHRIS IGWE INTERNATIONAL

**CHRIS IGWE**  
Global Retail Expert



IMAGE: FIBA

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CEO and Board Member of FIBA Commercial Properties



IMAGE: UMDASCH

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IMAGE: NEINVER

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IMAGE: PRIVATE

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IMAGE: MK ILLUMINATION

**THOMAS MARK**  
President of MK Illumination Group



IMAGE: RIOJA ESTATES

**GILES MEMBREY**  
Managing Director of Rioja Estates Ltd.



IMAGE: HYPERIN

**MARKUS PORVARI**  
Founder of HyperIn



IMAGE: ROS

**THOMAS REICHENAUER**  
Co-Founder & Managing Director of ROS Retail Outlet Shopping



IMAGE: IMMOFINANZ GROUP

**DIETMAR REINDL**  
COO of Immofinanz Group



IMAGE: MULTI

**ELMAR SCHOONBROOD**  
Co-CEO and Board Member at Multi



IMAGE: HMSHOST

**WALTER SEIB**  
CEO of HMSHost International



IMAGE: RARE ADVISE

**KLAUS STRIEBICH**  
Managing Director of RaRE Advise



IMAGE: SSCC

**JAN TANNER**  
Head of Retail & Site Management Switzerland at Privera



IMAGE: PLACEWISE

**PETER TONSTAD**  
CEO of Placewise Group



IMAGE: UNION INVESTMENT

**HENRIKE WALDBURG**  
Head of Investment Management Retail at Union Investment



IMAGE: EVA TRIFFT

**MARCUS WILD**  
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ambas Real Estate is an independent retail investment and asset management advisory firm. The company advises owners and developers about retail assets and modern mixed-use properties. Its service portfolio includes tailored transaction-related advisory and strategic asset management services. ambas is active in the European real estate markets, being Germany its core market.



**BIG CEE**  
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BIG CEE is part of BIG Shopping centers Israel who expanded its operation into Serbian market in 2008. Subsidiary BIG CEE, was formed to develop shopping centers in Serbia, one of the fastest growing markets in Central and Eastern Europe. Under its long-term holding strategy, BIG CEE's primary focus is development and management of owned assets. From 2016, the company started with acquisitions and mixed-used developments, including residential and office projects. Current activity of BIG CEE is focused on acquisitions of logistic centers, offices, as well as retail centers of smaller formats. In Serbia there are eight Shopping Centers and one in Montenegro.



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Chainels is a one-stop-shop solution that combines all essential communication and workflows in one platform. Clients such as CBRE, Redevco, Multi Corp, Atrium, EPP and Shaftsbury use Chainels to communicate with all tenants, service providers and other stakeholders within their assets. In addition, we offer our property owners and managers a selection of additional modules to digitize and streamline internal and onsite workflows.



**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 centers in Frankfurt am Main.



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Coniq is the Total Customer Engagement Company for growth-minded shopping centers, outlets, and retail brands. Our IQ platform provides a faster, more economical and simpler way to generate revenue by understanding, anticipating and engaging customers through unique and personalized experiences in real-time in-store and online. Coniq powers over £1 billion of sales annually for its customers, with more than 20 million consumers shopping at more than 1,800 brands in +25 countries worldwide.



**DFV CONFERENCE GROUP**  
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dfv Conference Group the event arm of dfv Media Group, develops, organizes and produces executive-level conferences and conventions about a variety of themes and across a wide range of sectors. 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 is part of the modern urban quarter in the vicinity of the historical center of Bratislava. It represents an entirely unique and dynamic destination with the riverside promenade. Eurovea broadens patterns of living, working and shopping as it provides the sort of downtown, high street shopping experience.



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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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GfK GeoMarketing is one of Europe's largest providers of geomarketing services and products, which include consultancy and research expertise, market data, digital maps as well as the software RegioGraph. GfK helps companies from all industries to answer critical location-related business questions in sales, marketing, expansion planning and controlling. GfK's geomarketing department promotes business success and thus delivers "Growth from Knowledge".



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As the market leader for networking in the form of events and business matching, Heuer Dialog has been accompanying the real estate industry in accessing all disciplines that deal with questions about the future of the urban and real estate worlds since the 1980s. With around 50 events per year, Heuer Dialog enables high-level executives to meet on physical and virtual platforms or even in both simultaneously, in a hybrid setting for sustainable urban, real estate and building development. Heuer Dialog builds networks with power, creativity and capital that secure the future of cities, regions and companies. As initiator and moderator, Heuer Dialog brings together minds from architecture, civil engineering, ecology, economics, sociology, technology and law in face-to-face dialogues. Over the past four decades, more than 100,000 personalities have taken part in lectures and discussions that have led to initiatives for current and future action. In association with the Immobilien Zeitung and the dfv Mediengruppe with more than 100 specialist titles, Heuer Dialog sees itself as the competence centre for events related to real estate.



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HMSHost International is part of the Autogrill Group – the world's leading provider of food & beverage and retail services for people on the move. We operate in Europe, Asia-Pacific, and the Middle East and have 50 years' experience in airport restaurant operations, design, concept and development. We transform travelers into customers by enticing them to use our services and ensuring that when they think back on the experience, it brings a smile to their face. HMSHost International creates places where people want to be. We do this by original and unique food & beverage concepts, sophisticated marketing initiatives, clever technical innovations and engaged staff.

## IMMOFINANZ

### IMMOFINANZ GROUP

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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 exchange in Vienna (leading ATX index) and Warsaw.



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Kaufland is an international retail company with over 1,350 stores and about 139,000 employees in eight countries, namely: Germany, Poland, Romania, the Czech Republic, Slovakia, Bulgaria, Croatia, and the Republic of Moldova. Kaufland offers a large assortment of food and everything for daily needs. The company is part of the Schwarz Group, one of the leading food retail companies in Germany and Europe. Kaufland is based in Neckarsulm, Baden-Wuerttemberg.



### MAPIC

The international retail property market  
Phone: +33 1 79 71 90 00  
<http://www.mapic.com>

MAPIC is the key meeting point for retailers looking for partners, property developers, and owners looking for retailers to enhance their sites. MAPIC delivers 3 days of tailored meetings, expert-led conferences and a premium exhibition for industry leaders, targeting all types of retail properties, such as shopping centers, cities, factory outlets, leisure areas and transit zones.



### MAPIC ITALY

The Italian retail property event  
Phone +33 1 79 71 90 00  
<http://www.mapic-italy.it>

MAPIC Italy is a deal-making event dedicated to the Italian retail property market. It gathers together Italian and international retailers and investors looking for retail properties and locations to expand their business in the Italian market. Retail property owners, shopping centers management companies and agents will have a unique opportunity to present their assets to a qualified public of clients and prospects.



### MAPIC RUSSIA

The largest retail real estate expo in Russia and the CIS  
Phone: +7 (495) 937 68 61  
<https://www.mapic-russia.ru/>

MAPIC Russia is the largest retail real estate event on the Russian market. The exhibition annually brings together leading professionals in the retail real estate industry. MAPIC Russia provides opportunities for the most effective interaction with a professional target audience: retailers, developers, equipment and technology suppliers, management companies, consultants, and investors.



### MEC METRO-ECE CENTERMANAGEMENT GMBH & CO. KG

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MEC is a joint venture of METRO and ECE. As the German national market leader for retail parks, MEC has more than 250 employees and manages over 80 retail properties. Its service portfolio includes customized services for all aspects of integrated center management, including commercial and technical management, leasing, marketing, development, commercial asset management and property management for smaller retail properties. The market value managed (assets under management) was around € 4.1 billion in 2021. In all locations, approximately 1,200 rental partners generate an annual turnover of € 3.2 billion over a rental space of 1.7 million sq m.



### MESSE FRANKFURT

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Messe Frankfurt is one of the world's leading trade fair organizers. 592,127 sq m of exhibition ground are currently home to ten exhibition halls and two congress centres. Events "made by Messe Frankfurt" take place at approx. 50 locations around the globe, and cover the fields of consumer goods, textiles & textile technologies, technology & production, mobility & logistics, entertainment, media & creative industries.



**MIPIM**  
The world's leading property market  
Phone: +33 1 79 71 90 00  
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MIPIM, the premier real estate event, gathers the most influential players from all sectors of the international property industry, for four days of networking, learning and transaction through premium events, conferences and dedicated exhibition zones.



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MK Illumination is the leading provider of year-round festive lighting solutions, which form the cornerstone of powerful marketing, engagement, and visitor attraction campaigns. The family-owned business was founded in 1996 and has presence in more than 40 countries. Each year, its independently-owned subsidiaries combine global experience with local knowledge to deliver upwards of 1200 projects worldwide for clients in a range of sectors including Retail Real Estate, Public Spaces, Travel Retail and Leisure. MK Illumination is known for its innovative full-service approach, its commitment to the highest quality products and services, and for creating extraordinary tailored solutions that deliver results.



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MPC Properties is one of the Southeast Europe's most experienced real estate development companies. MPC has developed over 30 projects since the company's foundation in 2002, with the highest LEED and BREAM standards. MPC possesses and manages different types of properties, including the largest retail network of six shopping centers and A-class office projects, which together represent the most recognizable and famous landmarks on the market.



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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. Multi Corporation offers a full spectrum of services, including active asset management, shopping center operations, redevelopment and refurbishment, leasing, legal and compliance. Over the past few years, Multi's broad financial, commercial, and technical expertise has enabled them to outperform the industry in terms of occupancy, net rental income and state-of-the-art shopping center marketing. Multi's in-house studio for master-planning and architecture, TTDesign, uses their fundamental knowledge of shopping center functionality to enhance the retail environments in their 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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NEINVER is a Spanish multinational company specialised in managing, developing and investing in commercial properties. The leading manager of outlet centres in Spain and Poland, and the second largest in Europe, it has two proprietary brands: The Style Outlets and FACTORY. Founded in 1969, NEINVER manages 17 outlet centres and 4 retail parks including active pipeline in six European countries: France, Germany, Italy, Poland, Spain and the Netherlands.



**NEPI ROCKCASTLE**  
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NEPI Rockcastle is the premier owner and operator of shopping centres in Central and Eastern Europe (CEE), with presence in nine countries and an investment portfolio of 5.8 billion as at 31 December 2021. The group owns and operates 52 retail properties (excluding joint venture), which attracted 244 million visits in 2021. With group-level management of tenant relationships and a focus on cross-country collaboration, the Group is the leading strategic partner for major retailers targeting CEE countries.



## PLACEWISE

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



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Redevco, part of COFRA Holding AG, is a real estate investment management company with a clear focus on vibrant places across Europe. As the partner in urban real estate, Redevco invests in properties with a view to developing future-proof buildings in dynamic urban locations, where people want to live, work and play. Redevco's highly experienced professionals purchase, develop, and manage properties, ensuring that the portfolios optimally reflect the needs of their clients. Redevco believes in long-term investments, where quality and sustainability are key.



## 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 center management company specialized 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 knowledgeable about 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.



## SAFE ASSET GROUP

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Headquartered in Sweden, SAFE Asset Group is a global certification and advisory company and founder of SHORE – the only internationally acknowledged certification of Risk, Resilience & Governance for real estate. SAFE Asset Group comprises international experts in shopping centers and mixed-use asset management, risk management, crisis communication, and law enforcement. Since 2016, we have supported the creation of safe and attractive public places where people shop, work, meet or stay in more than 29 countries.



## SES SPAR EUROPEAN SHOPPING CENTERS GMBH

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SES Spar European Shopping Centers is No. 1 in Austria and Slovenia for large-scale, multi-functional shopping locations, specialized in the successful development, refurbishment, construction management, and operation of retail properties of international standard. Additional core markets include Northern Italy, Hungary, the Czech Republic and Croatia. The company provides a complete service to retail property owners 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  
<https://www.the-happetite.com/>

The Happendite (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 a unique chance to find new international food retail concepts, and to meet restaurant industry decision makers. Key international restaurant, food chains & operators participate in this exhibition to meet private equity firms and property players to grow their business. The 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 & Advertising Agency for Shopping Centers for over 25 years. In its client list features some of the biggest names from the 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 hands-on day-to-day Center marketing. The company's reputation as B2B specialists has been built on helping owners and operators to market their properties, with improved leasing tools, engineering a stronger tenant mix and growing a Center's asset value. 21Media's achievements have been recognized 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 Lifestyle 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.



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Unibail-Rodamco-Westfield is the premier global developer and operator of flagship destinations. With the support of 2,900 professionals and an unparalleled track-record and know-how, Unibail-Rodamco-Westfield is ideally positioned to generate superior value and develop world-class projects. Unibail-Rodamco-Westfield distinguishes themselves by their Better Places 2030 agenda, which sets their ambition to create better places that respect the highest environmental standards, and contribute to better cities.



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Union Investment is a leading international real estate investment company specializing in open ended real estate funds for private and institutional clients. Union Investment has assets under management of some €51.0 billion. Active in the real estate 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, residential buildings and retail properties. Union Investment's retail portfolio currently includes 83 assets in Europe and the US, with a market volume of some €10 bn.



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VIA Outlets was founded in 2014 to acquire existing outlet centres across Europe. VIA Outlets' vision is to create premium shopping destinations, and offer best-in class, beautifully located shopping experiences for visitors and brand partners. VIA Outlets are here to redefine the outlet shopping experience. Guided by their three R's elevation (strategy, remerchandising, remodelling and remarketing) VIA Outlets ensures that premium fashion outlets are destinations attracting visitors from all over the world. By bringing together an exceptional mix of international and local premium brands, VIA Outlets have created unexpected and unforgettable shopping experiences, whilst also paving the way for sustainable shopping. Currently, VIA Outlets consists of 11 assets spread across Europe, offering over 1,100 stores across 267,000 sq. m GLA.



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As a creative idea incubator, content creator and service partner, von7 | K.U.L.T. OBJEKT accompany your project from idea to success. If you want to reach people, you have to trigger emotions and create places to meet. With scenography, dramaturgy and storytelling von7 | K.U.L.T. OBJEKT create spaces and transport the experience of brand, the fascination of product worlds and their authentic lifestyle messages beyond the borders of the online/offline universe.

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