

RETAILTAINMENT: HOW TO INCREASE EXPERIENCE PER SQUARE METER





A GAME CAN TURN BACK TIME AT CHRISTINA'S PLAYCE

THE PLAYCE
POTSDAMER PLATZ

Discover Gamestate and much more at Potsdamer Platz Berlin!

DEAR READER,

As a reader of our magazine, you know that ACROSS is never about pessimism but about emphasizing opportunities and highlighting excellent and innovative examples so that the industry can learn from them. We do not have a naïve view of the industry - there is no question that the challenges are there and are more diverse than ever before. But if the worst retail crisis ever, the coronavirus pandemic, has taught us one thing: people not only need physical retail but have longed for it. Our cities, shopping centers, retail parks, and outlets are again full of life, energy, and innovation.

However, part of the reality is that many retail concepts have disappeared, and many who no longer have their finger on the pulse will go bankrupt. Retailers who can always find answers to consumer needs will survive. Retailers that fill their locations with unique energy and create rich experiences that go far beyond the usual shopping experience are and will, on top of that, be very successful in brick-and-mortar retail. We have dedicated this issue to these locations: retail concepts and locations that stage themselves for the customer, appeal to all their senses, create a holistic experience, and whose success can no longer be measured in mere sales figures.

In this issue of ACROSS, you can read, among other things, why Dr. Johannes Berentzen, Managing Director of BBE Retail Consultancy, advocates replacing the retail success formula of "more sales per square meter" with "more experience per square meter" (page 8), what Breuninger is doing right in this respect, and not just in its new branch in Munich (page 18), or how Brookfield, together with ECE, is creating an entire shopping center at Potsdamer Platz with "The Playce" under the themes of retail entertainment, experience, hospitality and community (from page 58).

We very much hope that this issue will give you plenty of inspiration for your daily work.

Yours sincerely,

Reinhard Winiwarter
Publisher of ACROSS Magazine
r.winiwarter@across-magazine.com

Anne-Kathrin Velten
Editor in Chief of ACROSS Magazine
a.velten@across-magazine.com

Meet us at Expo and MAPIC! EXPO REAL and MAPIC are just around the corner! ACROSS is the official media partner of the most important European Trade fairs for the retail and placemaking scene. Are you still seeking the ideal advertising and communication partner for these trade fairs? Talk to us! We offer a range of advertising and communication forms to support your trade fair appearance perfectly. Get in touch: r.winiwarter@across-magazine.com



IMAGE: ACROSS



IMAGE: ACROSS

Join our ACROSS Retail Talk on "Entertainment, Shopping, F&B – Rethinking Brick-and-Mortar Retail by Increasing the Shop Floor Experience" on September 25th. We will discuss how retailers and shopping center management can inspire and retain customers by offering authentic retail experiences. Join us to learn about expert insights from top professionals in the industry.



Facebook.com/across.magazine.europe



Twitter.com/@across_magazine



LinkedIn.com/in/reinhardwiniwarter

COVER STORY

Brick-and-Mortar Retail Is Just That: Part of the Leisure Industry 6

Why and how should the stationary retail trade rethink space? If retailers focus on experience, not only will space be used differently, but traditional metrics such as sales per square meter should no longer be the only indicators of success in retail.

Customer Happiness Needs to Be Reflected in Turnover Figures 8

True retail experience represents a major opportunity to inspire and retain customers when they visit a store – perhaps the only opportunity, says Johannes Berentzen, Retail consultancy BBE.



“We don't think in terms of individual channels; we think as a brand.” 18

Alexander Entov, Breuninger Munich, about what positive experiences “made by Breuninger” look like, why there should be no separation between the offline and online worlds, and why customer feedback is ultimately the most decisive factor.

Technical Innovation by Brands and Close Collaboration with Landlords Will Determine Winners and Losers in Retail's “Secular Shift” 24

“We are all aware of the seismic changes in the retail landscape in recent years that have affected both owners and occupiers”, says Chris Fleetwood, Redevco.



Rethinking Brick-and-Mortar Retail in Order to Redefine Success in Retail 27

The Turkish retail world is one step ahead when it comes to experience-oriented retail. Turkish shopping centers and young brands, in particular, offer their customers products as well as experiences that go far beyond shopping.

“Creating places where people enjoy memorable moments together – that is the underlying principle for all change and innovation.” 30

Justyna Bartosz, NEPI Rockcastle, explains what makes the CEE's retail and consumer world tick and why it is that NEPI Rockcastle and its tenants can't pay enough attention to the buzzwords: experience, community building, and authenticity.



Experiential Retail: Shaping the Future of Shopping Centers” 34

This article by Placewise CEO Susan Hagerty Bonsak delves into how experiential marketing can help centers evolve into vibrant community hubs.

Why and How Should Brick-and-Mortar Retail Rethink Floor Space? 38

Retail is and always will be about four things – recruitment, transaction, fulfilment, and retention, states Ibrahim Ibrahim, Portland Design.

Measuring Success in the Outlet Business: “Consumers Want More Than Just Goods” 40

These days, the critical metric for success is no longer how much revenue a store generates, but how much of an “experience” it provides per square meter, explains Giles Membrey, Rioja Estates.

Success at the Point of Sale: More Than Just Numbers 42

Welcome to a new shopping experience. Bernd Albl, umdasch The Store Makers, explains what the new possibilities look like.

Redefining Retail Success: From Sales Metrics to Multisensory Experiences 46

As consumer preferences shift toward experiences over transactions, this measure no longer fully captures retail success. What is the new benchmark according to MK Illumination?

Retail Real Estate in a State of Change 50

In order for retailers and retail property operators to inspire and retain customers in the long term, it is essential that they rethink their spaces and develop innovative concepts, according to HBB.

Marketing Can Redefine the Role of Shopping Centers in a Changing Retail Landscape 53

In this guest article, Sebastian Guth, Managing Director of 21Media, explains the role of B2B and B2C marketing in the transition of brick-and-mortar retail and shopping centers.

How Much Investment Should Go into Leisure? 56

Leisure activities like dining out and entertainment have gained considerable importance in the retail and real estate sector in Austria as well.

COVER STORY
CASE STUDY

ECE: Perfect Match – Shopping & Entertainment 58

They're experiential destinations and community hubs that enjoy a great deal of popularity – as illustrated by ECE Marketplaces' latest success figures.

The Playce in Berlin: There Was No Need for “Just Another” Shopping Mall. 62

Like no other German shopping center, “The Playce” at Potsdamer Platz in Berlin is a shopping and cultural destination that focuses on food and beverage, leisure, and retail stores that are new to Berlin or unique in their concepts.

Lane7: “We are the new shopping center anchor.” 70

The bowling concept is opening its first location in continental Europe with The Playce in Berlin and the British company's appetite for expansion does not stop there.

P&C's Düsseldorf First Conscious Store: “Not Perfect, but Better Every Day.” 78

With its Conscious Fashion Store at The Playce Berlin in 2023 P&C Düsseldorf wants to create awareness for more sustainable fashion and positively influence the industry.

RETAIL

GfK Study: European Retail in 2023 and 2024 82

After inflation peaked in 2022, 2023 was characterized by an adjustment to the increased cost of living.

MANAGEMENT

“You don't want to ruin your future by making the wrong leasing decisions.” 84

Yurdaer Kahraman, CEO of Fiba Commercial, critically examines the management of the European retail real estate industry.

DEVELOPMENT

Kaufland Revitalizes Historic Market Hall in the Heart of Sofia with Attention to Detail 89

With the revitalization of the Central Market Hall in Sofia, Kaufland is showing the enormous opportunities revitalization projects have for companies.

Ganz House in Bratislava's Vibrant Eurovea City: Attractive Living and Exclusive Offices 92

Eurovea City is fast becoming the city's best location for working, living, and relaxing, and that's where developer JTRE is building the Ganz House boutique project.



FOOD & BEVERAGE

The Expansion of Food Halls across Europe: Venues to Hang Out, Eat Out, or Go Out-out 94

In less than a decade, the number of European food halls has almost doubled, with the UK, France, and Italy leading the pack.

PROPTech

Why community is the biggest thing we're not talking about. 98

David Fuller-Watts, Mallcomm, explains what community building should stand for today and what the real estate industry, including proptech, needs to do to serve changing needs.

BRICK-AND-MORTAR RETAIL IS JUST THAT: PART OF THE LEISURE INDUSTRY

We are living in one of the most exciting times for retail. On the one hand, we see even well-known brands and concepts disappearing from the market daily. On the other hand, innovative retail concepts are pushing the boundaries of what was previously imaginable. Success comes to those who recognize that consumers do not rely on demand but move playfully across stationary and digital retail spaces.

Modern consumers turn shopping into a leisure activity, want experiences of all kinds in a socially interactive setting, and strive to maintain their lifestyle and further individualize themselves. This raises many questions. Why and how should the stationary retail trade rethink space? If retailers focus on experience, not only will space be used differently, but traditional metrics such as sales per square meter should no longer be the only indicators of success in retail. It's about how much experience is offered per square meter. But how can the industry redefine retail success? In this cover story, we raise many questions, provide answers based on case studies, and, above all, want to do one thing: invite you to join the discussion and shape the future!



Traditional brands and concepts struggle to adapt to the omnichannel world like never before. Mid-price brands and department stores serving similar customers are especially struggling and disappearing if they cannot offer relevant experiences. We are experiencing an increasing polarization in retail. Discounters and luxury are more innovative and successful than ever, and the more committed and individual the center manager and landlord, the more attractive the shopping center. And although everyone is complaining about inflation, many casual dining, gastronomy, and entertainment concepts are growing.

Shopping has been a leisure activity for consumers, at least since the coronavirus pandemic, and often also means meeting friends and family. Shopping, eating, and entertainment go hand in hand, and precisely this combination sets them apart from e-commerce. There is enormous potential here, which many centers and retail concepts are already exploiting. Although buzzwords such as value orientation, curatorial approach, and recognizability are self-evident principles for online, offline, and multichannel retailers, a genuine experience and the much-cited appeal to all the senses are only possible in brick-and-mortar retail. The formula is simple: the more impressive the experience per square meter, the greater the commercial and media success. Retailers can and should learn a lot from entertainment concepts. This role model is vital in many respects because brick-and-mortar retail is just that: part of the leisure industry.

Lately, international retail chains have established flagship stores in major cities, where the focus is not just on sales. One of the best-known examples is Uniqlo's flagship store in Madrid. Located right next to the opera house, the Japanese fashion chain refers to its neighbor in terms of design and content, offering subsidized opera tickets for families, for example. Another example is Restoration Hardware. The US company has chosen a manor house in rural England for its first

branch outside the USA. In more than 60 rooms, the company not only presents furniture but also invites visitors to linger and enjoy tea and lunch. Not every example has to be so extravagant. However, retailers must know their location and their surroundings inside and out.

This ACROSS cover story aims to highlight some of the industry's best examples. Together with experts, we explore questions such as: How can success in retail be re-defined? How does shopping with all senses work? Multi-sensory experiences enhance the customer experience. What are examples? What opportunities do new technologies (e.g., AI) offer? How do advertising and marketing need to look? And how can the success of all of this be measured?

The discussion should and will not end with this cover story. Rather, this ACROSS edition serves as a guidebook and inspiration to continue putting the real consumer experience at the center of action. Please feel free to discuss this topic further! In particular, the next ACROSS Retail Talk, "Rethinking Brick-and-Mortar Retail by Increasing the Shop Floor Experience," will discuss how retailers and shopping center management can inspire and retain customers by offering authentic retail experiences. A high-caliber panel will discuss how shopping center managers and retailers do their best to increase the shop floor experience. Klaus Striebich (Moderator; RaRE Advise) and Reinhard Winiwarter (Managing Partner ACROSS Magazine) will be joined by Dr. Johannes Berentzen, Managing Director of BBE Retail Consultancy, Silvio Kirchmair, CEO of umdasch and Tim Wilks, founder of Lane7 and Level X.



CUSTOMER HAPPINESS NEEDS TO BE REFLECTED IN TURNOVER FIGURES

True retail experience represents a major opportunity to inspire and retain customers when they visit a store – perhaps the only opportunity, says Dr. Johannes Berentzen, Managing Director of retail consultancy BBE. Yet, how can experience and, by extension, success be measured? In an interview with ACROSS, the strategy consultant talks, among other things, about how and why we need to rethink space in brick-and-mortar retail, which key figures we should question, and what role technology plays in the process. The underlying challenge: The successful implementation of good ideas requires creativity, entrepreneurial courage, and the necessary funds.



ACROSS: CUSTOMER EXPECTATIONS OF RETAIL IN 2024 ARE THE SUBJECT OF CONTROVERSIAL DEBATE. ACCORDING TO A NUMBER OF REPORTS AND STUDIES, MODERN CONSUMERS ARE SATURATED AND ARE NO LONGER IN NEED OF ANYTHING BEYOND THEIR DAILY REQUIREMENTS. DO YOU SHARE THAT SENTIMENT?

JOHANNES BERENTZEN: No, our observations have been quite different. In fact, the opposite is true: Chinese platforms like Temu and Shein are not merely responding to existing demand; instead, they are generating entirely new demand by offering low-cost, non-essential products. The rapid growth of such platforms is proof of their consumer appeal. They advertise products that tend to fall into the gimmick category, in other words, products that are non-essential. That runs counter to all surveys on the issue of sustainability. At the other end of the scale, the luxury segment focuses on cultivating desire and exclusivity to drive demand. Nobody needs a watch that costs 10,000 euros only to know what time it is. However, customer expectations have become increasingly difficult to generalize. We observe marked differences between generations and income groups.

ACROSS: DESPITE ALL OF THAT, ARE THERE ANY FUNDAMENTAL SHIFTS IN CUSTOMER EXPECTATIONS?

BERENTZEN: One thing that is fundamentally true is the fact that demand has increasingly shifted to the online sector. The luxury sector is an exception in that regard; for many people, a trip to a brick-and-mortar store is an essential part of the luxury shopping experience. On the whole, it can also be said that Customers are far more informed than they were in the past. That is often due to the fact that they are able to prepare themselves for such purchases online. They are also more tech-savvy, and they certainly have higher expectations. They demand convenient and efficient shopping as well as personalized offers and customized service. The transaction costs for a purchase are key factors.

ACROSS: WHAT DOES THAT MEAN?

BERENTZEN: When a consumer shops online, the purchase of a product is just a click away and, ideally, delivery is fast. The costs associated with such transactions are minimal. In brick-and-mortar retail, they are significantly higher. Consumers have to leave their homes, change clothes if necessary, and drive or use public transportation.

Then, they have to find their way around the store or shopping center, wait in line, etc. They also run the risk of their goods not being available. In short: The transaction costs are high. As such, what should be offered to customers to compensate for these massive transaction costs? Their shopping experiences must be outstanding.

ACROSS: WHERE DO GENERATIONAL DIFFERENCES EXIST?

BERENTZEN: If we take a look at the groups in question, Generations X, Y, and Z, Generation X is characterized by keywords such as service and quality-oriented, price-conscious, traditional, and brick-and-mortar. I would attribute the following adjectives to Generation Y: convenient, flexible, tech-savvy, sustainable, and unique. I would characterize the “youngest” and increasingly affluent Gen Z target group as follows: interactive, visual, value-seeking, fast/instant, and digitally integrated. For Generation Z, in particular, the channel is completely irrelevant – it's all about the shopping experience.

ACROSS: WHAT DOES THAT MEAN FOR RETAILERS, BRANDS, AND SHOPPING CENTERS?

BERENTZEN: Every player in the retail sector needs to place a much stronger focus on the customer – while that may sound like a truism, it is and will always remain at the core. Most companies operate heavily on the basis of key figures. However, customer happiness is not reflected in the turnover/rental figures. Of course, increased turnover indicates that more purchases have been made. However, a discount campaign can also artificially inflate those figures. Therefore, regular customer feedback and transparency regarding how the customer feels is essential. Touchscreens and surveys at shopping centers can be useful tools in that respect. Good cooperation between the tenant and the landlord is crucial when it comes to obtaining feedback. However, putting the customer at the center of everything also requires entrepreneurial courage.

ACROSS: IN WHAT WAY?

BERENTZEN: Simply put, it means questioning things that have always been done a certain way and finding fundamentally different approaches. In addition to entrepreneurial courage, such adjustments also require transparency, a willing-

KEY TAKEAWAYS

- The customer's perspective is always the most important thing
- The costumers are well-informed and their expectations have increased
- The transaction costs of stationary retail are high, therefore the shopping experience must be outstanding
- Retailers need to demonstrate seamless omnichannel integration
- The attractiveness of a place and the happiness of costumers need to be reflected in the KPIs
- Elements that help to create the new KPI “Experience per square meter”: customer satisfaction, recommendation rate, length of stay, social media engagement, incentivized online sales, customer loyalty, the gross profit per square meter, conversion rate

ness to innovate, and social responsibility. They also require seamless omnichannel integration, which, in my opinion, is an extremely important issue that is currently the weakest link in the chain. The German fashion retailer Breuninger, for example, does this incredibly well, while the vast majority of retailers do it particularly poorly.

ACROSS: IF A RETAILER DOES NOT HAVE AN OMNICHANNEL CONCEPT, WHAT ARE THE MEDIUM-TERM CONSEQUENCES?

BERENTZEN: If a retailer fails to implement seamless omnichannel integration, it risks losing connection not only with Generation Z but also with Generations X and Y. In the medium term, customers, regardless of which generation they belong to, will not understand why it works for some retailers but not for others. As a result, customers may take a look at great things at a shopping center but end up buying them online. What we want is the opposite: The customer should find inspiration online, then touch and experience the goods at a shopping center, and make their ultimate purchasing decision there, only that they may not wish to take the goods with them straight away because they have other things to do before going home. Seamless solutions are the order of the day. Admittedly, such solutions sound trivial, but all of the processes behind them are a masterstroke. And, that's exactly the point: Retailers need to become more like online logistics providers, offer online payments, and adapt store spaces. That is a major process performance requirement, which is absolutely essential.



Dr. Johannes Berentzen is the Managing Director of retail consultancy BBE.



ACROSS: NEVERTHELESS, THERE ARE RETAILERS SUCH AS PRIMARK AND NEW YORKER THAT HAVE DELIBERATELY CHOSEN TO FOREGO THE USE OF E-COMMERCE.

BERENTZEN: Such examples exist, as well as retailers who still say that they have an online share of three to four percent. In the fashion market, where nearly 40 percent of goods are sold online and a large proportion of those goods are in the entry-level price segment, I would be particularly worried as an entry-level price provider. They simply cannot serve a large part of their own market. That might still work at present, but it won't in the medium term. The fact is that providers such as Shein and Temu were not established to sell cheap products made in China in the long term. At the moment, their strategy is to gain as many app users as possible and generate awareness. They are not currently earning any money with that strategy and are simultaneously spending huge sums on advertising. Their long-term goal is to establish stable customer relationships. In the years to come, those providers will build up their own brands, improve their processes, invest in quality, and increase their prices. The customer will barely notice the price increase, as the difference compared to local providers will still remain the same. That's why I think refusing to open up to the idea of an omnichannel approach is very risky.

ACROSS: YOU HAVE ALREADY MENTIONED THE SOUTHERN GERMAN FASHION RETAILER BREUNINGER AS A PRIME EXAMPLE. WHAT MAKES BREUNINGER BETTER THAN OTHERS?

BERENTZEN: First of all: Breuninger generates more than 50 percent of its 1.5 billion turnover online, while many others are struggling in the single-digit range. The company's declared goal is to achieve online sales of over one billion euros. That's a huge achievement for a fashion retailer that was regarded as a local medium-sized company in southern Germany just a few years ago. Today, Breuninger is a European omnichannel retailer. That is the direct result of early strategic orientation. Breuninger began collecting and using customer data at a very early stage. The company has used loyalty card systems for 65 years. It issued the first loyalty card with a payment function in 1959. It also consistently integrates all topics that are relevant online into its brick-and-mortar stores. It works with large

service centers that allow customers to use Click & Collect, order in-store, order out-of-store, or return items purchased online at the store. Its online and multichannel affinity is particularly surprising as Breuninger operates in the premium segment, which, according to the unanimous opinion, does not lend itself to online business.

ACROSS: WHAT ARE THE FACTORS BEHIND WHY IT HAS WORKED REGARDLESS?

BERENTZEN: Sometimes, it's the little things. Breuninger's packages, for example, are lovingly prepared: They wrap the products in high-quality parchment paper and add a card or a message – all of which emotionalizes the moment of unpacking and stands in stark contrast to strong-smelling polyester clothing that is delivered in vacuum-sealed plastic bags. Staff and technology play key roles. An area of more than 5,000 square meters, which is dedicated to shoes, can be found in the basement of the new store in Munich. Not a single checkout counter is located there. Over 95 percent of payments are made via the app. Of course, that means that well-trained employees are on hand to process purchases via the digital customer account, similar to the Apple Store. The process has been well received by customers across all age groups – simply because it is easy and convenient.

ACROSS: DOESN'T THAT REDUCE THE SHARE OF ONLINE SALES?

BERENTZEN: No, Breuninger's new location in Munich specifically highlights another advantage of a good omnichannel strategy. In Munich, the company was better known as an online retailer. One might have expected online sales to fall in the catchment area of the new store. However, the opposite is the case. Turnover has increased. That goes hand in hand with the results of studies that have looked at the entire European market and show that online sales significantly increase once brick-and-mortar stores are opened in the neighborhood. Identification with a brand grows when it can be experienced both digitally as well as at brick-and-mortar stores.

ACROSS: HOWEVER, SUCCESSFUL IMPLEMENTATION REQUIRES FINANCIAL RESOURCES AND TIME – BOTH OF WHICH ARE IN SHORT SUPPLY IN TODAY'S RETAIL WORLD.

BERENTZEN: Absolutely. It takes time and substantial investment in technology and personnel. That will make it difficult for some providers to catch up. After all, they have to operate on an equal footing with pure online providers, such as Amazon and Zalando.

ACROSS: SHOPPING EXPERIENCE IS THE BIG BUZZ WORD IN BRICK-AND-MORTAR RETAIL. WHAT IS YOUR DEFINITION OF THE TERM?

BERENTZEN: In the retail context, it means creating a memorable, emotionally appealing, and interactive shopping experience that goes beyond the pure product offer, thereby inspiring and retaining the customer. When linking channels, that means consistent brand presence, digital integration, an omnichannel strategy, and continuous performance measurement.

ACROSS: HOW CAN EXPERIENCE BE MEASURED?

BERENTZEN: "Experience per square meter" cannot be measured as a single key figure. However, the causal influencing factors, so-called formative constructs, and the positive effects of a better experience, so-called reflexive constructs, can be placed in an overall context. That's referred to as a causal model. In other words, it's about cause and effect. Causal factors include, for example, atmosphere and multi-sensory technology, event and participatory offers, interactive and playful elements, staff, the staging and curation of goods, online integration, and community building. Those are all small things that I can do to improve a subjectively perceived shopping experience. What has to be measured, however, are other elements.

ACROSS: CAN YOU NAME SOME EXAMPLES?

BERENTZEN: The first thing is customer satisfaction, both global satisfaction and individual satisfaction. Next comes the traditional recommendation rate. The length of stay is another indicator. The longer I stay somewhere, the more comfortable I feel, the more I buy, and, perhaps, the better my experience. Social media engagement is also important: How big is the response to brick-and-mortar events, for example. In my opinion, incentivized online sales are essential. If I have a good experience, I may not necessarily buy locally, but perhaps online at some point later at the same store, which can also be seen as an indicator that the experience was good. Customer loyal-



Breuninger's new store in Munich is a prime example of how omnichannel works.

ty is another key figure. That includes, for example, how often I return to the store or how often I take part in events. The statistics resulting from customer card usage are very important in this regard. Other tracking options include feedback on service usage and complaint management. If you look at gross profit per square meter instead of sales per square meter, you also get a better indication of the quality of sales. That is due to the fact that customers may be more likely to buy the more expensive product in an atmosphere of well-being and experience. The conversion rate is another aspect. The weighting given to each factor is key. Exciting models can be created on that basis.

ACROSS: ANYONE WHO, LIKE BREUNINGER, DOES A GOOD JOB OF IMPLEMENTING ALL OF THIS WILL MEASURE ALL OF THESE THINGS – EVEN WITHOUT A MODEL.

BERENTZEN: Of course, no one has begun to work with an "experience per square meter" metric yet, even though it would make perfect sense. In my opinion, retailers would greatly benefit from an experience parameter index. The reference to space is important in this context, because experience always involves using space that would otherwise be filled with goods in a different way. Anyone who achieves success by creating positive experiences will actively address and measure many of the influencing factors mentioned. Ultimately, such companies do nothing other than apply this construct without calculating the abstract "experience per square meter" figure.





IMAGE: WOW CONCEPT

There are no traditional sales possible at the WOW concept store in Madrid. Customers make purchases online using a scanned QR code



ACROSS: DOES EXPERIENCE PER SQUARE METER EQUATE TO RELEVANCE FOR THE CUSTOMER?

BERENTZEN: No, that would be too short-sighted. Relevance is a rather abstract but small part of it. An ugly little supermarket next door can be extremely relevant, but it certainly doesn't offer any kind of experience.

ACROSS: WHAT DOES THIS MEAN FOR TRADITIONAL KEY FIGURES SUCH AS TURN-OVER?

BERENTZEN: Let's start with the most traditional one: sales per square meter. That figure is no longer suitable as the sole indicator due to the many new roles that retail space plays. At the very least, additional turnover from online incentives, retail media income, and services should be added. Moreover, additional sales are often "purchased" as part of discount campaigns. In the end, however, it's all about yield.

ACROSS: THAT MAKES THINGS EVEN MORE COMPLICATED FOR STORES THAT NO LONGER SELL IN THE TRADITIONAL MANNER.

BERENTZEN: The WOW concept in Madrid is one such example. There are no traditional sales there. Customers make purchases online using a scanned QR code. The turnover per square meter is zero every day. Adjustments regarding the extended definition of turnover are not trivial. While

retailers are reluctant to become transparent, they may often not even have such transparency themselves. The amount of incentivized online sales can never be precisely quantified. However: Significant adjustments need to be made to traditional shopping center lease agreements.

ACROSS: HOW DO YOU COMMUNICATE SUCH AN APPROACH TO "TRADITIONAL" RETAILERS AND SHOPPING CENTER MANAGEMENT TEAMS?

BERENTZEN: For both retailers and shopping centers, the best possible shopping experience is essential for survival. There is no need for persuasion in that respect. However, improving the individual influencing factors is often expensive, especially when multiple steps are required at once, and this is uncharted entrepreneurial territory for many. That's why we provide consulting services to retailers and shopping centers to support them with their strategic and conceptual requirements and, in some cases, also assist with implementation.

ACROSS: HOW CAN SUCCESS BE MEASURED IN TERMS OF IMPLEMENTATION? WHAT OPPORTUNITIES DOES TECHNOLOGY, IN PARTICULAR, OFFER?

BERENTZEN: What is technologically possible in brick-and-mortar retail today can compensate, to a certain extent, for the information advantage that online providers have. Online, every click, every mouse movement can be measured 100 percent, and companies invest a lot of money in analyzing such data. Every day, websites change countless times in order to address customers individually and optimally. Technology has enabled us to collect customer data on the shop floor as well. For example, we can measure movements and length of stay in a shop to an accuracy of 30 cm. Such data provides us with more in-depth understanding of our customers and helps us to continuously measure and improve the shopping experience. Technology helps with marketing in the same way. Any retailer can create a social media campaign with just a few clicks and prompts using artificial intelligence. It's not groundbreaking, but it provides a 70 percent solution in five percent of the time at one percent of the cost.

ACROSS: HOW CAN RETAILERS USE THE KNOWLEDGE GAINED TO OPTIMIZE STORE LAYOUTS AND EXPERIENCE OFFERS?

BERENTZEN: The credo is "inspect and adapt", in other words, measure and adjust on a regular basis. What is perceived as a unique experience today may seem boring and redundant tomorrow.

ACROSS: WE HAVE ALREADY TOUCHED ON THE SUBJECT OF GOOD STAGING. THAT REQUIRES COURAGE, CREATIVITY, AND GOOD PERSONNEL. WHAT ELSE?

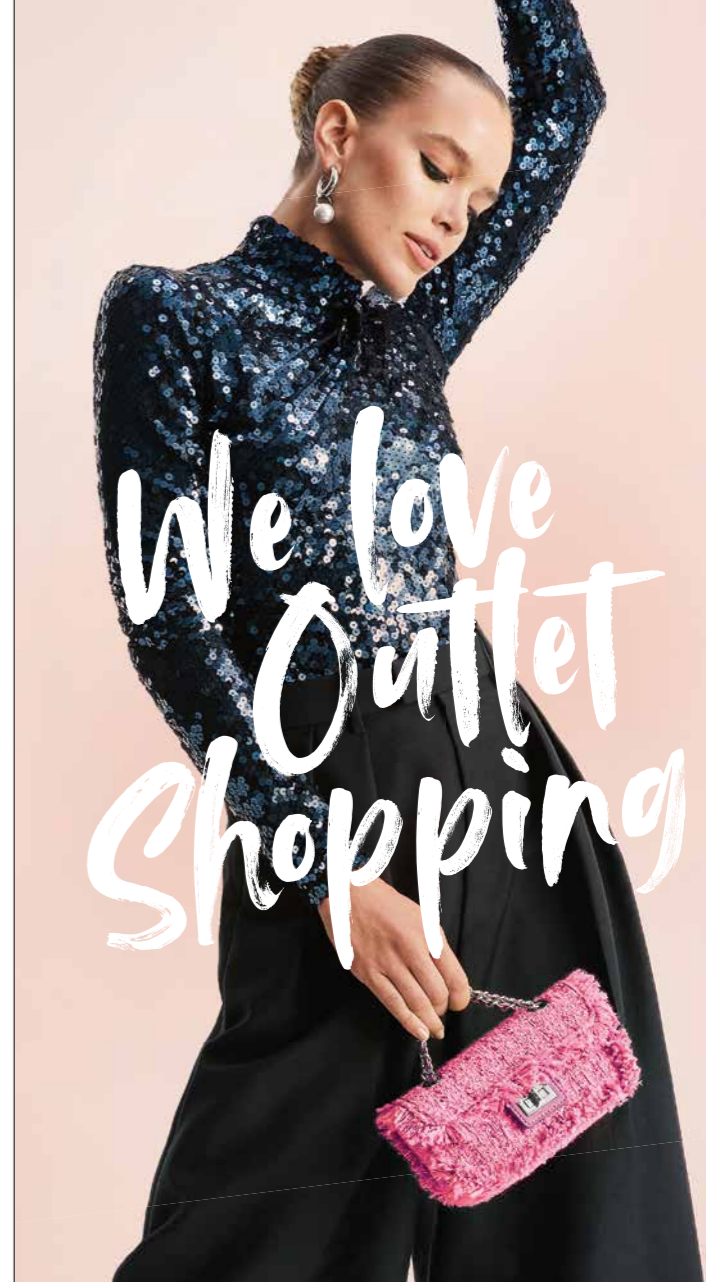
BERENTZEN: Of course, good staging is in the eye of the beholder. In general, the atmosphere, store design, and product presentation should be consistent and supported by good staff. A catch phrase in this context is "shopping with all of your senses". The advantage of brick-and-mortar retail over online retail, which is here to stay, is that customers can see, hear, taste, feel, and smell products in-store. Many of today's concepts rely on elaborate sound installations and strong visual stimuli. In numerous categories, such as furniture, fashion, and sport, touch is a key selling point for brick-and-mortar shopping. Smell and taste are also addressed through the integration of gastronomy and hospitality offers. One of the most well-known examples of smell could be found at Abercrombie, where you could smell their signature perfume long before entering the store. A great deal is possible when it comes to smell. Shopping centers can develop their own smell zones within their food courts, depending on what is on offer in the area.

ACROSS: INITIALLY, STIMULI SOUND POSITIVE, BUT WHAT ARE THE LIMITS IN TERMS OF STAGING AND WHEN DOES OVERLOAD BEGIN?

BERENTZEN: Overload occurs when there are too many visual stimuli, the layout is chaotic or overwhelming, or when unclear messages are sent, for example when too many themes are presented. Digital overload can also occur if there are too many displays and interactive screens or if navigation is too complicated. Similarly, music that is too loud or inappropriate can lead to acoustic overload. This is why a number of retailers deliberately refrain from playing any kind of music.

ACROSS: IN CONCLUSION: WHAT ARE THE KEY ADJUSTMENTS THAT RETAILERS AND SHOPPING CENTERS NEED TO MAKE WHEN IT COMES TO EXPERIENCE-DRIVEN RETAIL?

BERENTZEN: Customer perspective is always the most important thing. How can we ensure that customers continue to shop at brick-and-mortar stores despite significantly higher transaction costs? A new understanding of the role played by brick-and-mortar stores and the factors that influence a better customer experience will help in that regard. Last but not least, we need to look at the wider context of the retail space in question, in other words, the role of the shopping center, retail park, or city center. Good cooperation between retailers, landlords or owners, and the authorities is crucial for successful implementation.



Discover 12 Premium Outlet Shopping Destinations with centre extensions and new developments across Europe.

ALGARVE / BUDAPEST / GDANSK / GEISLINGEN / KRAKOW / LUXEMBOURG / POLGAR / SOLTAU / SOSNOWIEC / WARSAW / ZAGREB / ZARAGOZA



#weloveoutletshopping | ros-management.com



GLOBUS SWITZERLAND

Shopping with all of your senses: Globus department stores in Switzerland use music to emotionalize the retail space. In order to do so, the company is working with an AI company to divide up its retail spaces, allowing the appropriate music to be played in each theme-based corner. The music varies according to style, volume, time of day and season, visitor numbers, etc. For example, the music is more calming in the morning, more stimulating in the afternoon, and more relaxing in the evening to keep customers on the shop floor.



IMAGE: GLOBUS

TORQUATO AG (EXAMPLE FRANKFURT) – CURATING PRODUCTS

Torquato was founded in 2000 in Geesthacht near Hamburg and employs approximately 80 people today. The premium mail order company sells a range of 5,000 products, which are lovingly selected by brothers Axel, Max, and Moritz Stürken, the owners of the company. When they travel, they look for exceptional artisan businesses, unique products that are usually rooted in tradition and history, and small specialties that trigger emotions and stay with you for many years. As a result, they have amassed a portfolio of around 600 international suppliers, many of whom are only represented by a single product. Logistically, the process is very time-consuming, but the company is happy to accept that fact as it allows it to offer holistic experiences with items from all over the world. It, therefore, comes as no surprise that a monthly print catalog is also available. Torquato currently operates six locations; the store in Frankfurt was only recently opened and is characterized by its large, open floor plan, which depicts the individual living spaces. Due to its corner location, there are a number of large shop windows that often successfully attract passers-by. Customers can find unique products on two floors. Each room features a carefully selected color that carries through to the door frames, the ceiling, and even the furniture, so the focus is immediately drawn to the curated product selection.



IMAGE: HEIDEMARE KRIZ

L&T OSNABRÜCK – INDOOR SURFING / HASEWELLE

The standing wave is a visitor highlight at the innovative specialist sports store Lengermann & Trieschmann (L&T) in Osnabrück, Germany. The company offers rapid surfing, also known as surfing on a standing wave, on the so-called Hasewelle. Customers can book a 45-minute surfing slot and learn how to surf or improve their surfing skills in different wave settings – away from the sea and natural waves. Surfing instructors are on hand to provide tips and assistance. Children’s birthday parties and team events can also be hosted there. When building the new store in 2018, L&T deliberately chose to use the surf wave to play to its local strengths and establish itself as a brick-and-mortar location with real added value.



IMAGE: L&T/ALFIEBEL

RESTORATION HARDWARE – THE GALLERY AT THE HISTORIC AYNHO PARK

Aynho Park, an extraordinary property in England, located on the border between Oxfordshire and Northamptonshire, became the first brick-and-mortar branch of US furniture brand Restoration Hardware (RH) outside the USA last year. The aim was not to simply open a store, but to develop a project that combined architectural history and hospitality. RH acquired the 400-year-old property in 2020. The opening marked the first time that the redesigned building, featuring a total of 60 rooms, became open to the public. In addition to the furniture exhibition, guests can stroll through the historic gardens and enjoy dining at three restaurants – Orangery, Loggia, and the Conservatory – as well as a wine lounge and a tearoom.



IMAGE: RESTORATION HARDWARE

PENNY HAMBURG – REEPERBAHN BRANCH

Cult discounter in the red-light district: The Penny store on the Reeperbahn in Hamburg is internationally renowned. Upon entering the discount store, customers are faced with an array of neon letters with ambiguous wording: “Fresh Meat” by the meat department and “Hot Pieces” by the baked goods – all allusions to the red-light establishments that surround the store. Customers can also find graffiti and street art on the walls there. The entire design is reminiscent of the style of the Reeperbahn. A visit to the Penny store on the Reeperbahn has become a “must-do” for many people when they are in Hamburg. Some fans even consider that particular Penny to be a landmark.



IMAGE: PENNY





WOW CONCEPT IN MADRID

Department store of the future: WOW is an artistic retail project with a digital marketplace that complements the online shopping experience via interactive systems. The store is located in a neoclassical building on Madrid's Gran Vía, which dates back to 1915. The charm of the location is largely due to the integration of modern design and digital elements into the old building structure. Items from hundreds of online brands can be found there, in addition to an innovative entertainment and gastronomy offer. Retail as a service for high-end brands – that's the best way to describe the WOW Concept in Madrid. Dimas Gimeno Álvarez, the former President of El Corte Inglés, Europe's largest department store chain, is the brainchild behind the store. He built WOW, a department store covering six floors, featuring tech products, fashion, and home decor. Each floor has a different aesthetic theme. Only selected products are presented – and with great attention to detail. The focus is on the experience that results from interaction with digital gadgets and employees. The location is designed to complement the online shopping experience.



IMAGE: WOW CONCEPT



IMAGE: DOUGLAS

DOUGLAS FLAGSHIP DÜSSELDORF – FIRST GEN Z BEAUTY STORE

The first Gen Z beauty store: Douglas has opened a flagship store designed for young shoppers in Düsseldorf. Selfie spots, AR tools, and influencer meetings ensure that the experience-hungry smartphone generation gets its money's worth. Douglas was primarily focused on its online store for quite some time. The opening of its flagship store in Düsseldorf marked the beauty retailer's return to investment in its store network. All conversions and new openings consistently follow one common goal: omnichannel integration. Douglas does not follow a one-size-fits-all concept, but looks at each store and its customers individually. The store in Düsseldorf visually differs

from the typical Douglas look: Turquoise, the brand color, is mixed with a youthful pink. Various experience corners have also been added: Customers can virtually try on various make-up products in the Beauty Mirror. Smartphone charging stations are attached to a mirrored wall. Selfie spots provide backgrounds for social media photos. The Beauty School is also new: Free workshops and master classes are held in that corner of the store. Douglas also intends to use the space as a place for influencers and their followers.



Bringing the S in ESG to life

Kaufland: The culturally sensitive footfall anchor



Historic Central Hall in Sofia revived

Flexibility has always been a given for us. As a footfall anchor for all retail locations, from stand-alone supermarkets, retail parks and shopping centers to inner-city locations. And we are also open to buildings of cultural heritage. Have a look at our latest opening in Sofia, a revitalisation masterpiece. The historic market hall in the center of the capital has been given a new lease of life as a modern shopping location.

Kaufland currently operates more than 1,550 stores in eight European countries. The company offers a wide range of groceries covering everyday needs. Whether in Bulgaria, Romania, Croatia, the Republic of Moldova, Poland, the Czech Republic, Slovakia or Germany, Kaufland stands for low prices, relevant product range, convincing quality and convenient shopping everywhere.

We are a flexible footfall anchor for sites from 6,000 sqm upwards; catchment areas with more than 25,000 inhabitants; towns from 10,000 inhabitants and sales areas from 2,000 to 2,500 sqm.

Discover how Kaufland can drive demand for your retail asset. Just go to realestate.kaufland.com or follow us on LinkedIn.



“WE DON’T THINK IN TERMS OF INDIVIDUAL CHANNELS – WE THINK AS A BRAND.”

Breuninger has been pursuing a consistent omnichannel approach since 2008. Ideally, customers should feel no difference between the channels. At the same time, the openings in Munich and Hamburg are a clear statement in favor of brick-and-mortar retail. ACROSS spoke with Alexander Entov, Managing Director of Breuninger’s Department Store in Munich, about what positive experiences “made by Breuninger” look like, why there should be no separation between the offline and online worlds, and why customer feedback is ultimately the most important factor.



ACROSS: WHAT IS THE ESSENCE OF THE NEW BREUNINGER LOCATION IN MUNICH?

ALEXANDER ENTOV: I have been with Breuninger for 20 years, and the idea of a location in Munich was always a topic of discussion. It became a reality three years ago with the takeover of the Konen fashion house. In Munich, we have experienced a transformation like no other. In addition to the remodeling and realignment, we have been very busy with cultural transformation. Breuninger is a very values-driven company; therefore, it was very important for us to either take on all employees or offer them the opportunity to become part of the Breuninger team.

ACROSS: WHAT ISSUES AND GOALS HAVE DRIVEN THE TRANSFORMATION?

ENTOV: Breuninger pursues a holistic approach: We welcome everyone. We address both younger and more mature target groups and combine corresponding product offerings under one roof. This is closely linked to Breuninger’s much-cited omnichannel approach, which we consistently pursue – in Munich and companywide.

Moreover, it is part of Breuninger’s DNA to get involved locally at the respective locations and play an active role in the urban community in the best sense. Although Breuninger is a centrally managed organization, we are also decentralized. We see ourselves as Breuninger Munich, just as our colleagues in Düsseldorf, for instance, see themselves as Breuninger Düsseldorf. We have a great deal of freedom and aim to become part of each city by, for example, getting involved in the art scene, by cooperating with sports clubs, or by including local products and services in our portfolio.

ACROSS: YOU HAVE ALREADY MENTIONED THE CONSISTENT OMNICHANNEL APPROACH. WHAT SETS BREUNINGER MUNICH APART FROM OTHER DEPARTMENT STORES IN THAT RESPECT?

ENTOV: The customer journey, for example. Our customers can visit our online shop from home and check whether the products are available in-store. If the product is in stock, they can

reserve the item and try it on in-store. Optionally, a personal shopper can provide support in-store. This service can also be booked online in advance and offers our customers the possibility to select items online at home, with the actual fitting taking place in special fitting rooms at our stores with the right style advisors at their sides.

ACROSS: WHO HAS ACCESS TO THE SERVICE?

ENTOV: This service is free of charge for every customer, and there is no obligation to buy anything. Personal shoppers specialize in different segments, such as women’s fashion, men’s fashion, shoes, and beauty. Of course, customers can also use this service spontaneously on-site, as our colleagues are available throughout the store every day. It is imperative to us that the different retail worlds be connected: The ability to order online and have the goods delivered either to your home or to your local store, while also having the option of getting personal style advice in person at our stores. This offers our customers the greatest flexibility.

ACROSS: AND VICE VERSA, OF COURSE.

ENTOV: Yes, our colleagues also accompany

In 2021, Stuttgart-based fashion retailer Breuninger took over Konen, a traditional, Munich-based store. Breuninger redesigned the 12,500 square meters of store space on six floors. In 2024, the location was awarded “Store of the Year” by the German Retail Association. In addition to the overall concept, which combines shopping and gastronomy, the jury highlighted the extensive range of brands, the services such as alterations, repairs, and personalization, as well as the Eduard’s by Breuninger Daytime and Cocktail Bar.

customers from personal consultations to the online world. For example: If an item of clothing is unavailable, the employee tries to order it. Equipped with a mobile device, they immediately check on-site whether it is available at another and decide with the customer where it should be shipped to – to the customer’s home or to our store. The customer should never hear “it’s unavailable”. It’s not about pure technology, but about connecting everything seamlessly. Responsiveness and available services are crucial. Store opening hours in retail are a big issue, especially in Germany. We promise customers that we will be available on-site from 10:00 AM to 8:00 PM, offering all services, such as tailoring and advice – that’s special in Munich.



Alexander Entov is the Managing Director of Breuninger Munich



IMAGE: BREUNINGER

Three years ago, Breuninger took over the Konen fashion store in Munich. The company redesigned the location extensively.



ACROSS: BREUNINGER MUNICH HAS RECEIVED A LOT OF MEDIA COVERAGE AND HAS ALREADY WON AN AWARD THIS YEAR.

ENTOV: In April, Breuninger Munich was awarded “Store of the Year” by the Handelsverband Deutschland (German Retail Association). Of course, we are proud of our architecture, store design, and omnichannel solutions. Ultimately, however, it is our customers’ experiences and satisfaction that define our company. The whole Breuninger team aims to ensure that everyone who enters our store leaves happy, inspired, and with a unique shopping experience. Those are the most important things, and we constantly measure those metrics using customer feedback tools. However, that is only possible thanks to the highly motivated Breuninger team, which constantly strives to be the perfect host for our guests and customers.

ACROSS: YOUR PAYMENT SYSTEM IS ALSO INNOVATIVE.

ENTOV: We have traditional checkouts, which are pretty popular in Germany. However, we also offer mobile payment systems. Customers pay for their goods via our staff’s mobile devices during a consultation. Our employees take the items with them, pack them up, and return them to the customer in a bag. This is one approach to balancing out a process like payment, which is not a pleasant experience by nature, and to reframing the experience into a positive one.

ACROSS: HOW HAVE SUCH OFFERS BEEN RECEIVED?

ENTOV: At the Munich location, about one third of payment transactions are made via the mobile system. Interestingly, it has been very well received by employees and customers alike, regardless of age. Of course, new solutions are always a matter of “trial and error”. Even the best tool is of no use if it is not accepted by customers. Another example is our women’s shoe world, which covers a 1,100-square-meter



IMAGES: BREUNINGER



Customers can visit the Breuninger online shop from home, reserve items, and try them on in-store. Optionally, a personal shopper can provide support in-store.

area in the basement. We have set up columns there that our customers can use to check whether a specific shoe is on stock. If the shoe is unavailable, they can access our online system directly and decide whether they want to order the shoe for delivery to their home or to the store. This system has also been very well received.

ACROSS: WHY IS HOSPITALITY SO CRUCIAL IN THE FASHION SECTOR?

ENTOV: The fashion sector must realize that shopping is not only need-driven. That’s why experiences are so meaningful. Shopping has also become a leisure activity. Time is the new currency, and we have to treat it with respect.

ACROSS: WHAT ROLE DOES THE REGIONALITY YOU MENTIONED PLAY IN THE PRODUCT WORLD?

ENTOV: It plays an important one. We have everything: a unique hatmaker from Tegernsee as well as well-known big brand partners in the areas. Still, we carefully curate our range of goods. We are always on the lookout for exciting products and concepts in Bavaria. Pop-up stores are excellent tools for highlighting regionality and trying out new things, as we offer space to smaller start-ups or more prominent brands. For example, we got to know a great woman from Lake Starnberg who produces natural beauty

products made from beeswax. She is always represented in our store, and her products are consistently on display.

ACROSS: WHAT ROLE DOES GASTRONOMY PLAY WHEN IT COMES TO HOSPITALITY?

ENTOV: When we talk about shopping as an experience and offering our customers the best quality of stay, culinary offers have to be involved. In the history of Breuninger, there has always been the link between fashion, lifestyle, and gastronomy. Our Eduard’s bar – whose name traces back to the founder of Breuninger – is a modern bar concept that serves guests from daytime to cocktail hour. Our guests can meet up for breakfast before heading to work, or they can have a lunch break or coffee in the afternoon, and they can continue their evening after our store’s closing time.

ACROSS: YOU SAID THAT YOU CONSTANTLY ASK FOR CUSTOMER FEEDBACK. WHAT TOOLS DO YOU USE?

ENTOV: The most important thing is our customer loyalty program. The Breuninger card was introduced in 1959, so it has been around longer than debit cards in Germany. It is undoubtedly the best tool when it comes to understanding and getting to know our customers. The data allows us to see exactly what customers need and want. In addition, there is an intensive per-



IMAGE: BREUNINGER

With the Dutch menswear specialist Suitsupply, Breuninger has brought an external partner to the upper floors of its Munich store. This is Suitsupply’s first shop outside its stores in Germany. On a sales area of 100 sq m, the brand presents a comprehensive range of suits, shirts, pants, shoes, and accessories for men. In addition, a tailoring station can make adjustments immediately.





IMAGE: BREUNINGER

Breuninger's women's shoe world covers an area of 1,100 sq m in the basement.



sonal exchange with our customers. It helps us to understand the big picture.

ACROSS: WHAT IS THE ADVANTAGE OF INTRODUCING A CUSTOMER LOYALTY PROGRAM EARLY ON?

ENTOV: At Breuninger, the focus has always been on our customers. We want to be a perfect host. The more we know about our customers, the better. If we understand that a customer only buys men's shoes, we won't send him advertising for beauty products. Ultimately, it is a tool to develop a relationship of trust with customers. We want to interact with our customers far beyond simply sending mailings, and that is precisely what the Breuninger Card offers.

ACROSS: CAN YOU GIVE US AN EXAMPLE OF HOW YOU ARE DEVELOPING THE BREUNINGER WORLD?

ENTOV: We are launching the new "Beyond by Breuninger" program this year. It is the perfect addition to the already existing Breuninger card, and it complements the program in the digital world. Within our "Beyond" program, we offer customers pre-access to brands, products, or events, among other appealing benefits.

ACROSS: IN MUNICH, BREUNINGER WAS KNOWN AS AN ONLINE RETAILER BEFORE IT OPENED. ONE MIGHT ASSUME THAT ONLINE SALES HAVE DECLINED AS A RESULT OF THE OPENING. THE OPPOSITE IS THE CASE. HOW VITAL IS BRICK-AND-MORTAR RETAIL FOR BRAND BUILDING AND ONLINE BUSINESS?

ENTOV: For us, Breuninger is a holistic brand, and we do not differentiate between our online channels and our in-store business. A lot of our online customers generally had their first touchpoint with Breuninger at one of our department stores, which means the emotional connection had already been established. By connecting our multiple online channels with our department stores, we want to seamlessly expand upon that initial positive experience. At our department stores, we create brand loyalty through events. The most significant issues are creating trust and brand loyalty, making the brand tangible. Combined with an intuitive and well-designed online store, the impact on consumer behavior is enormous.



Connect with the Spirit of Retailing.



THINK NEW SUSTAINABILITY



We create vibrant living spaces that are tailored to our customers' needs. Sustainability means more than a lower ecological footprint.

www.ses-european.com





Redevelopment: Elisen Palais is going to be Hamburg's new inner-city jewel.

IMAGE: REDEVCO

TECHNICAL INNOVATION BY BRANDS AND CLOSE COLLABORATION WITH LANDLORDS WILL DETERMINE WINNERS AND LOSERS IN RETAIL'S "SECULAR SHIFT"

"We are all aware of the seismic changes in the retail landscape in recent years that have affected both owners and occupiers", says Chris Fleetwood, Deputy COO Real Estate at Redevco. Therefore, a combination of macroeconomic events, higher-for-longer interest rates and inflation, increased consumer awareness of their own environmental footprints and values, and the emergence of transformative technologies have created an ever more competitive environment.

BY CHRIS FLEETWOOD



The COVID-19 pandemic accelerated the digital transformation that was already underway, and leading brands understand the impact and benefits of investing in technological innovation to enhance the customer experience of retail spaces. Retail is now less "transactional" in nature and much more "experiential".

Retailers have to listen to consumer feedback and harness data analytics. A seamless and holistic experience between physical and digital (phygital) is essential for the customer journey. It's not just about stacking shelves and selling products, it's about brand connection with people – the experiential interaction and the strength

of the relationship between consumers and brands that bring people back time after time, while also generating those very important "recommendations" to others.

Brands want to understand customer engagement with the enhanced environments and how that can drive long-term loyalty. So, "experience per square meter" might be measured in terms of "dwell times" or "customer lifetime value" in addition to the traditional key metric of sales per square meter.

Technological advances, such as 3D cameras, which measure footfall and dwell time hotspots and are supported by artificial intelligence mean the measurement of "experience metrics" is increasing and becoming more accurate. There are QR codes that capture interactions with specific items and social media monitoring that tracks customer sentiment about products, as well as mentions by particular "influencers".

Smart shelf displays with AI-enabled sensors can detect when goods are picked up and provide feedback to retailers in real time, while smartphone technology can detect when people are wandering through mixed-use or retail spaces and send messages directly to their phones. It's all about the hyper-personalization of retail spaces, which enables brands to really understand who their customers are and what they want.

REDEVCO TARGETS MIXED-USE URBAN TRANSFORMATIONS WITH €1 BN IN INVESTMENTS

Redevco is uniquely positioned as one of Western Europe's biggest owners of High Street properties to support our tenants in adapting to the ongoing "secular shift" in retail markets. Our role is to develop and maintain environments that allow brands to thrive, generating mixed-use experiences that are increasingly defining the character of retail in major cities across Europe and support what our occupiers are trying to create themselves.

Redevco has embarked on a €1 billion pan-European investment program for the coming years, focused primarily on retail assets in urban centers to curate dynamic 24/7 destinations that are more embedded in the rapidly evolving demands

of the communities in which they are located. This can range from a greater proportion of restaurants, hotels, sports and wellness venues, and other commercial or community uses in redevelopment schemes, to major residential components that can contribute to tackling Europe's severe shortage of housing.

We are also applying a similar formula to some of our retail warehouse parks, which are emerging as potential mixed-use new neighborhood hubs, as expanding cities absorb these previously urban peripheries and populations and businesses follow.

With Redevco currently considering the redevelopment of up to 40 potential projects, this will be one of Europe's most ambitious urban transformation programs by a single asset manager. It is striking to see how much the pure retail component will be reduced within our larger redevelopments, indicating a move to more mixed-use schemes providing a more diversified income stream for our clients. This indicates the "win-win" nature of these schemes for owners and retailers when we successfully cultivate a new Zeitgeist, or spirit, for a previously "tired" location.

For example, the gross leasable retail area of our Elisen Palais project in the heart of Hamburg – where Redevco is redeveloping a former C&A retail store into a highly sustainable mixed-use property – will be cut by about 70%. Other uses, in this case two hotels with different concepts, occupy the former retail space.

Similarly in our Rue De Rivoli redevelopment in central Paris, our ten-story building initially closed on itself with its limited opening hours for its shops and offices will be totally transformed into a mixed-use product with a fully opened façade and public access to a unique rooftop. Indeed, the retail GLA will fall by more than half, three floors will be given over to offices and there will be an urban logistics function. A lifestyle hotel and restaurant all nestling under an extensive rooftop garden with 360-degree views of Paris, while there is significant retailer interest in the lower floors. We are creating an environment that is connected both horizontally and vertically with the other uses in the building, so it becomes an ecosystem within itself, as well as an integral part of the surrounding retail and commercial area but also of the whole district activities.



IMAGE: REDEVCO

Chris Fleetwood is the Deputy COO Real Estate at Redevco





Rue de Rivoli: Bringing new vibrancy to the heart of Paris.

IMAGE: REDEVCO



Within our portfolio, we often change a very big building with one key tenant to one with multiple operators. At the same time, we also see that some retailers such as Zara, Primark, and Frasers now want to have bigger spaces than previously, to create a more engaging full-on brand destination experience.

In Madrid, Primark has recently opened a large flagship store at a Redevco property that was formerly an art déco theater, then cinema, dating back to the 1930s, on Calle del Conde de Peñalver. Original interior elements of this listed heritage building have been maintained, and the store's collection has been presented in a luxurious way to match the sumptuous theatrical and cinematographic surroundings. The skillful blending of past historic use with a modern cutting-edge retail experience is exemplified by the large digital advertising screen that sits where movies used to be projected.

As an innovative asset manager, Redevco proposes a new way to use our commercial spaces. The goal is to allow brands, associations, event agencies and local communities to promote their products, services and values in a flexible space. The concept "Stories by Redevco" transforms what we call 'meanwhile spaces' into a media channel on a short-term basis – from a couple of days to several weeks. The concept is deployed in vacant units but also in spaces under redevelopment. This tends to be a collaboration between us and the marketing departments and event agencies rather than only property or devel-

opment teams of brands. Recent successes have included working with the brands such as Nike, Dries Van Noten, and Comme des Garçons.

IMMERSIVE EXPERIENCES OF THE SENSES DRIVE RETAIL SUCCESS

A number of retail operators that had been pure online players have seen the advantage of going into physical stores, which has complemented the success they've experienced in e-commerce. Survey after survey has shown that people want an experience to be part of their shopping journey, particularly the Gen Z cohort, who are digital natives and the largest emerging group of future consumers and prefer "experience" over "things". Sensory-rich environments can include augmented reality, virtual reality, interactive displays, and scent marketing. Even if the purchase ultimately takes place online, people still like the sensory experience of going into a store to touch and feel and smell. So, it's about the merging of sales points with a holistic approach and the ability to have smooth and seamless interactions and transactions with customers no matter how the purchase is made.

The UK's Gymshark, a retailer of athletic apparel, is a great example of harnessing an online platform and social media and, ultimately, a physical store to create an all-round experience that has driven growth in the brand over a relatively short period of time.

Gymshark, founded in 2012, was historically purely online, with the occasional "pop-up" shop. They brought brand ambassador athletes onboard to support their advertising and created a very loyal following. When they opened a store on London's Regent Street in 2022, it wasn't just about selling, it was a place for their community to experience the DNA of Gymshark. They created a hub for podcasts and workshops, together with personal trainers, classes every week, a "Run Club", a healthy snack bar, and wellness advisors to successfully build greater brand awareness.

People tend to remember experiences better than they remember information and facts. So, if you're creating experiences that stick in the mind, they will be key to the success of your business, whether you're a retailer or a real estate asset manager.



RETHINKING BRICK-AND-MORTAR RETAIL IN ORDER TO REDEFINE SUCCESS IN RETAIL

In an era in which e-commerce has gained significant influence, brick-and-mortar retail faces various challenges. These challenges have created an opportunity to rethink and renew the conventional shopping experience. The Turkish retail world is one step ahead when it comes to experience-oriented retail. Turkish shopping centers and young brands, in particular, offer their customers products as well as experiences that go far beyond shopping. Many brands are bringing this philosophy to Europe as part of their expansion strategies.

BY ORTAÇ ÖZORTAÇ



Traditionally, retail success has been measured by sales per square meter. While this metric remains important, it no longer captures the full potential of a store. Today's retail requires a broader definition of success that emphasizes the quality of experience offered per square meter. This requirement recognizes that by making stores more appealing and offering memora-

ble shopping experiences, customer brand loyalty will increase, and profits will increase in the long term.

Retailers should prioritize creating spaces that offer unique experiences, blending shopping with leisure and entertainment. For example, House of SuperStep stores in Istanbul have redefined



IMAGE: WECONSULT

Ortaç Özortaç is Partner at Weconsult

At House of SuperStep, personalization is at the heart of the in-store experience. The customization team meticulously designs every detail according to customers' preferences, creating unique and bespoke designs. The customization service offered in stores enables the provision of products that perfectly reflect customers' styles. With this special service, everyone at House of SuperStep can create their own unique style.



IMAGE: HOUSE OF SUPERSTEP





retail by incorporating immersive and interactive elements that captivate customers and encourage them to spend more time in the stores. With the “customization” team within the stores, they allow customers to create unique and personalized designs that are carefully crafted according to their wishes. In addition, they have created deeper emotional bonds between the brand and their customers by offering experiences such as digital game areas, DJ performances, tattoo studios (Land of Legends, Antalya), and sports areas.

SHOPPING WITH ALL SENSES

A shopping experience that stimulates multiple senses creates memorable and enjoyable visits by connecting with customers on various levels. This approach goes beyond visual selling arrangements to include sound, smell, touch, and even gustatory elements. New technologies such as artificial intelligence (AI) offer exciting new opportunities to create multi-sensory experiences. AI can curate music playlists that match the store's atmosphere, adjust lighting based on customer behavior, and provide personalized product recommendations through interactive displays. With AI, sensory experiences can be further enhanced by allowing customers to visualize products or interact with virtual elements in the store. For instance, DeFacto made history in Turkey by opening a smart store in Istanbul at

Akasya Shopping Center in 2019. Shoppers are assisted by robot advisors and can select product colors and sizes using virtual reality glasses. This step by DeFacto has created a virtual shopping experience by utilizing various senses.

UNINTRUSIVE ADVERTISING

Advertising in retail should be integrated into the store environment and sales points without disrupting the customer experience. For example, digital screens showing targeted promotions based on customer demographics and behavior, QR codes that don't interrupt shopping, and interactive kiosks offering additional information and special offers encourage customers to engage with the brand. This approach not only boosts sales but also enriches the shopping experience.

MEASURABLE EXPERIENCE STRATEGIES

Leveraging data analytics to gain insights into customer behaviors and preferences allows experience-focused strategies to be optimized. Heat maps that track areas where customers spend the most time can identify traffic zones and potential bottlenecks. This enables retailers to improve product placement, store navigation, and the overall shopping experience. Additionally, measuring customer footfall and determin-

ing visitor potential helps tailor marketing and inventory management to better meet customer needs.

INNOVATIVE STORE CONCEPTS

There are many examples that demonstrate the power of rethinking physical retail and developing innovative store concepts. One notable example is Espressolab Roastery in Merter, which exemplifies these innovative approaches. Opened in 2022, the Espressolab Roastery not only allows visitors to drink coffee, but to also learn and experience the coffee-making process and participate in barista workshops. Another successful example is Eataly at Zorlu Center, a global Italian marketplace chain. The brand offers a unique and enjoyable retail experience by combining shopping, dining, and learning elements.

In conclusion, by focusing on experience in retail, integrating advertising into the shopping experience without being intrusive, using measurable data-driven strategies, and creating

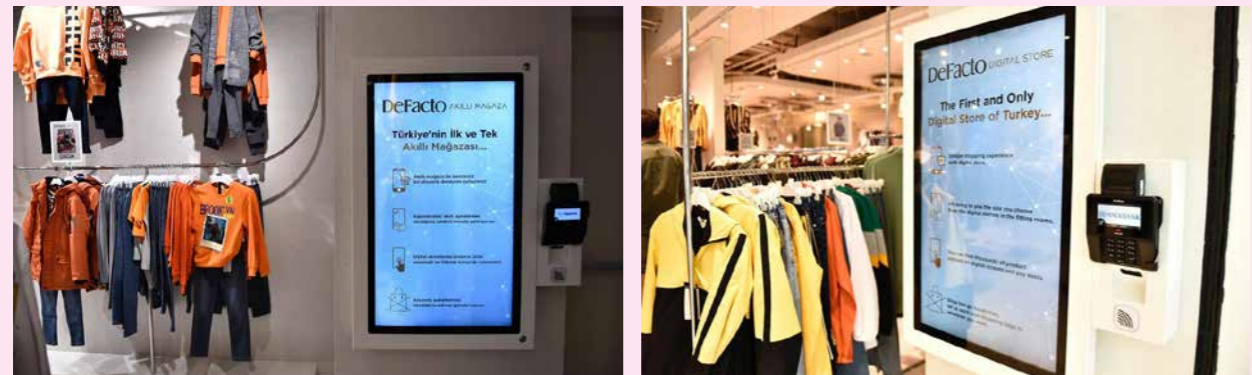


Espressolab does not only brew coffee but also offers workshops or events.

engaging and memorable shopping environments, it is possible to build customer loyalty and enhance long-term success. As the examples show, those who prioritize experience in the dynamic and ever-changing new era of retail will be the ones who will succeed.



De Facto is one of the most successful Turkish fashion brands with ambitious plans for the European market. Technology plays a major role in serving the needs of customers and providing them with a positive, convincing, and fun shopping experience.

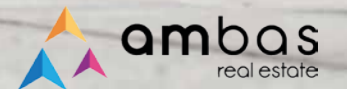


IMAGES: DEFACTO



**We focus
on your retail
real estate.**

www.ambasrealestate.com



“CREATING PLACES WHERE PEOPLE ENJOY MEMORABLE MOMENTS TOGETHER – THAT IS THE UNDERLYING PRINCIPLE FOR ALL CHANGE AND INNOVATION.”

NEPI Rockcastle’s strong net operating income (NOI) growth of 13.5% in the first half of 2024 allowed the company to raise its forecast for full-year distributable earnings per share. Justyna Bartosz, the Group’s Head of Leasing, explains what makes the CEE’s retail and consumer world tick and why it is that NEPI Rockcastle and its tenants can’t pay enough attention to the buzzwords: experience, community building, and authenticity.



ACROSS: YOU JUST HAD YOUR ANNUAL RETAILERS DAY. WHAT WAS THE MOST RELEVANT MESSAGE YOU TOOK HOME FROM THAT DAY?

JUSTYNA BARTOSZ: The message was very clear – the growing importance of experience and community building. All of our guests and speakers emphasized those trends, which we try to support as much as we can. Today, there is a growing group of consumers who prefer to spend more on experiences than on products. People want to come together to participate in joyful things and activities – to have fun together – especially since the pandemic.

ACROSS: LET US TAKE A STEP BACK: NEPI ROCKCASTLE IS MAINLY ACTIVE IN CEE AND JUST PUBLISHED IMPRESSIVE RESULTS. WHAT IS MOST NOTABLE ABOUT YOUR MARKETS?

BARTOSZ: Looking at the macroeconomics, in recent months, our region has grown faster than Western European countries. Economists’ forecasts also project that the region’s GDP growth will be double the European Union’s average over the next few years as the population’s disposable income is rising. Operating costs in CEE are still below those in Western Europe, and retailers usually have higher sales margins. At the same time, the supply of retail space is also relatively low. That underpins our growth potential and shows

why the region represents an attractive opportunity for retailers and real estate owners and developers. Those factors, among others, led to our tenants’ like-for-like sales increasing by 8.7% against the same period in 2023, and the average basket size increasing by 8.2%.

Our strategic development pipeline is expanding – with a projected EUR 817 million expenditure by 2028 – because we are still finding many locations at which we can extend or build our properties to meet the demand for space. Major projects in the pipeline include a 55,400-square meter GLA extension currently under construction at Promenada Bucharest, Romania and a 60,500-square-meter GLA greenfield development – where we are expecting permitting later this year – in Plovdiv, Bulgaria’s second-largest city. Smaller projects include the expansion of Shopping City Ploiesti, Romania and Pogoria Mall in Dąbrowa Górnicza, Poland. Major refurbishment works continue at Bonarka City Center, Poland and Arena Mall Budapest, Hungary. We are planning two new residential developments in Romania on plots of land next to our retail assets. We are expanding our photovoltaic project to countries outside Romania, where we have already completed the installation of solar panels across 27 properties. We are also planning greenfield photovoltaic projects at several new locations in Romania to expand our



Justyna Bartosz is the Head of Leasing at NEPI Rockcastle



IMAGES: NEPI ROCKCASTLE



NEPI Rockcastle’s development pipeline of EUR 817 million in expenditure by 2028 includes, among others, the expansion at Promenada Bucharest, Romania, and major refurbishment works at Bonarka Krakow, Poland.

green energy generating capacity and to meet the electricity consumption needs of our tenants.

ACROSS: WHAT IS DIFFERENT REGARDING CONSUMER HABITS AND DEMANDS?

BARTOSZ: Consumer habits and demand are a function of the aforementioned macroeconomic conditions and are also overlaid by history. In CEE markets, the history of capitalism and modern retail is not as long as in Western European countries, and some internationally known brands are not yet present there. The demand for these brands is therefore very high and customers welcome their arrival with great enthusiasm. This is particularly true in Southeast Europe, where relatively low retail intensity is accompanied by higher growth in disposable income than in other CEE countries. In our portfolio, international brands accounted for 73% of new leases signed in the first half of this year. In addition, data from 2023 shows that the combined GDP of CEE countries accounts for only 10% of the European Union economy, despite accounting for 22% of the population, so there is still significant growth potential in this region.

ACROSS: WHAT PRODUCT CATEGORIES ARE IN PARTICULAR DEMAND?

BARTOSZ: There are some differences between countries, but overall sales have improved in all categories compared to the previous year. Fashion remains solid, and sales in the food and beverage sector are increasing, but the segments where we see the strongest growth in demand are health and beauty and medical and wellness services. Brands that focus on well-being are very successful and are experiencing double-digit growth rates in that sector.

ACROSS: DO CONSUMERS TEND TO ASK FOR INTERNATIONAL BRANDS OR SMALLER BRANDS?

BARTOSZ: I would say it’s a mixture of both. Customers at our shopping centers ask for international, big brands like Nike or Zara. The first Primark store in Hungary, which opened at our Arena Mall in Budapest, was received with incredible enthusiasm. It brought a substantial increase in footfall, not only in the first few days after opening, but afterwards as well, which also had a positive impact on the sales of other tenants. It proves that there are opportunities for high-end retail brands in Hungary and across the region that have not been taken advantage of yet. The health and beauty sector is remarkable in this respect. Even though we have many local and smaller stores, including concepts that focus on niche brands, one of the biggest success stories for us is the international beauty chain Rituals, which connects people with the idea of well-being and building a community. Brands that position themselves in this way attract an ever-growing audience, and international brands often have more power to do so.

ACROSS: YOU HAVE ALREADY MENTIONED THE GROWING IMPORTANCE OF EXPERIENCE. HOW DO YOU FIND ANSWERS TO THAT NEED?

BARTOSZ: We do it on several levels simultaneously. First and foremost, we constantly invest in the modernization and renovation of our centers, which includes a strong focus on sustainability. Second, we pay a lot of attention to the tenant mix at the centers, especially when selecting concepts, to make sure that we have a diverse and





unique offering that evolves in line with the trends in society. Third, when it comes to gastronomy, we constantly improve our offer and deliver the most up-to-date food concepts, many of which are also about well-being, healthy eating, and spending time with loved ones. New restaurants or food hall-style spaces are designed to be very open, offering bigger spaces so people can mingle and spend time together. We are seeing more demand for restaurants offering waiter service because customers are willing to spend more money and time at such places. Finally, we focus on and analyze the needs of Generation Z, since that youthful age cohort is increasingly present at our centers and represents the largest future group of consumers.

ACROSS: WHAT ABOUT ENTERTAINMENT?

BARTOSZ: Regarding entertainment: The cinema industry was struggling but is now picking up. We see a positive trend here, with refurbishments and upgrades often driving double-digit growth in sales. Cinemas are a great example of making a difference when offering customers state-of-the-art quality. Today, operators offer reclining seats, more attractive F&B and super-innovative cinema halls. That is due to the need for cinema chains to differentiate their experience from the standard online streaming services that people have at home. Customers are willing to pay more for a better quality of service.

Apart from cinemas, we are opening increasingly diverse new entertainment concepts. There are playrooms in which customers can have their children looked after, but which also include a range of activities that parents can also enjoy together with their children. Climbing walls, indoor carting, escape rooms, spaces for social media influencers, immersive art spaces, even a butterfly house – you name it. Right now, we are working on some cool new concepts at several of our locations, which I cannot talk about yet, where we are cooperating closely with our partners on the design from the very beginning. It's all about creating places where people enjoy memorable moments together – this is the underlying principle behind all changes and innovations.

Events are also a crucial and increasingly creative area. We host numerous and diverse events across all of our centers, often produced in

collaboration with our retailers and supported by well-known FMCG brands. These can be one-off or cyclical and include e-gaming competitions, music concerts, community sports activities, lectures, art exhibitions, and educational, environmental, and social activities, to name a few. We just held an eSports Kings Tournament at our centers in Romania and had a skimboarding championship in Platan mall in Zabrze, Poland. Those are genuine visitor magnets.

ACROSS: CAN YOU GIVE US AN EXAMPLE OF A NEW FORMAT?

BARTOSZ: Let's talk about ISPACE at Mega Mall, Bucharest. This is a new media art space that uses technology to deliver immersive experiences in a 500-square-meter store that features installations inspired by art and nature. The unit is divided into areas in which adults and children are taken on different “journeys”, where they can experience the depths of the ocean or outer space or even learn about the history or art from paint to pixels, using 360 video projections and spatial sound.

In Poland, another great example is a company called Fikołki. Apart from an already well-known and popular kid's play concept, the company has recently developed a new concept aimed at young adults. In order to meet the needs of young people and understand their definition of fun, the owner looked for inspiration in the UK and other European countries, combined all the knowledge gained, and adapted it to the Polish market. The result is a concept that promises fun, movement, and educational elements.

The Lithuanian company Adventica also belongs to this category. It has proposed a unique family entertainment concept centred around eco-carting and racing for one of our spaces. Entertainment is much more differentiated nowadays, and if there is an underlying principle that links this segment together, it is well-being in its broadest sense. A lot of concepts are about movement, sport, education, and relaxation.

ACROSS: WHAT CONSEQUENCES DOES THIS HAVE FOR THE LEASING PROCESS?

Bartosz: Such new concepts also require different spaces. Leasing is changing. For instance, for these types of concepts, we must be much

more flexible and creative than, for example, for fashion tenants in terms of size and layout.

ACROSS: HOW DO YOU DEAL WITH THE OTHER KIND OF EXPERIENCE – THE EXPERIENCE ON THE SHOP FLOOR?

Bartosz: The golden rule is to keep people interested – especially with Gen Z increasingly present in our shopping spaces. To encourage them to come to the stores, the offer must be attractive, entertaining, and it must create connections with the brand. Retailers need to offer something special, such as access to a specific product or event for select groups only. Our tenants know that they must deliver something fresh and new to keep customers interested, which has resulted in many store renovations and refurbishments. Again, it is about creating a sense of uniqueness and community building. Another word that cropped up a lot during our Retailers Day was authenticity. Brands need to be honest and show their values. Nowadays, it is easy for customers to verify whether a brand is authentic, but sharing the same values is the best connection brands and consumers can have.

ACROSS: WHAT DOES AUTHENTICITY LOOK LIKE?

BARTOSZ: During our event, it was stated: “Be yourself. Everyone else is already taken.” Authentic brands are successful, but everyone has their own recipe for success, and they connect differently with their consumers. Some hire DJs and create music events; others do workshops. It differs from brand to brand. However, the first step is always for every brand to analyze what it stands for and how it wants to communicate this.

A great example of an authentic brand in our portfolio is Cărturești, a Romanian bookstore chain. Their story started 24 years ago when they opened a tiny, 40-square-meter bookshop in downtown Bucharest. Today, the success of their concept can be found in the 55 stores across the country and their online presence. To visit one of their stores is an immersive experience. Cărturești engages its customers by extending its offer to include book launches and exhibitions featuring renowned artists and tea in addition to its extensive collection of books, music, and art films.



Events are a crucial and increasingly creative area. NEPI Rockcastle recently hosted a skimboarding championship at Platan mall in Zabrze, Poland.

At our Retailers Day, they talked about how their customers usually spend 40 to 60 minutes browsing books and finding comfortable places to sit and read. Kids and teenagers even love to sit on the floor, which is why they create spaces that feel like living rooms – with wooden or carpeted floors where they can make themselves comfortable, thus making the visit more akin to a ritual than a transaction.

ACROSS: DO TRADITIONAL METRICS, SUCH AS SALES PER SQUARE METER, STILL WORK IN A RETAIL WORLD WHERE AUTHENTICITY, COMMUNITY BUILDING, AND EXPERIENCE ARE MORE CRUCIAL FOR SUCCESS THAN PRODUCTS?

BARTOSZ: Sales per square meter is the basic parameter and remains relevant, even though retailers are using floor space traditionally reserved for products to deliver events or special activities and services. In an omnichannel world, things are changing constantly. Tenants who previously concentrated more on online sales are increasingly talking to us about looking for larger physical spaces to make products available on shop shelves. Brick-and-mortar stores increase their presence and test new markets through online stores. Consumers are better informed today; they check physical and online offers simultaneously and know about prices, competitors, etc. That means retailers must be present online as well as offline. One cannot do without the other.



EXPERIENTIAL RETAIL: SHAPING THE FUTURE OF SHOPPING CENTERS

Shopping centers—including multi-use, regional, luxury centers, and outlet malls—should always be looking for ways to increase traffic and maintain loyalty among existing shoppers, as well as attract new visitors. This article by Placewise CEO Susan Hagerty Bonsak delves into how experiential marketing can help centers evolve into vibrant community hubs. Let's explore a hypothetical event, Sensory Spring Fest, which uses experiential marketing to create engaging activities, drive sales, and build strong community ties.

BY SUSAN HAGERTY BONSAK



TRANSFORMING SHOPPING CENTERS: PROACTIVE STRATEGIES FOR SUCCESS

- **Experiential marketing is the future of retail:** Consumers seek experiences beyond simple transactions, and shopping centers can use events and activities to attract visitors and strengthen community bonds.
- **Data and tools are crucial for success:** Empowering shopping centers to market events effectively, driving engagement, and fostering connections between retailers and shoppers.
- **Revitalizing spaces fosters community:** Hypothetical events like the Sensory Spring Fest illustrate how experiential marketing can breathe new life into shopping centers, creating a sense of community and inclusivity.

EXPERIENTIAL RETAIL: SHAPING THE FUTURE OF SHOPPING CENTERS

Consumers today crave experiences, not just transactional interactions, and this is especially the case with physical spaces. This trend is here

to stay, and shopping centers should take measures to include this, if not emphasize it, in their marketing strategies. By leveraging data and advanced marketing platforms, shopping centers can be transformed into lively community hubs through experiential marketing.

SENSORY SPRING FEST: A HYPOTHETICAL EXPERIENTIAL EVENT

This multi-sensory happening is designed to engage visitors through sight, sound, taste, touch, and smell. Such a large and comprehensive event could feature:

- **Interactive art installations:** Large-scale art pieces that react to movement and sound, creating an immersive visual and auditory experience. Visitors can share their experiences on social media, generating an organic buzz.
- **Culinary tasting stations:** Partner with local restaurants and food trucks to offer a variety of samples, engaging the sense of taste. This could be coupled with cooking demonstrations by local chefs.

- **Live music and performances:** Featuring local musicians and entertainers, these performances add an auditory layer to the festival, attracting diverse crowds and creating a vibrant atmosphere.

- **Tactile experiences:** Craft stations where visitors can create art or jewelry, engaging the sense of touch. Workshops could include pottery, painting, or DIY crafts.

- **Aromatherapy stations:** Set up booths with different seasonal scents and essential oils, allowing visitors to relax and engage their sense of smell.

To maximize the impact of Sensory Spring Fest, tenants within the shopping center can align their offerings with the festival's themes by hosting in-store events, offering special promotions, or showcasing products that engage the senses. For instance, a clothing store might host a fashion show featuring live music, while a tech store could offer interactive demonstrations of their latest gadgets. Collaboration between tenants can create a cohesive and immersive experience, drawing visitors to multiple stores and enhancing the overall atmosphere of the event.

ENHANCING EXPERIENTIAL MARKETING WITH TECHNOLOGY AND DATA

By leveraging data and advanced marketing platforms, shopping centers can be transformed into lively community hubs through experiential marketing. Technologies such as AI and machine learning can analyze shopper behavior and preferences, allowing centers to personalize marketing campaigns and event content. Geotargeting can ensure that promotional messages reach the right audience at the right time, driving attendance. Furthermore, real-time analytics can provide insights into visitor flow and engagement during the event, enabling organizers to make immediate adjustments to optimize the experience.

Post-event data analysis can reveal which activities were most successful, informing future strategies to enhance customer loyalty and repeat visits. This holistic approach ensures that



IMAGE: PLACEWISE

Susan Hagerty Bonsak is CEO of Placewise

every aspect of Sensory Spring Fest is designed to maximize visitor satisfaction and long-term engagement.

RETHINKING BRICK-AND-MORTAR RETAIL

As brick-and-mortar retail evolves, the definition of success must also change. Traditional metrics like sales per square meter should be challenged, or at least supplemented. Instead, we must consider the amount of experience offered per square meter. Such KPIs can be used to boost interest among potential tenants and increase tenant engagement. An added benefit is that tenants can see what their marketing contributions can realize.

Here are some of the benefits of such an experiential event:

- **Measuring experiential value:** Retail success should now be measured by the richness of experiences offered. Multi-sensory activities, interactive installations, and community events can turn shopping centers into destinations.
- **Engaging all senses in shopping:** Enhancing the customer experience through multi-sensory engagement is crucial. Examples include interactive light displays, immersive soundscapes,





and aromatic environments. New technologies, such as AI, can personalize these experiences further, tailoring them to individual preferences.

- **Integrating seamless advertising:** Integrating advertising directly at the point of sale without disturbing the shopping experience is key.

EMPLOYING MEASURABLE STRATEGIES

To ensure the success of experiential marketing, it's essential to employ measurable strategies. Data analysis methods like heat maps and customer frequency measurements can optimize store layouts and experience offerings.

Here's how shopping centers can best leverage data:

- **Heat maps:** Using heat maps to track customer movement within the shopping center can reveal popular areas and potential bottlenecks. Some of this technology includes camera sensors, and Wi-Fi or Bluetooth tracking. This data helps design better store layouts and guides store management in placing experiential activities in high-traffic zones.
- **Customer frequency measurements:** Monitoring the frequency and duration of customer visits provides insights into shopper behavior and preferences. The use of promotional coupons and other incentives is also an easy way to measure impact. This information can guide the planning of events and promotions to maximize engagement.
- **Real-time data utilization:** Employing real-time data analytics during experiential events can help organizers make immediate adjustments to enhance the visitor experience. For instance, if a particular activity is attracting a large crowd, resources can be immediately reallocated to support it better.

THE FUTURE OF RETAIL IS EXPERIENTIAL

By embracing experiential marketing, shopping centers can create more engaging and memorable experiences, leading to increased traffic,

sales, and loyalty. Smart shopping center marketers can use data-driven insights to tailor these experiences and keep shoppers coming back. While advanced platforms support the marketing and promotion of these events, it's up to the shopping centers to craft these unforgettable experiences.

TECHNOLOGY AND MULTI-SENSORY EXPERIENCES

To further enhance multi-sensory experiences, shopping centers can leverage various technological advancements:

- **Augmented Reality (AR):** AR can transform the shopping experience by overlaying digital information onto the physical world. For example, an AR scavenger hunt can guide visitors through the shopping center, offering clues and rewards that appear on their smartphones.
- **Virtual Reality (VR):** VR experiences can transport shoppers to different environments without leaving the center. A VR installation could simulate a tropical vacation or a historical journey, providing an engaging and memorable experience.
- **Artificial Intelligence (AI):** AI-driven personalization can create tailor-made experiences for shoppers. Equally important, AI can analyze shopper data to suggest activities, stores, or products that match their interests, enhancing the overall experience.

INTEGRATING COMMUNITY AND RETAIL

Creating a sense of community within shopping centers is essential for fostering loyalty and repeat visits. Here are a few strategies:

- **Community events:** Hosting local events such as farmers' markets, craft fairs, and holiday celebrations can draw in visitors and create a sense of belonging. These events can be supported by local businesses and artisans, reinforcing community ties.
- **Educational workshops:** Offering workshops on various topics, from cooking classes to

tech tutorials, can provide valuable learning experiences and attract diverse audiences. These workshops can also highlight products and services available within the shopping center.

- **Health and wellness initiatives:** Partnering with local fitness instructors and wellness experts to offer yoga classes, meditation sessions, and health seminars can promote well-being and create a supportive community atmosphere.

SUSTAINABILITY AND ETHICAL PRACTICES

Consumers are increasingly concerned with sustainability and ethical practices. Shopping centers can address these concerns by:

- **Eco-friendly design:** Incorporating green building practices, such as using sustainable materials and energy-efficient systems, can reduce the environmental impact of shopping centers.

- **Ethical sourcing:** Promoting retailers that source their products ethically and support fair trade practices can appeal to socially conscious consumers.

- **Recycling programs:** Implementing comprehensive recycling programs and encouraging retailers to minimize packaging waste can make shopping centers more environmentally friendly.

The future of retail lies in creating immersive, multi-sensory experiences that engage shoppers and foster community connections. By rethinking traditional metrics of success and leveraging data-driven strategies, shopping centers can be transformed into vibrant hubs of activity. Integrating advanced technologies and focusing on sustainability and ethical practices will further enhance the shopping experience and help ensure long-term success.



WHY AND HOW SHOULD BRICK-AND-MORTAR RETAIL RETHINK FLOOR SPACE?

Retail is and always will be about four things – recruitment, transaction, fulfillment, and retention. The interesting thing is that transaction and fulfillment are increasingly migrating to the online sector. “Even though I am generalizing, and I suppose I am being slightly provocative, it seems that brands will increasingly occupy physical space for the purpose of recruiting and retaining customers,” states Ibrahim Ibrahim, Managing Director of Portland Design.

BY IBRAHIM IBRAHIM



We will, of course, always need physical stores where customers can buy products and take them home, but I see this happening less and less in the future. As brands focus their store investment on recruitment and retention, we will see proportionately more stores behaving like media platforms.

leased space and the public realm, the net-to-gross, the architecture – and, of course, the CAPEX and OPEX.

So, how will a store as a media platform impact the revenue model? A turnover-based rent is anathema to stores that do not transact or fulfill. Therefore, I believe future revenue models will be based on the ability of an asset owner to measure the media impressions that an experience in a physical space (previously known as a store) can drive – media impressions driven by people commenting and posting online, whether they are present at the time or engaging via live-streamed broadcast.

Once stores begin to behave like media platforms, the world of brick-and-mortar retail will change and brands will rethink their floor space. This will impact the customer experience, the design of the store, the technology used, the service proposition, the type of store associates, the master planning of the asset, the connectivity between the

Entertainment: The new multisensory VR cinema experience at Harrods, powered by xydrobe, offers luxury brands and retailers an innovative way to engage consumers through immersive storytelling (left).

Right: Netflix is launching its first brick-and-mortar Netflix House locations in King of Prussia, Pennsylvania, and Dallas, Texas, set to open in 2025.



IMAGE: XYDROBE



IMAGE: NETFLIX



IMAGE: LUA BRICE COURTESY OF SUBMERSIVE

Exclusivity: Submersive, is a therapeutic spa in Austin, blending video projection, immersive art, and AI to elevate visitors' states of mind. Opening in 2026, the spa aims to attract 200,000 yearly visitors.



IMAGE: LOWE/LOWE INNOVATION LABS

Ease: Home improvement retailer Lowe's has embraced AI to enhance the shopping experience for customers tackling DIY projects. One standout example is Lowe's AI-powered "LoweBot," a robot assistant deployed in select stores.

Of course, the key is determining how media impressions should be measured – the sentiment of the audience, how much they share, and the impact that has? What value is that to a brand and, in turn, how does that inform the rent model?

At Portland, we have an AI-powered social media and online mapping tool that maps the opinions and sentiments audiences have about experiences they engage with. Based on that, we can measure the quantum of engagement, opinions, sentiment, and the audiences' values. This process is ethnographic; as it observes, it reveals “human truths”, thereby delivering qualitative research at scale.

All of the above will impact how floor space is used in brick-and-mortar retail.

PROVIDING STAGES

In the future, brands will no longer expect asset owners to provide stores as concrete boxes with glass fronts, but stages on which they can present their stories and experiences – places where their fans can gather, socialize, learn, and have fun. As a result, brick-and-mortar retail will experience a metamorphosis from products for sale on shelves to stories on stages that can be shared.

Brands are replacing brick-and-mortar retail for transaction and fulfillment with experiences on stage-like, programmable, “open-cell” media platforms aimed at attracting and retaining customers. Traditional sales-per-square-meter metrics are yesterday's news.

Portland's 6 “E's” of experience serve as a framework for developing new metrics that reflect the new role that physical space will play in a brand's marketing mix.

1. “Engagement”, the first “E”, measures customer attention, driven by the number of surprises and the unexpected.
2. “Education” measures the new things that customers are learning. Given the increasing commoditization of brands, newness is key.
3. “Entertainment” assesses the duration of an audience's interest and the extent of multisensory engagement.
4. “End Use” defines the extent to which the experience aligns with the needs and everyday lives of the audience.
5. “Ease” determines how convenient, seamless, and fast the experience is. AI can play an important role here when it comes to delivering frictionless digital experiences.
6. Finally, “Exclusivity” is a measure of how personalized, unique, and special the experience is. Experiences that foster communities of common interest and drive a sense of belonging are of particular importance.

The 6 “E's” success criteria can be measured using data analytics such as AI-powered sentiment mapping, ethnographic research, focus groups, surveys, heat maps, customer footfall measurements, etc. They can all add value by using AI predictive analytics to ensure their success.



IMAGE: PORTLAND

Ibrahim Ibrahim is the Managing Director of Portland Design

MEASURING SUCCESS IN THE OUTLET BUSINESS: “CONSUMERS WANT MORE THAN JUST GOODS”

When it comes to measuring success, outlets are undergoing a noticeable change, with a gradual shift away from traditional KPIs – such as sales per square meter – and towards a more comprehensive assessment. These days, the critical metric for success is no longer how much revenue a store generates, but how much of an “experience” it provides per square meter, explains Giles Membrey, Managing Director, Rioja Estates.

BY GILES MEMBREY



While profitability is certainly important, this limited focus overlooks the overall customer experience, something that brands are using more and more in order to create a point of difference. These days, consumers want more than just goods: they want immersive, personalized experiences that make buying both fun and memorable. Success for brands is, therefore, all about maximizing the quality of the customer’s experience by transforming every square meter of their stores into opportunities for engagement, interaction, and brand awareness.

of fashion, the grocery sector has been doing this for some time by using the smell of bread that has been freshly baked in-store, along with the aroma of coffee, to make the shopping experience more enjoyable and engaging.

New technologies and artificial intelligence (AI), in particular, provide intriguing opportunities to improve these multi-sensory experiences. AI-powered personalization solutions can be used to adjust music, lighting, and even visual displays in real time, based on customer preferences or behaviors. Going forward, virtual and augmented reality (VR/AR) are likely to result in immersive experiences in which consumers engage with items in previously unimagined ways. Traditional advertising – frequently perceived as being both obtrusive and disruptive – is developing into a much more integrated and valuable part of the overall shopping experience.

This particular trend is arguably most visible when it comes to retail media, where adverts are very often strategically positioned at the point of sale. Designed to integrate smoothly into the overall shopping experience, retail media can improve the consumer’s experience by delivering targeted product ideas, promotions, or complementary

The suggestion that consumers shop with their senses is one that is gaining popularity, which is why brands have begun to introduce ways of engaging consumers on numerous sensory levels, because they believe that doing so can considerably improve the consumer’s overall shopping experience. This multi-sensory approach involves using sight, sound, smell, and touch, to create a stimulating environment that appeals to the consumer. High-end clothing brands are excellent examples of this: ambient lighting, music, and specially selected fragrances and perfumes are frequently used to create a feeling of luxury and exclusivity in-store. Outside



IMAGE: RIOJA ESTATES

Giles Membrey is the Managing Director at Rioja Estates.

products at the point where they are about to make a purchase. This type of advertising provides the consumer with relevant information that actually enhances their journey, rather than interrupting it.

As brands begin to invest more in providing memorable experiences, the requirement to measure the effectiveness of these methods will grow. Heat maps, customer frequency metrics, and dwell time analytics are all useful data sources that give brands a better understanding of how customers engage with different areas of a store. These technologies can help brands improve aspects such as store layout, product placement, and experiential offers, all of which can be tailored to suit customer wants and preferences. Heat maps can readily identify parts of a store that are getting the most footfall and, therefore, where interactive displays and product demonstrations might be most effective. Similarly, tracking how frequently consumers return can provide useful insight into the long-term value of experience-based strategies.

Experience tactics must be quantifiable to ensure success. Brands can constantly adjust their approaches by using data analytics and, in doing so, guarantee that every square meter of their stores is optimized not just for sales, but also in terms of the consumer’s overall shopping experience.

By embracing multi-sensory experiences, using non-disruptive advertising, and implementing measurable experience methods, brands may redefine success in ways that are more meaningful to current consumers. These techniques will not only improve the shopping experience, but also promote long-term loyalty and profitability in what remains a highly competitive market.

Retail success is no longer defined solely by the amount of income generated per square meter; it is also about how much experience can be provided in that space. However, the two are inextricably linked because the quality of the experience leads to greater interest in an outlet and that drives footfall which, in turn, increases both sales density and dwell time.



CHOOSE THE FIRST-CLASS REAL ESTATE PARTNER IN SEE REGION

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

- 6 shopping centers
- 6 prime office assets
- 400 most prestigious international and regional tenants
- portfolio certified with GRESB, LEED, BREEAM and Well-Health and Safety

BUILDING EXPERIENCES
www.mpcproperties.rs



SUCCESS AT THE POINT OF SALE: MORE THAN JUST NUMBERS

Imagine walking into a store that plays your favorite music, makes personalized product recommendations based on your needs and desires, and even lets you try on products. Welcome to a new shopping experience. Bernd Albl, Managing Director Digital Solutions at umdasch The Store Makers, explains what these new possibilities look like.



It sounds like something out of a science fiction movie, but it's not as far from reality as you might think – at least in theory. The shopping experience is constantly being redefined by many technological developments, as is the question of what makes a successful store.

Traditionally, success at the point of sale has been measured by economic indicators such as sales or average basket value. These metrics remain important, as a store must be economically viable to survive. However, success is now also gauged by the perception of the store, the retailer, and the brand. The overall shopping experience has become a critical success factor.

The ultimate goal for any retailer must be to have as many ambassadors as possible – individuals who identify with the brand and share their enthusiasm with others. It's about making people feel at home with both the retailer and the brand, not just physically but emotionally, and encouraging them to share their positive experiences. These brand ambassadors are crucial to brand development and contribute significantly to its success.

Experience is difficult to measure. However, it can be defined on the basis of individual measurable factors. One indicator, for example, is the return rate – how often people return to a store because it offers an appealing experience.

Long dwell times and customer loyalty longevity are other experiential success factors at the point of sale.

A FEAST FOR THE SENSES

Shopping is a sensory experience, especially in brick-and-mortar retail. To enhance the customer experience, retail spaces need to offer multi-sensory solutions that are appropriate to the shopping situation. This can vary from sector to sector and can range from simple product tasting in food retail to the use of digital solutions and exclusive events. “The sensory experience can take many different forms, and increasing digitalization has contributed significantly to the creation of new opportunities,” explains Bernd Albl, Managing Director Digital Solutions at umdasch The Store Makers.

Gamification and active visitor engagement are strong drivers of multi-sensory experiences, and their importance has grown significantly in recent years. Even simple solutions can add a lot of value. “The range of possibilities is very wide. A classic example would be a touchscreen in a shop,” Albl continues. With Lift and Learn technology, it is also possible to display information on a screen as soon as a customer picks up a particular product. The Smart Bakery Box, another umdasch The Store Makers product, not only engages customers but also stimulates

their sense of smell with the aroma of freshly baked goods – a sales effect that should not be underestimated in food retail. Intelligent software works in the background to automatically set processes in motion. The goal is to ensure that supply and demand are always optimally matched.

In recent years, the multi-sensory space has evolved into a phygital-sensory space, with a mix of physical and digital elements. This means that customers are no longer approached anonymously, but are involved in the experience on an individual basis. This allows for a more personalized approach, with offers tailored to the customer's needs and preferences.

FINDING A BALANCE IN THE DESIGN OF THE EXPERIENCE

Too many stimuli can overwhelm customers. The key is to strike a balance and avoid overstimulation. This is exactly what the use of retail media is all about. Advertising at the point of sale has enormous potential and is a rapidly growing additional revenue channel. In this context, the interconnectedness of channels is more important than ever, as this is what makes a holistic brand experience possible. It is crucial that retail media is subtly and aesthetically integrated into the big picture. Beautiful store design is always a symbiosis with interior architecture. Only

IMAGES: UMDASCH



when the two are in harmony can a harmonious whole be created.

The same applies to advertising and digital content, which can easily become distracting. It's a matter of creating the right mood and matching the content to the space. A harmonious example would be a car ad in a bank that offers car financing. If the content also matches the bank's brand design, the interaction is perfect. With the so-called Dealer App, umdasch The Store Makers has developed a software solution that helps retailers to do just that. “Thanks to ready-made templates, advertising can be prepared professionally in just a few simple steps. This is a huge advantage for retailers, especially those with extensive store networks, as demonstrated by its use at Circle K and hagebau,” says Albl.

The use of artificial intelligence (AI) can also help to increase the experiential value of retail media – provided it is strategically placed on the sales floor.

ARTIFICIAL INTELLIGENCE UNLOCKS NEW POTENTIAL

Overall, AI will enable retailers to tailor their offerings and in-store experiences even more closely to individual customers and situations. AI is also a huge help to retailers, particularly

Especially advertising and digital content can easily become distracting. The so-called Dealer App offers a software solution that helps retailers with advertising that matches the content of the store like this example of hagebau shows.



Bernd Albl, Managing Director Digital Solutions at umdasch The Store Makers

IMAGES: UMDASCH



To enhance the customer experience, retail spaces need to offer multi-sensory solutions that are appropriate to the shopping situation.

Too many stimuli can overwhelm customers. The key is to strike a balance and avoid overstimulation.



when it comes to process optimization, and can make a significant contribution to procurement, automated processes, and in-store optimization. By analyzing customer data, AI can make predictions and recommendations that not only enhance the shopping experience, but take it to a whole new level. For example, AI can make personalized product recommendations based on previous shopping behavior or suggest suitable promotions.

Additionally, AI-assisted stock optimization solves a problem that has often been a challenge in brick-and-mortar retail, especially in the grocery sector: ensuring that goods are available in the right place, at the right time, and in the right quantity. This helps eliminate customer waiting times and prevents lost sales due to out-of-stock items.

THE POWER OF DATA

As the point of sale becomes increasingly digital, data and its analysis play a more critical role. Retailers naturally want to know where there is potential for improvement, especially when it comes to providing the best possible shopping experience for their customers.

However, one question remains: What data is relevant and how it should be collected? While optical sensors, for example, can differentiate between people by age or gender, there are also radar sensors, which are currently in high demand, that can use motion tracking to identify visitor flows and hotspots in the store. These provide more discreet data without invading customer privacy.

Footfall in front of the store is a parameter that is often analyzed, as retailers use it to determine their own attractiveness to passers-by. It is not only interesting to see how many people enter the store, but also how long they stay in front of it, for example, to look at the shop window. "Smart Tracking makes it possible to see where most visitors are in the store and how long they stay there. This makes it possible to establish correlations with the purchase or non-purchase of products," summarizes Albl.

According to Albl, the analysis and interpretation of data is crucial. This is where the biggest mistakes can be made, which, in the worst case, can negatively impact the shopping experience and, consequently, the success of a store. The following example illustrates this point: Thanks

to smart tracking, a retailer can see that an area of its jeans store is very popular, but the products there are not selling very well. However, this information alone could lead to the wrong conclusions. A closer look reveals that only extreme sizes are being displayed, leading to the low sales. Even though the tracking shows good traffic in the area, using the data correctly is essential – otherwise, the retailer might mistakenly remove the products from the range.

THE FUTURE OF THE SHOPPING EXPERIENCE

The evolution of artificial intelligence will continue to be one of the major themes of the future when it comes to exceptional shopping experiences – towards more personalization and more automation. A seamless shopping experience will be the norm in the future. Customers will be able to switch between online and offline channels at will, with all the steps in the purchase

process eliminated thanks to data transfer. "In particular, habitual purchases – everyday routine purchases – which are often made under time pressure and with as little effort as possible, can take on a whole new significance and a much more positive image thanks to intelligent digital solutions and the use of AI," says Albl, looking to the future.

A successful shopping experience goes beyond merely selling products. Ideally, it fosters a sense of community. This can be achieved through events, workshops, and other activities that invite customers into the store and give them the opportunity to network, share ideas, and get to know the products in a new environment. Not only does this build customer loyalty, but it also creates dedicated brand ambassadors who carry the brand experience out into the world. And, it's a testament to the fact that the shopping experience is the new success factor at the point of sale.



Elisen Palais, Mönckebergstrasse, Hamburg

Urban real estate experts since 1999.

Transforming property to create strong and future-proof destinations.

Come and see us at EXPO Real 2024 Stand B1.310

REDEFINING RETAIL SUCCESS: FROM SALES METRICS TO MULTISENSORY EXPERIENCES

As retail evolves, so must the metrics that define success. Traditionally, sales per square meter have been the standard. Yet, as consumer preferences shift toward experiences over transactions, this measure no longer fully captures retail success. What is the new benchmark? Experience per square meter. MK Illumination discusses the topic from the perspective of a company that has the creation of experiences and positive atmospheres in its DNA like no other.



IMAGES: MK ILLUMINATION

During the Eurovision Songcontest in the city of Malmö, MK Illumination Sweden added a layer of sparkle with large, illuminated Malmö signs.



Today's consumers, especially millennials and Generation Z, seek more than just products – they seek experiences that resonate emotionally. This shift transforms retail spaces from points of sale to immersive, sensory-rich destinations. Retailers are now challenged with creating environments that not only display products but also captivate customers through sight, sound, smell, touch, and taste.

MULTISENSORY SHOPPING: ENGAGING ALL SENSES

At the heart of this experiential shift is multisensory shopping. Retailers are increasingly designing spaces that appeal to all five senses, crafting



atmospheres that leave lasting emotional impressions. Ambient music, tailored to the brand's identity, sets the mood, while strategically placed scents evoke memories and feelings, enhancing the shopping experience. Interactive displays and varied textures enrich sensory engagement, creating an immersive environment where customers connect deeply with the brand.

THE POWER OF LIGHTING IN A RETAIL ATMOSPHERE

Lighting is a cornerstone of the retail atmosphere, especially when it comes to creating immersive experiences. It is not merely about illu-



IMAGES: MK ILLUMINATION



At the newly renovated Spice shopping center, MK Illumination developed a bespoke Christmas decoration concept that reflected the mall's high-fashion aesthetic.

mination; it is about crafting emotional narratives that resonate with visitors. Warm, inviting lights can create a sense of comfort and intimacy, while dynamic, colorful lighting can inject energy and excitement into a space. MK Illumination has mastered the art of using light to transform ordinary shopping centers into extraordinary experiences. Their lighting designs do more than highlight products – they shape the entire shopping journey, guiding customers through spaces in ways that evoke wonder and joy.

BEST PRACTICES IN ACTION: REAL-WORLD EXAMPLES

Globally, innovative retail strategies highlight how experience-driven approaches transform customer engagement.

MK Illumination's Spectacular Installations in Sweden: During a recent event in the city of Malmö, MK Illumination Sweden added a layer of sparkle with large, illuminated Malmö signs. These signs, decorated by local schoolchildren using recycled materials, highlighted sustainability and community involvement. The iconic Malmö Unicorn received a Eurovision-themed makeover, featuring an interactive stage where visitors could play music and dance. This blend of sustainability, local engagement, and fun demonstrates how retail spaces can become immersive, joyful environments.

Cultural Elegance in Riyadh: In Riyadh, MK Illumination transformed the retail experience during Ramadan with an opulent, culturally refined atmosphere. The design featured ancient archways

guiding visitors through a narrative journey, mirroring the sacred act of fasting. Iridescent crescents invited participation, enhancing the experience. This installation honored cultural traditions while providing an elegant, engaging shopping experience.

Unique Holiday Experience at Spice Mall in Riga: At the newly renovated Spice shopping center, MK Illumination developed a bespoke Christmas decoration concept that reflected the mall's high-fashion aesthetic. The visually stunning decorations created an immersive environment aligned with the mall's trend-conscious values, setting Spice apart from competitors and reinforcing its brand identity.

THOMAS MARK ON THE FUTURE OF RETAIL DESIGN

The shift toward experiential retail presents unique opportunities for innovation. Thomas Mark, President of MK Illumination, views these challenges as catalysts for creativity. "The rise of online shopping forces brick-and-mortar retailers to innovate and find new ways to attract visitors," says Mark. "Lighting experiences not only draw people to physical stores but also encourage them to make their holiday purchases in person, rather than online."

Mark emphasizes the trend toward greater interactivity and entertainment in design. "Our work increasingly focuses on creating interactive and entertaining experiences," he explains. "We are constantly challenged to create collective emotional experiences that resonate with visitors on a deep level."



Thomas Mark is the President of MK Illumination Group

IMAGES: MK ILLUMINATION



In Riyadh, MK Illumination transformed the retail experience during Ramadan with an opulent, culturally refined atmosphere.



One of MK Illumination's key strengths is its close relationship with customers. "Our strength lies in our local presence. This allows us to transform shopping centers into glowing, urban entertainment spaces that evoke genuine moments of happiness," he notes. By combining local, site-specific lighting designs with global trends and expertise, MK Illumination creates "places to be" with prominent levels of engagement and emotional resonance.

MEASURING THE IMPACT: DATA-DRIVEN EXPERIENCE STRATEGIES

To ensure experience-driven strategies are effective, retailers must embrace data analytics. Technologies like heatmaps and foot traffic analysis offer insights into customer behavior, helping retailers optimize store layouts and maximize engagement. Metrics such as dwell time – the amount of time a customer spends in a particular area – and customer satisfaction scores gauge the success of these strategies. These data-driven insights enable continuous improvement, ensuring the shopping experience remains engaging and aligned with customer expectations.

THE COMPETITIVE ADVANTAGE OF EXPERIENTIAL RETAIL

In an era dominated by online shopping, brick-and-mortar stores must offer something unique – an immersive, multisensory experience. By focusing on experience per square meter, retailers

can differentiate themselves, attract foot traffic, and build stronger emotional connections with customers. Research shows that consumers are more likely to spend time on experiences that evoke positive emotions and create lasting memories. Retailers who tap into this trend will see increased sales and foster greater brand loyalty.

EMBRACING THE FUTURE OF RETAIL

The future of retail lies in redefining success through the lens of experience rather than mere sales. Retailers who embrace this shift, creating engaging, multisensory environments, will thrive in the new landscape. By seamlessly integrating atmospheric lighting, creating unique experiences, and using data to refine strategies, these retailers will attract more customers and build lasting emotional connections that drive long-term success.

As Thomas Mark puts it, "Lighting experiences not only draw people to physical stores but also encourage them to make their purchases in person, rather than online." Mark's vision underscores the importance of creating "places to be" – environments that go beyond shopping to offer complete sensory and emotional experiences. The future of retail is indeed experiential, and those who create moments of genuine joy will lead the way.



MORE KNOW-HOW.

MORE POWER.

MORE SUCCESS.



Refurbishment is teamplay.

MEC makes retail real estate fit for lasting investment success. In our holistic refurbishments, we take a close look, develop individual success strategies and reliably implement a professional modernisation of retail locations – from conception to realisation to value-enhancing regular operation.

That's what we call: Fit for future.

EXPO REAL
Hall B2/Stand 340



mec-cm.com

RETAIL REAL ESTATE IN A STATE OF CHANGE

In order for retailers and retail property operators to inspire and retain customers in the long term, it is essential that they rethink their spaces and develop innovative concepts, according to HBB. Such new approaches include the redefinition of multi-sensory shopping experiences and strategies to enhance the customer experience.

BY ANDRÉ STROMEYER



Success in the retail sector needs to be redefined. Traditional KPIs, such as sales per square meter, are no longer sufficient when it comes to measuring the success of a retail outlet. In today's retail landscape, customers are looking for more than just products – they're looking for experiences as well. A successful retail property is characterized by its ability to emotionally appeal to customers and to offer them unforgettable experiences. The challenge is to create comfortable, welcoming places. In recent years, HBB has increasingly focused on enhancing its properties with leisure and entertainment concepts as well as experiencing gastronomy and the right ambience. As a result, the property is transformed into a “Third Place”, offering a high quality of stay that shopping at home on the sofa simply can't match. Both retailers and property owners need to identify and incorporate what contributes to people's well-being (to ensure that they keep coming back).



André Stromeier is the Managing Director at HBB Centermanagement.

AN EXPERIENCE FOR ALL OF THE SENSES

Nowadays, shopping or a trip to a shopping center needs to be an experience for all the senses. Multi-sensory experiences not only enhance the customer experience, but they also increase dwell time and, ultimately, sales. Music and lighting also play significant roles when it comes to enhancing the mood and creating an inviting environment. The FORUM

Schwanthalerhöhe in Munich, which we developed and manage, is a good example of how essential it is to continuously adapt to new circumstances and environments. There were a number of hurdles that had to be overcome at the beginning of the development of the center: The opening was delayed because the general contractor did not complete the project on time, and the pandemic followed hot on the heels of the opening. Major construction sites around the building impaired both the visibility and accessibility of the property, which was still in the establishment phase. The underlying conditions of the rental market and consumer behavior have changed significantly in recent years. As a result, the FORUM is being repositioned as a mixed-use property and unique location with innovative concepts, a strong focus on entertainment and leisure, as well as a gastronomy offering that is appropriate to the location. That way, the property is being prepared for the future. We have already started using new technologies such as AI-generated key visuals – which are animated, extraordinary, and future-proof.

HOW CAN SPACE BE RETHOUGHT?

Today, it is not always possible or desirable to occupy all of the space within a shopping center with retail, for example. The right mix of uses can revitalize footfall at a shopping location. Shopping centers have been in a state of change for some time now, and they have to be.



IMAGE: HBB IMAGE: HEROES IN TOWN



Left: Emre Can's brand AECE's first successful pop-up store at NWZ.

Right: The exhibition "Social Heroes of Langenhagen" took place at CCL Langenhagen.

The days of them being "pure sales machines" are over. As a result, shopping centers need to create alternative incentives for visitors that go beyond simply buying products. Customers' free time is limited, and they want or need to find everything that they would like to do and experience at a center. Therefore, we have decided to combine shopping with suitable gastronomy concepts, leisure activities, and various service offers in order to create a high quality of stay, and to offer additional services. Shopping centers have to be transformed into social meeting places, and they must be unique.

Shared and Co-Working Spaces: Converting unused retail space into co-working spaces can attract new target groups, such as freelancers and start-ups, while also ensuring greater customer loyalty thanks to repeat visitors. At Forum Hanau, Hanau City Library provides every resident of the city and the region with access to information, education, and entertainment via an up-to-date, diverse media collection, library services, and modern information technology. VHS-Zentrum Nord, a branch of Frankfurt's adult education center, can be found at NordWestZentrum (NWZ). More than 350 courses and events are offered in 14 modern classrooms. Rathaus Galerie Wuppertal is home to the Institute of Psychology at the

University of Wuppertal, which offers visitors to the center the opportunity to take part in psychological studies, some of which offer participants a “small financial incentive”.

Mixed Use: Retail space can be flexibly utilized by creating space for pop-up stores, events, and communal areas, increasing the attractiveness of a location and creating variety for customers. These days, the pop-up concept's primary function is to offer customers something special and give retailers or start-ups the opportunity to try things out. HBB has been focused on this particular issue for years, using its own “Pop-Up by HBB” banner, which acts as an incubator for new brands and concepts. Along with the respective retailers, we test concepts there, and if they work well, the retailers move to other spaces on a more long-term basis. Such stores are equipped with a modular shopfitting system and various fixtures.

Community Building: Retail spaces can become places in which members of the local community meet and exchange ideas. Shopping centers turn into meeting places and sources of inspiration, which fosters stronger customer loyalty and transforms the locations into social hubs. We've been pursuing this concept for years, via our social pop-ups, such as our Munich-based blood drives and the co-organi-





IMAGE: HBB

"The Dark Side of the Petersbogen", an event at Petersbogen Leipzig, which coincides with the Wave Gothic festival in Leipzig.



zation of the Westend Art and Culture Days at FORUM Schwanthalerhöhe, or the Burgplatz Sommer at Petersbogen Leipzig in cooperation with the city of Leipzig, the Brothers Grimm Days in collaboration with the city of Hanau and Hanau Marketing, and a carnival event at Forum Gummersbach in cooperation with the local dance corps. Emre Can's brand AECE's first successful pop-up store at NWZ was another highlight, which was particularly significant as he grew up in the north-west of the city.

Experience at the Center: The focus here is on creating multi-sensory experiences that cannot be replicated online. That can take the form of interactive displays, workshops, events, or gastronomic offerings. We constantly strive to develop and offer new concepts and services – individually tailored to the respective location, without following a standardized approach. For example, we offer workshops such as the "Temple of Arts!" at the NWZ in collaboration with Eyecandy Frankfurt, which builds unique bridges between artists and those interested in art. The aim is to bring art and culture to life.

The extremely successful autograph session with 1. FC Magdeburg at Florapark Magdeburg was another highlight, as were the popular salsa evenings that took place at various centers. We also organize exhibitions such as the "Social Heroes of Langenhagen" at CCL Langenhagen and have successfully used our interactive multiball wall at several locations. "The Dark Side of the Petersbogen", a spectacular event at Petersbogen Leipzig, which coincides with the Wave Gothic festival in Leipzig, was another particular highlight worth mentioning. Various artists have held their promotional tours at our centers – most recently, a particularly successful one by Eko Fresh featuring his new album "Elijah".

In summary: Brick-and-mortar retailers and retail real estate operators must adapt to the changing expectations and needs of customers if they wish to remain relevant and successful.



MARKETING CAN REDEFINE THE ROLE OF SHOPPING CENTERS IN A CHANGING RETAIL LANDSCAPE

The challenge is to transform the shopping center from a place of consumption to a world of experience that seamlessly combines leisure, entertainment, and shopping. In his guest article, Sebastian Guth, Managing Director of 21Media, explains the role of B2B and B2C marketing in the transition of brick-and-mortar retail and shopping centers.

BY SEBASTIAN GUTH



The transformation of brick-and-mortar retail and shopping centers is not a static project, but an ongoing, evolutionary process. We are facing an "eternal problem" that requires continuous adjustments in order to meet the changing needs of customers. This development is inevitably accompanied by economic constraints and conflicting objectives. It is a matter of constantly rethinking and redesigning the use and positioning of the available space, and the marketing and branding of shopping centers, and brick-and-mortar retailers must actively curate this process. It is important to keep developing the right stories that resonate in both the B2C and B2B sectors. It should not be forgotten that B2B marketing is often the first and most important step: Where there are no tenants, there is no center. It is, therefore, essential to regularly provide new stimuli that excite and inspire both potential tenants and end customers. Today, it is no longer enough to rely on the tried and tested or to copy-paste. Times are tougher and cut-throat competition is increasing. Every "place" must be individually thought through and strategically developed, because "we make places, and the places make us". The challenge is to create

places that not only fulfil current requirements, but are also flexible enough to adapt to future trends and needs.

SHOPPING CENTERS IN TRANSITION: FROM A SHOPPING DESTINATION TO A WORLD OF EXPERIENCE

Today's shopping centers are faced with a crucial question: How can they reposition themselves in an increasingly digital and experience-oriented world? The traditional concepts in which shopping centers functioned primarily as places for pure shopping are no longer effective. Nowadays, these centers need to offer more to attract and retain customers. The challenge is to transform the shopping center from a place of consumption to a world of experience that seamlessly combines leisure, entertainment, and shopping.

THE ROLE OF SHOPPING CENTERS: FROM RETAILER TO STAGE

Shopping centers need to redefine themselves. They are no longer just landlords of retail



IMAGE: 21MEDIA

Sebastian Guth is the Managing Director of 21Media



space, but have become curators of experiences. This means that they need to expand their role to provide a platform where brands and retailers can tell their stories and present their products in innovative ways. The integration of leisure and entertainment offerings plays a central role here. One way to achieve this is to create more space for experience areas that complement shopping. These could be themed recreation zones, interactive installations, or event spaces where regular events are organized. These experience spaces invite visitors to linger longer, which, in turn, can increase the turnover of local shops. The creation of so-called "third places", i.e., places that are neither work nor home, contributes to the attractiveness of the shopping center as a social meeting place.

NEW CONCEPTS FOR TENANTS: FLEXIBILITY AND CO-CREATION

This change also means a change for tenants at shopping centers. Instead of traditional, fixed retail spaces, more flexible concepts could be in demand in the future. Pop-up stores, temporary installations, and event spaces shared by different brands could be part of such a new concept. This flexibility allows the shopping center to be designed dynamically and to constantly create new incentives for a visit. Co-creation between shopping centers and their tenants is also becoming increasingly important. The joint development of experience strategies that are tailored to the target group can help to create a consistent and appealing overall image. This involves not only the physical design of the space, but also the integration of digital elements, such as augmented reality (AR), which enhances the shopping experience on site.

TECHNOLOGY AND DATA ANALYSIS: THE KEY TO SUCCESS

Technology and data analysis play a crucial role in successfully shaping this change. Shopping centers can use data analytics to better understand the behavior of their visitors and adapt their experience strategies accordingly. The use of heat maps, visitor frequency measurements and real-time data makes it possible to identify

the most effective areas and concepts and to upgrade less utilized areas in a targeted manner. With the help of digital platforms, shopping centers can also address their visitors directly, make them personalized offers, and thus offer them a tailored experience. These personalized experiences can strengthen customer loyalty and make the shopping center an indispensable part of everyday life.

THE FUTURE OF SHOPPING CENTERS: HYBRIDIZATION OF RETAIL AND EXPERIENCE

The future of shopping centers lies in the hybridization of retail and experience. By leaving their role as pure retail space landlords behind and becoming experience providers, shopping centers can maintain their relevance in a digitalized world. The successful combination of physical and digital space, paired with multi-sensory experiences and customized offers, will be the key to not only attracting customers, but also retaining them in the long term. Shopping centers that proactively shape this change can establish themselves as innovative and indispensable components of urban life. They will become places that people visit not only to shop, but also to experience community, enjoy entertainment, and discover new things.

WHAT DOES THAT MEAN IN PRACTICE?

In order to successfully shape the transformation of shopping centers, marketing must focus on five central strategies and actively bring them to life:

- 1. Create an Identity:** Every shopping center must develop a clear, unique identity that sets it apart from others. This requires strong branding that is tailored to the specific needs and preferences of the target group. The identity should be communicated through a consistent narrative that appeals to all the senses and positions the center as an authentic place with a unique character.
- 2. Innovation and Inspiration Boost Footfall:** In order to attract customers time and time again, shopping centers must be designed as

dynamic worlds of experience that regularly surprise with innovative formats, events, and multi-sensory experiences. The center thus becomes a place that customers visit not only to shop, but also to discover new ideas and be inspired.

3. Cooperations Create Connections: Strategic partnerships and collaborations with local and international brands, event organizers, and artists can create unique experiences that enliven the center and ensure greater customer loyalty. Such collaborations expand the range of offers and turn the center into a social meeting place.

4. Present the Local DNA: Every center should use its local roots and identity to set itself apart from the competition. This means integrating local characteristics and the cultural DNA of the region into the center, be it through local brands, artwork, or events. In this way, the shopping center becomes a place that reflects the local community and embodies its pride.

5. Enable Social Interaction and Spontaneity: In an increasingly digitalized world, shopping centers need to create spaces that encourage social interaction and spontaneous encounters. This includes cozy lounge areas, flexible spaces for spontaneous events, and interactive elements that actively involve visitors. By promoting social contact, the center becomes a lively place where people enjoy spending time.

By focusing on these five key areas, marketing can redefine the role of shopping centers in a changing retail landscape. It's about creating places that are far more than just retail spaces – vibrant, inspiring experiences that bring people together and invite them to explore. It is important to be open to learning and to be open to new and innovative ideas – and, in the end, it certainly takes a bit of luck as well.



Visit us at
EXPO REAL
7-9 October
Stand
B2.230

Your trusted partner.
For over 100 years.

You are looking for new investments in retail properties?

Combining both local market and sector expertise, our commercial real estate experts will be pleased to offer best-in-class financing solutions for your business.

Visit us: aareal-bank.com

Aareal
YOUR COMPETITIVE ADVANTAGE.

REGIOPLAN: HOW MUCH INVESTMENT SHOULD GO INTO LEISURE?

In recent years, leisure expenditures and household income in Austria have changed significantly. Leisure activities like dining out and entertainment have gained considerable importance in the retail and real estate sector as well.

BY ROMINA JENEI



In comparison to international standards, Austrian shopping malls still have a relatively low proportion of space dedicated to gastronomy at about 6%. This share is expected to increase to around 10% over the next five years. These developments are relevant for retailers, operators, and investors, who need to understand these economic trends and consumer habits in order to make informed decisions and sustainable investments.

toward digital and interactive formats. These developments are crucial for retailers and service providers, who must adapt their offerings to remain competitive in a rapidly changing market.

AUSTRIAS INCREASE IN PURCHASING POWER BY 2025

Despite some setbacks in purchasing power, the data for 2024 shows a recovery, with a return to pre-COVID levels by the end of the year and an expected increase in purchasing power by 2025. Compared to 2019 statistics, real purchasing power in Austria is expected to increase by nearly 100% by 2025.* Spending on leisure activities is expected to significantly increase in the years to come, particularly in gastronomy and digital entertainment. Spending on dining experiences has already doubled, and this trend is expected to continue.

THE RESILIENCE OF THE LEISURE SECTOR

In summary, leisure spending in Austria has significantly increased, especially in the areas of gastronomy and digital entertainment. This trend indicates a shift in consumer habits away from physical products towards experiences and emotions. Despite economic fluctuations, the leisure sector remains dynamic but robust and growing, demonstrating strong resilience and adaptability. Retailers, service providers, as well as real estate operators and developers need to

THE INCREASING VALUE OF EXPERIENCES

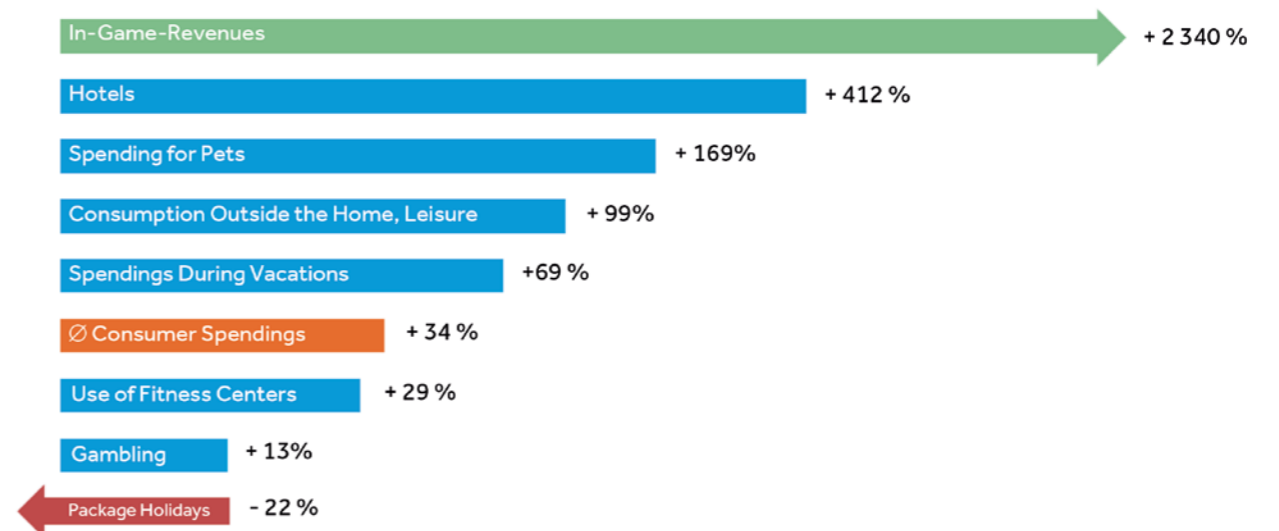
Since 2019, spending on leisure activities in Austria has changed noticeably, particularly in the areas of entertainment and leisure. Consumers increasingly value quality experiences, which is reflected in a significant rise in so-called “fun expenditures”. Over the past 10 years, these expenditures have increased by 80%, particularly in the gastronomy sector, where spending per person rose from 700 euros in 2013 to 1,500 euros in 2023, according to the latest RegioData Research Consumer Expenditures Report. These figures illustrate that despite economic uncertainties and societal changes like the pandemic, the demand for dining experiences has surged.

In addition to the increase in fun expenditure, consumer behavior has also significantly shifted. Spending on digital content and experiences has grown from negligible amounts to significant sums, indicating a shift in consumer interest



Romina Jenei is CEO of RegioPlan Consulting GmbH

Changes in Leisure Spendings Over the Last 10 Years



© RegioData Research GmbH Wien | 2024

be creative and bold to remain competitive in this rapidly changing market. It is crucial to integrate the “fun factor” into business models, as entertainment is becoming increasingly decisive in purchasing decisions. Adapting to digital trends and creating high-quality experiences can help boost customer demand and ensure long-term success. Understanding these changes and responding proactively is essential for long-term success.

IMPACT ON THE INDUSTRY

With the increase in spending on leisure activities, the demand for suitable properties for restaurants, bars, entertainment parks, and other leisure facilities is rising. Additionally, there is growing interest in properties that combine multiple functions, such as residential, commercial, and leisure areas. These mixed-use properties are becoming more attractive as they reflect the trend toward quality experiences and comfort.

Areas with a high concentration of leisure offerings are booming with increased footfall, which

may also lead to rising property prices at those locations. Investors and developers are increasingly focusing on such hotspots. As digital content and experiences gain importance, real estate operators and developers must invest in the necessary infrastructure, such as good internet connectivity and modern technical equipment. The real estate sector must also adapt to economic fluctuations and changing consumer needs. This means enabling more flexible use of properties and developing innovative concepts that integrate the “fun factor”.

However, spaces for leisure activities, as well as for gastronomy, are not cures for ailing retail zones. If used wisely, with respect to dimension and target group, they can increase footfall and the overall attractiveness of meeting places. In order to remain competitive and successful in the long term, the real estate sector must strategically adapt to these new consumer habits.



PERFECT MATCH: SHOPPING & ENTERTAINMENT

Thanks to their diverse mix of tenants and sectors, today's shopping centers are more than just places to go shopping: They're experience destinations and community hubs that enjoy a great deal of popularity – as illustrated by ECE Marketplaces' latest success figures. Entertainment concepts have increasingly become attractive complements to and additional drawing cards for the respective locations, as current ECE center portfolio examples show.



Flip Out is in talks with ECE about further expansion in Europe.



The positive trend in the performance of the ECE center portfolio will continue in 2024, following a successful financial year in 2023: ECE Marketplaces signed more than 1,300 leases covering a total rental area of around 400,000 sq m in the first half of the year – a six percent increase in leases compared to the highly successful prior-year period. Compared to the first half of 2023, sales and footfall also saw a slight increase on average during the first half of this year, once again demonstrating the resilience of shopping centers.

IMAGE: FLIP OUT

SHAPING CHANGE

Retail is changing more quickly than ever before. For ECE, this means actively shaping this ongoing process of transformation and adapting it to the needs of specific locations. In addition to ESG measures and the digitalization of the customer journey, the provision of space for short-lived trends and the further development of the sector and tenant mix, based on the needs and desires of customers, play important roles when it comes to making shopping centers as attractive as possible, thereby maintaining or increasing the value of the properties for center owners. "The role of gastronomy, for example, is becoming more important for the quality of stay and experience in shopping centers - as is the entire non-retail area and Leisure & Entertainment concepts," says Joanna Fisher, CEO of ECE Marketplaces. "That's why we are intensifying our search for suitable locations at which we can supplement the retail offer, which remains at the core of our centers, with appropriate concepts."

TREND: LEISURE & ENTERTAINMENT

Whether movie theaters, bowling, indoor skydiving, or trampolining – according to a representative, Germany-wide online survey of around 600 shopping center visitors conducted by ECE in March 2024, one in two people think entertainment facilities make a good addition to shopping centers. Leisure and entertainment facilities,



IMAGE: © JUMP HOUSE / TOM MENZ



IMAGE: ECE

At Rhein-Neckar-Zentrum in Viernheim the most modern and varied JUMP House in Germany will open. Another already existing offer is Indoor Skydiving.

depending on the location and positioning of a center, are, therefore, excellent additions to the existing sector mix and can increase a center's appeal. The recent development of facilities at ECE centers reflects this trend: The space used for leisure and entertainment concepts at ECE centers in Germany has increased over the last five years. Leisure facilities, which are usually frequented by several people, such as whole families, friends, or other groups, can attract visitors from larger catchment areas, thereby significantly increasing footfall, which benefits the center as a whole. In the visitors' perception, leisure and entertainment can be perfectly combined with shopping trips and/or restaurant outings.

EXAMPLES OF NEW AND EXPANDED ENTERTAINMENT FACILITIES AT ECE CENTERS

Rhein-Neckar-Zentrum featuring new food and entertainment options

The Rhein-Neckar-Zentrum in Viernheim is currently expanding its entertainment, sports, and gastronomy offer with new tenants and concepts, thereby increasing its catchment area as well. In addition to L'Osteria, which opened a freestanding restaurant on the former parking lot of a DIY store in early 2024, ECE has successfully secured the bicycle retailer B.O.C, which opened a branch at the center in April, as well as the indoor entertainment provider JUMP House, which is expect-

ed to open its doors in fall 2024 on an area of more than 4,000 sq m. Special feature: Thanks to its 16 different action areas, it will be the most modern and varied JUMP House in Germany. In addition to trampolining, visitors can look forward to a Ninja & Bounce course, a Ninja Race Arena, sports challenges featuring the latest technology, a soccer arena, and enormous slides that are second to none in Germany.

This concept, along with another indoor entertainment provider, which is expected to open its doors at the end of the year, perfectly complements the existing leisure facilities at the destination. Such offers include the Kinopolis multiplex cinema and an indoor skydiving wind tunnel, which has attracted numerous visitors from the region and beyond since its opening in fall 2021, significantly exceeding the operator's expectations.

The Upside Down and Lane 7 enhance The Playce

Two additional attractions have been added to The Playce, Berlin's shopping and entertainment hotspot at Potsdamer Platz, since summer 2024: "The Upside Down" interactive exhibition has been on display in Berlin since the end of July following its huge success in Amsterdam. Visitors can enjoy the interactive, Instagrammable exhibition spaces, complete with upside-down installations and optical illusions that create unique experiences, as well as four karaoke rooms, a store,





IMAGE: THE UPSIDE DOWN BERLIN

At "The Upside Down" at The Playce Berlin, visitors can enjoy interactive and instagrammable exhibition spaces.



and a colorful range of snacks and drinks. Alternating events perfectly round out this edutainment concept.

Lane 7, which combines a boutique bowling venue, an entertainment destination, and a bar, is due to open its very first location outside the UK in the near future. Bowling, shuffleboard, mini golf, darts, karaoke, pool, and much more await visitors on a two-floor area covering roughly 1,600 sq m.

The openings of The Upside Down and Lane7 underscore the repositioning of The Playce as a retail entertainment location that features a new mix of innovative stores, gastronomic highlights, and international entertainment concepts. At Gamestate, for example, visitors are already able to enjoy arcade game classics and novelties.

Let's Flip Out at Rosengårdcentret

Flip Out opened its first European location outside the UK at Rosengårdcentret in Odense, Denmark, in October 2023. The British company's special indoor adventure park offers an action-packed experience with lots of different attractions – including laser tag, go-karting, and an obstacle course – across an area of 2,300 sq m. It's a perfect ad-

dition to the existing mix of sectors and tenants. Flip Out is in talks with ECE about further expansion in Europe, particularly in the German market.

Soccerbeat: Fun, Sports, and Entertainment at MyZeil

Fun, Sports, and Entertainment: Soccerbeat, the first soccer adventure world at a German center, opened its doors at the MyZeil shopping center in the heart of Frankfurt just in time for the start of the 2024 European Football Championship. From Monday to Sunday, visitors can make use of the 13 activity zones spanning a 1,000 sq m area on the second floor, where soccer fans can take on challenges in the areas of speed, precision, and skill – for example in a face-off with the world's fastest goalkeeper, eSports, or foosball. Whether for individual visitors, groups, or company events – the focus is always on entertainment. Visitors can follow the most important soccer and sports highlights live on a total of four giant screens in the sports bar while enjoying sausages and beer.

Soccerbeat has proved a successful move to expand the ECE center's food and entertainment offering.

Kiddieland: A successful concept on course for expansion

Kiddieland, a Dutch family business that was founded more than 30 years ago, provides family-friendly shopping at shopping centers. Renowned for its mall concept, a children's zone with modern kiddie rides and educational games, the company expanded its range 10 years ago with the Cooool! store concept: Cooool! stores feature virtual bowling alleys, interactive children's rides, air hockey, and much more. The success of the concepts can be seen in their development at ECE centers: Kiddieland is located at 47 ECE centers – 35 mall concepts, 9 store areas, and 10 Cooool! stores.

Following the most recent store opening in December 2023 at Olympia-Einkaufszentrum in Munich, five more openings at German ECE centers are planned for this year. Needless to say, Kiddieland is continuously working on further developing its concepts and sees the potential offered by larger spaces at ECE centers.



INDULGE IN LUXURIOUS SHOPPING

Experience shopping with an extraordinary twist at the McArthurGlen Designer Outlet Parndorf, where luxury meets style. Located just 40 minutes away from Vienna, this destination offers more than just shopping – it's an immersive experience into a world of exclusive designer brands.



TAX FREE SHOPPING



Located in the immediate vicinity of Lake Neusiedl, the Designer Outlet Parndorf is a true fashion metropolis – with 160 designer stores and iconic brands such as **Armani, BOSS, Coach, Jimmy Choo, Versace**, and many more always up to 70 % off. A diverse range of high-end fashion awaits, including women's and men's wear, sports and leisure attire, shoes, children's wear, accessories, jewelry, bags, and home décor – a gateway to the world of designer brands.

Fashion Heaven

Fashion lovers make sure to check out the latest arrivals from renowned designers

like **McQueen, Pinko, Furla, and Swarovski**, offering the very best in fashion and accessories. International visitors can enjoy the benefits of tax-free shopping, adding even more value to luxury purchases.

Designer Outlet Parndorf is conveniently located just 40 minutes from Vienna, easily accessible by public transport, including direct train and e-bus services, as well as a shuttle bus from Vienna State Opera.



McArthurGlen

HOW POTSDAMER PLATZ ATTRACTED GLOBAL BRANDS

The secret to a thriving retail destination lies in the art of curating a unique combination of retailers set against aesthetic backdrops with a blend of loyal customers, brands, and events that consistently attract new visitors. This is no easy feat in the competitive European market. However, The Playce at Potsdamer Platz, located in central Berlin, has emerged as a place of “firsts” for the city, Germany, and Europe.



That, however, wasn't always the case. Potsdamer Platz is a large mixed-use development, with 270,000 sq m of retail, offices, and homes spread across 17 buildings. When Brookfield Properties started managing the estate in 2016 on behalf of Brookfield Asset Management, they took on an area that was steeped in history and home to some individually impressive outlets. Still, it lacked in providing Berliners with a genuinely distinct and engaging retail destination. Despite the rise of online shopping, a global pandemic, and inflation, Potsdamer Platz today has a 96% occupancy rate and some of the most exciting and innovative brands on the continent. What did Brookfield Properties do differently? The last two years have seen Brookfield Properties' vision for the area come to fruition, with Potsdamer Platz recognized as a unique entertainment district that acts as a launch pad for bold new concepts and international brands. Take the Peek & Cloppenburg Conscious Fashion Store: It is one of the largest sustainable department stores in the world, raising the bar in Europe for ethical fashion.

Manifesto Market, the largest food hub in Germany and home to 22 high-quality restaurants with cuisines from around the world, is another good example. Brookfield Properties worked closely with Manifesto Market to curate a culinary experience incomparable to any other destination in the country, putting the area on the map for food lovers.

The retail offering also taps into contemporary culture and rising fandoms. An official NBA Store provides the largest and most impressive store for basketball fans in Europe – around 3 million Germans describe themselves as very interested in the sport. With the central European brand The Streets, which specializes in basketball and street clothing, set to open soon, Potsdamer Platz provides a physical hub for Europe's rapidly growing basketball community. Like Manifesto Market, the area is responding to a demand that has not been met anywhere in the country until now.

Joyful experiences, or the “joyeconomy”, are also at the heart of the Potsdamer Platz revival. Take the cocktail chain The Alchemist, which opened recently: The bar brings flamboyance and fun to creating drinks that thrill its patrons. Lane7, which brings a party atmosphere to bowling, is also perfect for a lively evening. These two chains have swept through the UK, quickly establishing lively venues in the country's main cities. They've now chosen Potsdamer Platz as their launch pad to expand in the mainland European market. They've been joined by Upside Down Museum, a Dutch company that creates wacky physical spaces for friends and family to take creative pictures. In just a few years, Potsdamer Platz has established itself as a niche location for internationally ambitious concepts to introduce themselves to the German market and the millions of tourists visiting Berlin annually.

The recent arrival of joyful brands to Potsdamer Platz brings a synergy between retail and entertainment venues in the area. Fun has always been part of the area's DNA, which is home to a range of cinemas, a casino, and theatres. Potsdamer Platz is also home to Berlinale, one of the big five international film festivals, attracting hundreds of thousands of movie lovers to the area.

Potsdamer Platz's soaring status will be cemented at the end of this year as Mattel builds on its post-Barbie Movie success by opening its first physical European store. While Potsdamer Platz will constantly evolve and improve, this final retail opening will symbolize the complete transformation of the estate.

HOW DID POTSDAMER PLATZ GET TO THIS POINT?

When Brookfield Properties started managing Potsdamer Platz, the team crafted a bold vision to reimagine the iconic Berlin destination as a new urban center. The foundations were laid. Potsdamer Platz is the only property in Berlin that combines prime retail, office, and residential offerings with 5-star hospitality and exciting arts and entertainment. Redeveloping this culturally significant corner of Berlin was and is a considerable challenge.

Brookfield Properties' vision for the estate focused on creating a contemporary, green, walkable retail destination. The company has invested €200 million in renovations, transforming the estate's prime retail destination, formerly known as Potsdamer Platz Arkaden, now rebranded as The Playce.

Between January 2020 and September 2022, the existing shopping arcade on the upper floors was removed and replaced with a double height unit on the ground floor. The result – a stunning covered high street that provides a unique selection of unmissable retail and F&B experiences in the heart of Berlin. Not content with these improvements, Brookfield Properties took a holistic approach to improving the surrounding streets, ensuring that the Playce sits at the heart of a stunning retail destination.

Brookfield Properties worked closely with the City of Berlin to devise these plans, and in 2022,

construction started to improve the public realm, eventually delivering extensive urban greening and interconnected pedestrianized roads and squares. These have been coupled with public art exhibitions, spearheaded by Brookfield Properties Curatorial Director Samantha Williams, which have enriched the area's unique 90s architecture, designed by leaders in the field, including Renzo Piano, Richard Rogers, and Hans Kolhoff.

Redevelopment and curation have been paired with the elevation of homegrown Berlin brands. Retail curation involves carefully balancing between tapping into global talent and ensuring locally loved brands have prominence and the platform to flourish. Brookfield Properties' outreach to global brands has been coupled with an appreciation of the local providers that make Berliners tick. Food chains born in the capital, such as Burgermeister and Brammibal's Donuts, have found a growing fanbase at Potsdamer Platz.

Much loved Italian ice cream maker Caffè e Gelato has been based in Potsdamer Platz since 1998. They are synonymous with the area and ice cream in the city. Upon acquiring the estate, Brookfield Properties strategically moved the store into a larger, more prominent area of Potsdamer Platz, increasing its visibility and footfall. Brookfield Properties also ensures that the estate maintains the highest quality sustainability credentials. In 2020, Potsdamer Platz joined GRESB benchmark reporting, which provides an in-depth analysis of the sustainability performance of an asset or company. When Brookfield Properties first acquired the asset, Potsdamer Platz started at 76 points and through continuous improvements, it scored an outstanding 89/100 in 2024.

THE RESULT

The development of Potsdamer Platz shows how joined up long-term thinking delivers tangible results. By delivering a fresh, covered high street, pedestrianizing and improving the public realm, urban greening, a curated series of engaging public art, and a highly selective approach to retail curation that recognizes the importance of delivering symbiotic spaces, Brookfield Properties has given Berlin a revitalized destination that is attracting global brands to the city.



THE PLAYCE IN BERLIN: THERE WAS NO NEED FOR “JUST ANOTHER” SHOPPING MALL.

Like no other German shopping center, “The Playce” at Potsdamer Platz in Berlin is a shopping and cultural destination that focuses on food and beverage, leisure, and retail stores that are new to Berlin or unique in their concepts. One and a half years after its opening, The Playce is now 96 percent leased. ACROSS discusses why now is the best time to be part of the project with Roger Goyk, Director of Retail Brookfield Properties, and Jonathan Doughty, Special Project Manager at ECE.



IMAGE: SAVANNAH VAN DER NIET FOR CEE CREATIVE HIGHERS

The last two years have seen Brookfield Properties' vision for the area come to fruition, with Potsdamer Platz recognized as unique entertainment district that acts as launch pad for bold new concepts and international brands.



ACROSS: WHAT IS THE MOOD AT POTSDAMER PLATZ RIGHT NOW?

JONATHAN DOUGHTY: No, The Playce shows the power of optimism. Undoubtedly, it was challenging to deliver a project that started before COVID-19, face all the challenges that came along with the pandemic, and still have the will, desire, and financial backing to deliver this project post-COVID. The result is splendid, and I'm super optimistic about all the decisions that we've made along the way.

ACROSS: WHAT DECISIONS WERE MADE?

DOUGHTY: First, Brookfield Properties decided not to create just another shopping center. What did that mean in practice? It meant elevating the role of leisure and food in the area and focusing on experiential retail and leisure. All of those decisions were made before we knew about COVID-19, and they've proven to be the right ones. When all the shops had to be closed, Brookfield Properties used that time to proactively complete renovations and upgrades. Since then, the knock-on effects of COVID-19 have been complex for the broader retail market, but what we created in Berlin has proven to be the right concept.

ROGER GOYK: We wanted to be different right from the beginning. Berlin is the capital of shopping centers, so there was no need for just another outlet in a saturated market. We began construction in April 2020 and finished in September 2022. The project is gaining momentum with every passing week, and more and more consumers and retailers recognize that The Playce is a unique destination, providing products and experiences that can't be replicated elsewhere.

ACROSS: WHY DID YOU CREATE THAT PARTICULAR CONCEPT AT THAT LOCATION?

GOYK: There was no need for just another shopping mall in Berlin. We would not have been able to achieve sales growth if we had delivered a revamped, but ultimately conventional, retail location. That's why we focused on creating space for new experiences in Berlin where people can have fun. Over the last few decades, Potsdamer Platz has primarily been seen as a shopping district, but it's near many of Germany's leading cultural institutions and historic locations, such as the Philharmonic Hall, the new National Gallery, the Holocaust Memorial, and the Brandenburg Gate. Yes, we are also a fashion destination, but it is so much more. We want Potsdamer Platz to be an essential part of the fabric of Berlin, so people, drawn to the city's world-class museums and art galleries, decide to spend several hours at Potsdamer Platz enjoying the leisure activities and great restaurants.



IMAGE: SAVANNAH VAN DER NIET FOR CEE CREATIVE HIGHERS

Europe's largest food hub invites guests to enjoy flavorful and authentic gastronomy from four continents.

ACROSS: WHAT DO YOU MEAN WHEN YOU SAY IT IS THE RIGHT CONCEPT FOR THE TIME FOLLOWING COVID-19?

DOUGHTY: The new glass roof makes people feel more like they're outside in the sun rather than inside a closed shopping center. We've also pedestrianized part of the surrounding area, moving all cars, taxis, buses, and delivery vehicles out of sight. We now have a beautiful triangular site that is walkable throughout the area. The transformation of The Playce during the pandemic went hand-in-hand with the wider beautification of Potsdamer Platz. Public artwork, green spaces, and walkable streets are the future of successful retail destinations and have all been delivered throughout the estate by Brookfield Properties. The final elements are all coming together now – it's the perfect time to join the project. If it were me, I would want to sign a lease now in order to open at the end of this year.

ACROSS: WHAT FEEDBACK ARE YOU GETTING FROM VISITORS AND OTHER INDUSTRY EXPERTS?

GOYK: So far, we've only received positive feedback. Everyone acknowledges that this is something different. Of course, there are concepts that focus on F&B, leisure, and experiential retail in other parts of the world, but for Germany, this is unique. We do not sign leisure tenants to fill gaps. We give them the prime locations. That is a huge difference to the wider market.

ACROSS: HOW WOULD YOU DESCRIBE THE PLAYCE IN A FEW WORDS?

GOYK: In hard facts, it is a covered high street. In soft facts, it is unique, fun, has beautiful architecture, and, most importantly, has something for everyone.

ACROSS: WHAT DOES THE GENERAL RENTAL CONCEPT LOOK LIKE?

GOYK: What we are establishing is focused on leisure and entertainment, which has always been a part of the fabric of Potsdamer Platz. The area is already home to the city's biggest cinema and casino in Germany. We're providing new and enjoyable forms of entertainment, such as The Upside-Down Museum, a Dutch concept that provides spaces for people to take creative photos, and the disruptive new arrival in Berlin's art scene, NOTAGALLERY, which has opened a venue. Challenging convention is the name of the game at our new restaurants and bars – places like The Alchemist give people showmanship and theater alongside great quality cocktails. Regarding "traditional" retail, our idea was to eliminate "ordinary fashion" on the upper levels. Roughly speaking, there are two rules for fashion retailers: The tenants must either be unique in Berlin or provide a unique concept. We don't want to see the same stores that have been established at other centers.



IMAGE: ECE

Jonathan Doughty is the Special Project Manager at ECE



IMAGE: BROOKFIELD

Roger Goyk is the Director of Retail Brookfield Properties





IMAGE: NBA/E GETTY IMAGES

The NBA store at The Playce is the first NBA store in Germany.



ACROSS: CAN YOU GIVE AN EXAMPLE OF THIS UNIQUENESS? HOW DO RETAILERS, ESPECIALLY FASHION RETAILERS, FOLLOW THIS ENTERTAINMENT APPROACH ON THE FLOOR SPACE?

GOYK: One example is our NBA Store, which sells basketball merchandise and clothes. You won't find anything like it anywhere else in Berlin. Not only can you buy merchandise products there, but you can also play basketball, and the staff members share the customers' love and passion for the sport. Another great example of how established stores embrace our unique concept requirement is Peek & Cloppenburg. Of course, Peek & Cloppenburg is a fashion chain that has stores in many shopping centers, but for Potsdamer Platz, they created the first and only "Conscious Fashion Store", which focuses on sustainable fashion. They offer sustainable products, bring the topic to life in their store design and furniture, educate people about the subject, and even hold panel discussions. There is an atelier inside where people can personalize their products. This is something new and might be surprising for some customers.

ACROSS: WHAT LEISURE AND F&B INDUSTRY CONCEPTS CAN WE EXPECT AT POTSDAMER PLATZ?

GOYK: We are delighted to announce that we're 96% leased. Most of the places are open – Mattel will be the last big one to open at the end of this year. If I were to sum up the philosophy uniting the various brands at Potsdamer Platz today, they tend to focus on new experiences and providing joyful experiences. Take Manifesto Market, one of our anchor tenants, which opened its first location in Germany, at The Playce. The venue is the largest food hub in Germany and is a place where families and friends can enjoy great food from around the world. Or, The Alchemist and Lane7: We wanted to bring those two British brands to Potsdamer Platz, because they deliver traditional products with a twist. The Alchemist specializes in cocktails but adds theater and joy to the delivery of the drinks, while Lane7 brings a party atmosphere to bowling. A new sneaker concept from central Europe, "The Streets", shows how retail and leisure increasingly overlap at Potsdamer Platz. They've signed up for 160 sq m of space, and together we are building basketball courts for the community on one of our side streets. Of course, we don't earn money with basketball courts, but they bring people together.

ACROSS: WHAT DOES YOUR TARGET GROUP LOOK LIKE?

GOYK: Fifty percent of our visitors are locals; 50 percent are tourists. Half of the tourists are international; the other half come from various parts of Germany. For us, it was vital that the area appealed to visitors while remaining a practical location. Potsdamer Platz has a mixture of office tenants, residents, and visitors, and we've ensured entertainment is mixed with practical daily outlets.

ACROSS: COMMUNITY BUILDING IS AN ESSENTIAL TOPIC FOR YOU. YET, HOW DO YOU BUILD A COMMUNITY WHEN 50 PERCENT OF IT IS IN A CONSTANT STATE OF CHANGE?

DOUGHTY: The core of the community is fixed with people who live and work here or nearby, and the other half are in transit. Successful places are precisely this: You have your core community, and then you have lots of people who want to be part of this community for a period of time. The core community is what draws those tourists in.

GOYK: The tourist community is the biggest community you can have. Everybody posts everything they've experienced, what they've eaten, and who they've met, especially when travelling. When they are at The Playce, they're part of the community, and they're often our best marketers.

ACROSS: FIFTY PERCENT TOURIST SHARE IS UNUSUAL FOR A SHOPPING CENTER. WHAT DOES THAT MEAN FOR YOUR MARKETING APPROACH?

GOYK: We don't do the typical shopping center marketing activities. We focus on social events a lot. We organize summer activities, flea markets, food truck festivals, etc. Of course, getting to know our visitors has taken time, and we've taken what we've learned from each one to improve in the future. Through this trial and error, we've hosted some wonderful events. Due to the area's transformation, Potsdamer Platz is now a popular destination for families. In the past, Potsdamer Platz was considered to be a hectic, busy place that was not associated with children and families. Now, all family activities are exceptionally well received. In Germany, shops are closed on Sundays, but restaurants and entertainment venues remain open. Families like to come with their children and spend time at The Playce, especially on the weekends, because it's a safe, traffic-free space with lots on offer for them.

ACROSS: A PLACE LIKE THIS ALSO NEEDS A DIFFERENT MANAGEMENT STYLE.

GOYK: That is true. The advantage is that we have Brookfield Properties, with its international portfolio. We can learn a lot from projects in New York, Dubai, London, or Toronto on how to create attractive places for locals and tourists. And with ECE, we have a highly professional partner who knows how to manage local centers. We work very closely together.

ACROSS: JONATHAN, YOU HAVE ALREADY PLANNED MANY F&B CONCEPTS FOR ECE. WHAT IS SPECIAL ABOUT THIS ONE?

DOUGHTY: It's like every project I've done in Germany, but much better. Curating a successful F&B offer is all about how the different concepts fit together. The Brookfield Properties team is wonderful to work with because they

have all the international experience. They know exactly what kind of tenant, what type of food, and what style of service is needed to fill a gap. Filling the matrix for The Playce is much more complex than a "normal" shopping center. When I came to Potsdamer Platz, I immediately saw a need at the back end of the center for F&B. It was the entry and exit for the offices, and I said, "These tenants need to eat and drink." But, in Germany, nobody wanted to fill this gap. We went to potential tenants, but they could only offer regular cafés or restaurants – nothing that moved the dial. Then, I started hunting abroad. For example, I've known the team from The Alchemist for quite a while and convinced them that now is the right time to land in Germany.



An innovative retail concept also needs innovative marketing. The Playce hosts events and focuses on families, in particular. For example, on 31 December at noon, when few other events take place, the center organizes a balloon drop that is popular amongst children.



IMAGE: NATASCHA HAMEL FOR CEE CREATIVE

IMAGE: SAVANNAH VAN DER NIET FOR CEE CEE CREATIVE HIGHRES



Left: The Playce at Potsdamer Platz, located in central Berlin, has emerged as a place of 'firsts' for the city, Germany and Europe.

Right: Potsdamer Platz has become a popular meeting place for families, especially at weekends.



ACROSS: WHAT DOES A CONCEPT LIKE THIS MEAN FOR THE CLASSICAL BUSINESS MODEL? DO YOU STILL TALK ABOUT RENT PER SQUARE METER OR TURNOVER RENTS, OR DO YOU HAVE TO BE MORE CREATIVE IN THAT REGARD?

DOUGHTY: A new concept needs new business models. Brookfield Properties was very flexible and designed contracts individually, depending on what made sense for both sides. We work very closely with the tenants. That applies, for example, to technical assistance and even more so to assistance on opening in Germany. The latter is critical when you enter a new market.

GOYK: Ultimately, we have a straight lease with a fixed rent and a turnover component for all tenants. Our strength is that we highly believe in the project's success and provide a lot of support at the beginning, so nobody fails. Tenants like Paulaner and Burgermeister are proof of this close cooperation. Both opened during the pandemic – the most challenging time to open an outlet – but they are still here and making significant turnovers.

ACROSS: IS YOUR CONCEPT THE FUTURE OF HOW TO CREATE A "VIBRANT PLACE"?

GOYK: Each project will come with its own set of unique needs; you must analyze your location. We have done extensive research, and it took us two years to find the concept and uncover what could or couldn't work. It's not a one-size-fits-all solution, and a focus on entertainment and



IMAGE: NATASCHA HAMEL FOR CEE CREATIVE

leisure is not a general solution to empty retail space. That's the challenge – it's not just about combining F&B, leisure, and retail: It must be the right concept for the specific target group, perfectly combined. More importantly, it is not static. It's fascinating to see when you open something new, which slightly changes the whole and what you will do next.

DOUGHTY: It's like a recipe. You think you created a recipe, but then you add a little salt and spices, giving you new ideas. It's crucial to live and breathe in a place. Whenever I am in Berlin, Roger and I stroll around The Playce. We immerse ourselves in the atmosphere, smell it, watch it, and see how people behave.

ACROSS: YOU ARE PAINTING A VERY OPTIMISTIC PICTURE. THE RETAIL MOOD IN GERMANY IS SOMEWHAT GRAY. HOW DO YOU DEAL WITH THAT, ESPECIALLY WHEN YOU HAVE TO CONVINCE STAKEHOLDERS AND BUSINESS PARTNERS?

DOUGHTY: Yes, we are very optimistic, but it isn't unquestioning optimism. The challenge is that an eternally pessimistic property industry needs people like us to do things differently. It's appropriate to be pessimistic if we stick to the old rules of the 1990s. You must talk to the guests and listen to their needs. They're the people with the money in their pockets, not the investors or landlords. We must be more in tune with the people on the street rather than the spreadsheet.



THE UK'S LEADING RETAIL PROPERTY EVENT!

COMPLETELY RETAIL | HOSPITALITY | LEISURE

marketplace United Kingdom
The place for space

Revo
Village & Conference



LEADING CHANGE AND INNOVATION IN THE RETAIL & LEISURE BUILT ENVIRONMENT

24th September 2024
Old Billingsgate Market, London

750+ RETAILERS

100+ EXHIBITORS

25+ LOCAL AUTHORITIES

REVO CONFERENCE

Book your tickets today to avoid missing out!

HEADLINE SPONSORS





LANE7 – TAKING LEISURE OUT OF THE BIG BOX

IMAGE: LANE7

Founded in a former ATS tire workshop in Newcastle in 2013, Lane7 has swiftly become the UK's fastest-growing multi-activity entertainment brand. Launched by Tim Wilks and his wife, Gillian, without external investment, the company proudly remains “fiercely independent”. The brand is poised for international expansion, with its first European sites set to open in Dublin and Berlin this year.



The inspiration behind Lane7 emerged when Wilks, a father of two young children, noticed a gap in the market for family-friendly activities. He sought to create an entertainment experience for the whole family, drawing ideas from successful Scandinavian models and the high-end bowling offer at the Ham Yard Hotel in London. Realizing that the UK lacked a scalable, high-quality option, Wilks identified an opportunity to bring a sophisticated yet accessible entertainment concept to the mass market. He also recognized the untapped potential in city centers, where office workers were eager to engage in ways to socialize with colleagues. This foresight positioned Lane7 ahead of the “competitive socializing” trend, and now, just over a decade later, the

business boasts 17 boutique bowling and entertainment venues across England and Scotland, including locations in Aberdeen, Edinburgh, Sheffield, Manchester, Birmingham, Liverpool, Bath, Bristol, Durham, Leicester, and Newcastle.

Lane7 describes itself as a “multi-concept” leisure brand, offering a diverse range of entertainment experiences that can stand alone or be combined for a more varied offering. The brand's success hinges on selecting suitable locations with strong footfall, a thriving population, and complementary food and beverage options. Lane7 appeals to a broad demographic, focusing on young adults and families seeking a comprehensive entertainment experience.

The Lane7 approach is centered on “redefining boutique bowling”, blending traditional bowling with alternative gaming and immersive, tech-enabled experiences. Each venue also offers quality hospitality, partnering with local food vendors to provide a tailored experience. Beyond bowling, Lane7 venues offer dartboards, mini-golf, beer pong, floor shuffle, karaoke booths, mini-curling rinks, and retro arcade games. This diverse range of competitive socializing experiences is adapted to each location, ensuring a unique and exciting offering that evolves with new technologies and trends. The company is passionate about finding new products to keep the offering fresh across all its outlets. When conceiving a new store, it always seeks to leave a portion of the fit-out flexible so different technologies and activities can be swapped across the portfolio.

Recognizing the crucial role leisure plays in revitalizing town centers, many of which are still recovering from the impact of the COVID-19 pandemic and the decline of traditional retail and department stores, Lane7 is now taking this offer to the rest of Europe. As part of this ambitious growth strategy, Lane7 has an ambitious target of securing 8 to 10 sites across a target list of 25 European cities by Christmas. The European growth pipeline will be mirrored in the UK, with new venues set to open in London (Camden), Milton Keynes, Edinburgh, Altrincham, Newcastle, and a second “Gutterball” site at Edinburgh's Ocean Terminal. Throughout, the team will be focused on highly accessible urban locations that can accommodate its diverse entertainment offerings.

To support this approach, the company has invested in its team and welcomed several leading individuals within the leisure and hospitality space. These include Gavin Hughes (Everyman and Revolution Bars), Graeme Smith (former Hollywood Bowl, boasting over 20 years of experience in the bowling sector), Andy Scholey (headed the Guinness Family's leisure portfolio), and David Bence (Southampton Football Club and Merlin Entertainment).

As a fiercely independent operator, Lane7 quickly moves from identifying prime “landing zone” locations to delivering its signature vibrant

urban fit-outs, each with a unique twist that reflects the local character. It is committed to ensuring a quick fit-out – targeting a 12-week work program – making it a favorable offer for asset managers and landlords looking to freshen up their customer offer.

It is dedicated to providing “social entertainment” tailored to different audiences, responding to the growing demand for experiential activities. The company targets “premium destination” sites that are highly visible and centrally located, often in unconventional buildings, such as former garages or train stations. In 2022, Lane7's combined sales reached 26 million Euro, now approaching 47 million Euro. Over 85% of Lane7's guests pre-book their visits, and the company welcomed over 2.5 million guests in 2023.

Reflecting on Lane7's journey, Tim Wilks says: “The market has evolved, and the high street has transformed. While bowling remains at the heart of our business, we continually innovate and diversify our offerings. Our goals are clear: to expand our footprint in the UK and Europe, enhance our entertainment options, and enter new markets. We are committed to delivering the best nights out for our guests and setting the standard for competitive socializing in Europe by blending entertainment, hospitality, and technology.”

“Forget everything you thought you knew about bowling alleys: Lane7 is different – really different. Picture the best bar you've ever been to; add bowling like you've never seen before; then throw in ping-pong, pool, beer pong, darts, shooting pods, shuffleboard, karaoke, and even more gaming. Lane7 is where all your best nights come together: Bowl, game, and play. Get lost in the experience all night long.”

As Lane7 rapidly expands across the UK and Europe, it seeks new markets to bring its unique entertainment and hospitality experiences. With a proven ability to revitalize urban spaces and attract diverse audiences, Lane7 is poised to be a key player in European leisure. This is a prime opportunity for European asset managers and landlords to partner with a dynamic brand that creates vibrant, high-traffic destinations.



LANE7: “WE ARE THE NEW SHOPPING CENTER ANCHOR.”

The bowling concept is opening its first location in continental Europe with The Playce in Berlin. The British company’s appetite for expansion does not stop there. Tim Wilks, founder of the concept, explains in an interview why bowling, in particular, is a successful format, how he guarantees footfall for shopping center landlords and other tenants, and which markets and locations are on his list.



ACROSS: WHAT GAP IN THE MARKET HAS LANE7 ADDRESSED?

TIM WILKS: When my children were small, I looked for family activities but found few attractive offers. Eventually, I ended up on the website of the Ham Yard Hotel in London, which had two bowling alleys. That caught my eye, and I started researching bowling concepts from all over the world. Bowling is aimed at families, but most concepts do not respond to current trends and expectations. Bowling was all about plastic seats and bad snacks in the dreary surroundings of a retail park. Therefore, we came up with Lane7 to bring glamour back to bowling. We wanted to create outstanding and entertaining places within city centers.

ACROSS: WHEN DID YOU OPEN THE FIRST ONE?

WILKS: Even though the topic of entertainment or competitive socializing seems new, we have already been on the market for 11 years. We bought our first venue in Newcastle in 2012 and opened in 2013, so we have lots of experience. What we were doing a decade ago and what we’re doing now is the same business, but it is just far more refined in terms of how we handle the customer and the experience that we deliver. However, the foundations are still the same,

from our first venue to the 20th one, which we are building at the moment.

ACROSS: DO YOU RENT YOUR SPACE, OR ARE YOU ALSO OPEN TO DEVELOPING YOUR LOCATIONS?

WILKS: We own three of our sites. Raising cash in the bank is easier if you have a freehold. Then, the bankers have an asset against which to charge the debt. However, getting a freehold in city centers is virtually impossible. We have managed to get three freehold sites over the years, and that’s been a big part of why we have grown. We are always looking. We will be happy to invest if we can find a suitable building within our budget.

ACROSS: WHICH ENVIRONMENT DO YOU CHOOSE FOR YOUR VENUES?

WILKS: Our locations are all in central locations, most in city centers. One is in a blended estate, and we have many locations in shopping centers. Shopping may still be the main reason people go to shopping centers, but customers expect more in the UK and the USA. It is a place for leisure activities. Many stay to eat, meet friends, and engage in entertainment. In shopping centers, we have the challenge of a good and smooth transition from shopping to enter-



IMAGES: LANE7

Gutterball with one location in the UK is the company’s family-orientated bowling offer.

ing our locations. So, we have to work closely with the center management. First of all, accessibility and visibility are essential. Many people want to have a look first and then come back a week later. Correct siting is also crucial. We’re happy to be anywhere in the center if we think it’s the right center. To date, however, landlords want us to be close to the F&B offer at all of the shopping centers we are in.

ACROSS: WHAT BASIC STRUCTURAL EXPECTATIONS DO YOU HAVE OF A LOCATION?

WILKS: One of the nice things about our industry is that we clearly communicate to landlords that no two Lane7 locations look the same. We are very flexible and don’t follow a standardized approach. I think this is the general trend for entertainment offers. We take a close look at a location. If we feel that there is enough population density around that shopping center, we will choose the right brand that fits the demographics of that population. Shopping centers in the UK and Europe vary massively in size, depending on whether they target premium or more economy tenants and how good they are generally. So, we need to look at each center on a case-by-case basis. When we decide on a location, we work with the landlord to find the right site.

ACROSS: WHAT SHOULD THE ENVIRONMENT WITHIN THE CENTER IDEALLY LOOK LIKE?

WILKS: That is probably the most critical aspect. We would always prefer a center with a fabulous offer that is well thought through. And, of course, we would like to be in the center of the center, surrounded by other well-performing concepts. As I said, landlords want us near the food market. This area is highly competitive in general and especially in the UK. Landlords think that if we can bring additional customers into that area and give those stores additional coverage, they will be more profitable and stay there for the entire term of their leases. It also works because there are already potential customers eating in those areas who want to have fun at our places afterward.

ACROSS: CAN YOU GIVE AN EXAMPLE OF A GOOD ENVIRONMENT?

WILKS: Our Level X at the St. Enoch Centre in Glasgow is an excellent example of this. There, one of our entrances leads back to the food hall. Therefore, we don’t offer food, so we don’t compete with the food hall operators. That means we have more space to play with. We paid a slightly lower rent because we imposed the non-compete clause. As a result, it has become a great success for everyone.



IMAGE: LANE7

Tim Wilks is founder of Lane7 and Level X.





Level X combines multiple family entertainment concepts under one roof.



ACROSS: WHAT CONSUMER DEMANDS DO LEISURE CONCEPTS HAVE TO RESPOND TO TODAY?

WILKS: Flexibility and reacting quickly to changes are crucial. It's unclear to the customer, but we always have a certain percentage of our retail space that can be easily converted. This allows us to adapt quickly as the market develops or simply try out new games. Of course, this comes at a cost.

ACROSS: HOW DO YOU STAY INNOVATIVE?

WILKS: We are constantly scanning the market. My colleagues and I go to two or three trade fairs worldwide every year to ensure we don't miss any trends. However, a clear focus is also

important. The most important thing is that we are a bowling company, and we have always remained very loyal to bowling because it has stood the test of time. Bowling has been around the world for 60 years. We know that this is our core offering.

ACROSS: CONSUMER DESIRES ARE, NEVERTHELESS, CONSTANTLY EVOLVING.

WILKS: Every industry has big winners and equally big losers when it comes to serving the younger generation and how they want to interact with phones and technology. I think we're embracing that. We still offer credit at our venues, for example. So, if you come with 10 people, you can have drinks, add them to the bill, add different activities, and pay at the end. We've tried QR codes and using a tech device, but we've found that credit is still the best way for customers to have the best experience. Of course, this may change in the future. I think, at all high street retail and leisure outlets as well as restaurants and hotels, we're all constantly re-evaluating because it's ever-changing at the moment, which is exciting if you're a customer. As an operator, it can be rather stressful.

ACROSS: YOU LAUNCHED YOUR FIRST LOCATION OUTSIDE ENGLAND AT THE PLAYCE IN BERLIN. WHY BERLIN AND WHY THAT SHOPPING CENTER?

WILKS: The plan to expand into Europe had been around for a while. We kept talking about Amsterdam and Berlin. For purely practical reasons, a location that was easy to reach from the UK, where we are headquartered, was essential to us. To be honest, the offer from Berlin came early for us. As always, you must seize an opportunity when it presents itself. As mentioned, we need a critical mass of people for a new location. We can reach many people with the proper marketing across a vast catchment area. The offer was very good. We probably wanted something edgier, but I love the location because there is a lot going on around it. It is a very safe bet for us. We will do very well there. The Playce is an excellent European foundation site for us to learn from and maybe make a few mistakes along the way as we take on cultural differences and refine the business. A mixed-use estate like The Playce is a great place to start our European journey, mainly because we think it's a very low-risk location.

ACROSS: WHAT WORKS DIFFERENTLY COMPARED TO YOUR HOME MARKET?

WILKS: We've learned a lot about the legal side of things. Specific processes are simply different and slower. At the same time, other things happen rapidly. Of course, agreements get lost in translation from time to time. In hindsight, we would do a few things differently, but that's how it is when you enter a new market. It's often the little things; you need good advice and a good relationship with the landlord. One situation recently made me laugh. The manager told me that if I wanted to operate a late bar in Berlin with any credibility, we needed to use paper beer mats, not hard cardboard ones. I thought, "Oh, my God! Let's order some!" Based on our previous experience, the most important time is the first 90 days after opening. We have to react quickly during that period. Customers will forgive mistakes if they are corrected quickly and credibly. We are in a great neighborhood. Next door to us is the Alchemist, also a concept

from the UK, which is very successful. So, we are very confident that we will do well in Berlin.

ACROSS: WHAT DOES YOUR EXPANSION PLAN LOOK LIKE?

WILKS: We are busy. We have six sites to deliver by the end of this year or the early part of next year, including the exciting new sites in Berlin and London's Camden. We have a great, well-experienced senior team, and what we're trying to do is to split the focus of the teams into two parts: running the day-to-day business, and building out these new sites and looking at the wider European expansion.

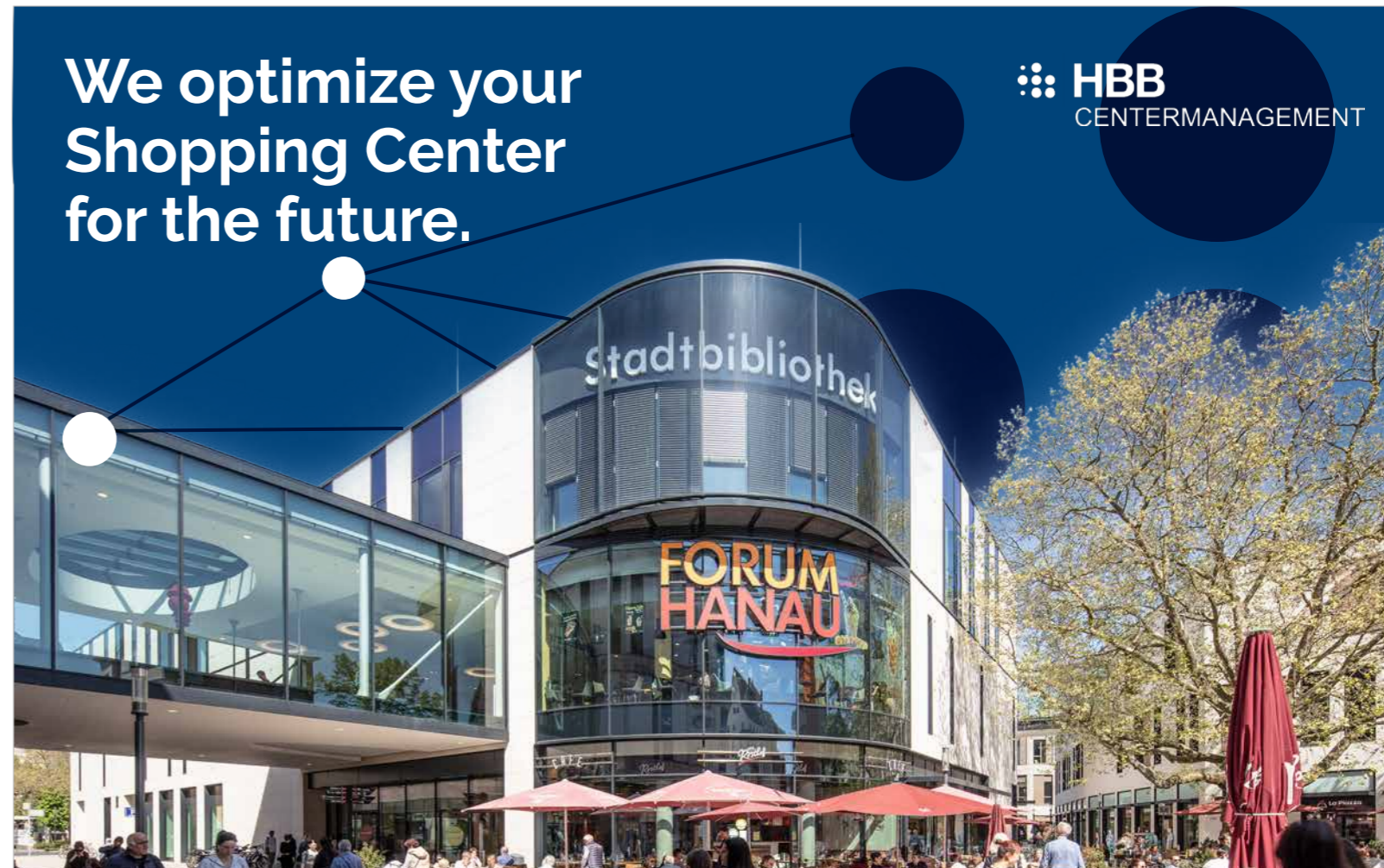
ACROSS: ARE OUTLETS ALSO PART OF THE EXPANSION PLAN?

WILKS: We're under offer on two outlet sites in the UK. Size is a different topic in this industry. However, we generally seek venues to expand the Lane7 ethos across smaller format spaces. For example, we are looking for a smaller arcade



We optimize your Shopping Center for the future.

HBB
CENTERMANAGEMENT





The Playce in Berlin is Lane 7's first German location.



offer. This venue should be around 186 sq m and provide innovative arcade offerings in high footfall locations. Another one would be an immersive gaming experience. So, we are looking for venues of 372 sq m and upwards to create this concept. We are currently making some internal changes within the company, which will all be implemented by March of next year. In the next 18 months, you'll see whether we become a wider leisure business. Then, we will be able to start with these first locations. Also, shopping centers will demand smaller spaces, and we will have them ready.

ACROSS: ENTERTAINMENT CONCEPTS ARE ABSOLUTELY IN TUNE WITH THE SPIRIT OF THE TIMES AND HAVE ENJOYED A REAL TRIUMPH SINCE THE END OF THE CORONA-VIRUS PANDEMIC. CAN SO MANY NEW CONCEPTS SURVIVE SIDE BY SIDE?

WILKS: Regarding activity bars, the UK is leading the world and even exporting to the US. We get plenty of inquiries ourselves. Our market is slightly crowded at the moment. It is a very creative but also an expensive industry. Recently, we saw numerous companies entering the market with minimal budgets. However, after COVID, there were spaces available, and the landlords were happy to fill them. As creative as the concepts were, the implementation was

poor and they could not establish themselves. At the moment, we are in a phase of leveling off. Quality operators with the proper budgets and suitable internal structures will survive. The good thing for the European markets is that they can learn from the UK's experience. When we started, we had no one to copy. In our opinion, the advantage for mainland Europe is that shopping center landlords do not have to support smaller operators or potentially riskier options, as the markets have already developed.

ACROSS: HOW DO THE CONTRACTS YOU ENTER WITH ASSET MANAGERS DIFFER FROM TYPICAL RETAIL CONTRACTS?

WILKS: The most significant sticking point is that we bring walk-in customers to the landlords – and they know that we can do that. That doesn't automatically go hand in hand with a reduced rent, however. Before the pandemic, we had difficulty finding suitable locations, as the landlords didn't need to accommodate us. Things are different today. COVID-19 and the department store implosion in the UK happened, and landlords faced huge, empty fashion outlets. Asset managers were forced to become more creative.

ACROSS: THEY WERE GRATEFUL TO HAVE YOU.

WILKS: Yes, if we don't fill these voids, the nearby restaurants might also fail, and then you have a domino effect. Asset managers had to ask: Who is my new anchor? Cinemas were struggling. The successful ones were rather premium and small. We are the new anchor! We are boosting the other offerings and reducing the risk that they will not be able to fulfill their contracts. Asset managers have to realize that you will not get the rent and service charge you previously got. They can't just look at the individual units; they must understand what we do for the center, which must be reflected in the contracts. In practice, we do a lot of base rent and turnover, so if we do very well, the landlord can get some upside out of it, which also works for us. If things become a bit quiet for us, our overheads go down. That is our preferred deal. I think it's fair, and it works for the landlord.



15 Years FACHMARKT
IMMOBILIEN KONGRESS
 NOV 20-21, 2024 FRANKFURT

The industry award "Fachmarkt Star" is awarded for the 6th time!



Get your ticket now!
www.dfvcg.de/fachmarkt

THE TOPICS 2024:

Customer focus – Shopping behaviour of the future and the attractiveness of stationary retail

Revitalisation – Strategies for revitalising and increasing attractiveness

AI & digitalisation – The technical future for optimising retail parks

From leases to construction methods – The influence of ESG criteria on retail parks

Asset class "Retail park" – Attractive investment despite rising costs and interest rates



created by

Gold partners



Silver partners



Partners



A business event organized by



P&C* DÜSSELDORF'S FIRST CONSCIOUS STORE: "NOT PERFECT, BUT BETTER EVERY DAY."

Fashion company Peek & Cloppenburg* Düsseldorf opened the Conscious Fashion Store at The Playce Berlin in 2023. With this store, P&C* Düsseldorf wants to create awareness for more sustainable fashion and positively influence the industry. The company focuses on the corresponding design and direct exchange via panel discussions, workshops, or even on making the plants in the store particularly green. P&C*'s Conscious Fashion Store exemplifies how even a large, international fashion chain can develop and integrate individual concepts that focus on experience. ACROSS spoke to Thimo Schwenzfeier, General Sales Manager of the Conscious Fashion Store at Peek & Cloppenburg* Düsseldorf, about the idea.



ACROSS: WHAT IS THE BASIC CONCEPT BEHIND THE CONSCIOUS FASHION STORE?

THIMO SCHWENZFEIER: The topic of sustainability still poses major challenges for the fashion industry, which we are aware of. With our ambition to become a little better every day, the opening of the P&C* Conscious Fashion Store is, therefore, an important step on our sustainability journey. The more important aspect is that the economic sector has realized that many sustainable production processes serve business purposes. P&C* has united all of the Groups' sustainability initiatives under the "We Care Together" communicative umbrella. The basic idea was not to present the topic of sustainability in the stores as a small green island, but P&C* wanted to show that a coherent, sustainable retail scenario could be implemented successfully. The result is the Conscious Fashion Store.

ACROSS: DO CUSTOMERS FIND CONVENTIONAL BRANDS WITH SUSTAINABLE COLLECTIONS OR ONLY SUSTAINABLE BRANDS?

SCHWENZFEIER: Both. We have decidedly sustainable labels in our range that are either fair fashion brands or certified. Examples include Armed Angels and Ecoalf. We currently have 17 brands that are part of the so-called fair spectrum. In addition, we also have products from conventional brands that are in a transformational phase due to our long-standing business relationships and experience in central purchasing; this refers to brands that fulfil more sustainable aspects with individual lines or capsules than with their main collections, e.g., Marc O'Polo. Jake*s Studio, our own brand, focussed on the use of more sustainable materials and awareness and responsibility in every action. Of course, Jake*s Studio is represented accordingly in our Conscious Fashion Store.

ACROSS: SO, YOU ARE NOT A SUSTAINABLE STORE, BUT YOU SHOW THE WAY TO SUSTAINABILITY.

SCHWENZFEIER: We talk about selling more sustainable products. The right language is crucial. We want to transparently demonstrate and communicate a path to greater sustainability.

*There are two independent Peek & Cloppenburg companies with their headquarters in Düsseldorf and Hamburg. This information relates to Peek & Cloppenburg B.V. & Co. KG, Düsseldorf, whose store locations can be found at www.peek-cloppenburg.de/stores.

You have to make sure you take customers and brands with you, so it's good that our store doesn't just offer a sustainable niche. Many structures in clothing production are not easy to break down, so it is all the more important to support companies that want to do this and offer them a platform along the way. Our manifest, which hangs on the wall in our store, sums up these thoughts well. It contains one important sentence: "Not perfect, but better every day."

ACROSS: HOW DOES THE STORE DESIGN REFLECT THE THEME OF SUSTAINABILITY?

SCHWENZFEIER: When designing the concept, we followed the architecture of omission. We took over the store and left it in its raw state, apart from some paint on the walls. We didn't install ceilings, seal the floor, or paint over the construction site markings on the pillars. The aim was to use as few resources as possible. Our furniture is either made from recycled materials or, like our wooden shelves and wooden tables, from certified materials and renewable raw materials. Other smaller pieces of furniture, for example, on which we display shoes, are made from recycled yogurt pots. Mannequins that present the goods have been produced using a 3D printing process, which also saves resources. There are a whole host of details that make up the overall concept.

ACROSS: HOW MUCH HAS THE STORE'S DESIGN CHANGED SINCE IT OPENED?

SCHWENZFEIER: More and more is being added as we go along. We have recently started working with the recycling service provider Texaid so that we can also collect discarded clothing. This box is also made from FSC-certified wood. The lighting, however, was entirely LED-based right from the start. The store covers 3,000 square meters of sales space over three levels. Each level has at least one plant island with natural plants. These are illuminated to give them a sun effect. Seeing how the plants that were planted in May last year have developed is a pleasure. You have to remember that we are still in a shopping center here. Of course, this is a subjective feeling, but customers tell us the air is much better here. We have an employee who can take care of the plants in addition to his duties, because he has a green thumb, which is, of course, very fortunate.



IMAGE: PEEK & CLOPPENBURG * DÜSSELDORF

With this store, P&C* Düsseldorf wants to create awareness for more sustainable fashion and positively influence the industry.

ACROSS: THE IDEA IS TO ENCOURAGE COMMUNICATION.

SCHWENZFEIER: Absolutely, there are many visible themes in the store, but there is also a lot that only becomes visible at the third or fourth glance. We want to talk to customers about all of this – even if it's about plant care. We often have visitors from competitors, and we like to show them around the store. Sustainability requires a partnership approach. That's why we aim to show how we do things and use others as inspiration.

ACROSS: WHAT TOOLS DO YOU USE TO EXPLAIN ALL OF THIS TO YOUR CUSTOMERS?

SCHWENZFEIER: Presently, traditional materials are still in the background. The walls are not covered with QR codes or explanations. We don't want to overwhelm anybody. We are primarily a P&C* Düsseldorf store. The customers who come to us may not even know what "conscious" or "sustainability" means. Still, they want to buy beautiful clothes and to enjoy a store that is simply different and offers a different experience. The garments have tags attached from the "We Care Together" initiative, which customers can use to learn more about the production processes or materials used. The labels themselves often do something similar.



Thimo Schwenzfeier is the General Sales Manager of the Conscious Fashion Store of Peek & Cloppenburg* B.V. & Co. KG, Düsseldorf



IMAGE: PEEK & CLOPPENBURG * DÜSSELDORF

IMAGES: PEEK & CLOPPENBURG* DÜSSELDORF



Left: Customers find both: conventional brands with sustainable collections and only sustainable brands.

Right: P&C* Düsseldorf's First Conscious Store is intended to be a place of exchange. Various events are planned on a regular basis.



ACROSS: WHAT ROLE DO WORKSHOPS OR EVENTS PLAY?

SCHWENZFEIER: This is where the majority of our educational work takes place. We have a space directly adjacent to our studio that we can permanently use as a workshop area. For example, workshops for five to 25 people on upcycling, textile care, or zero waste occur here. For this, we bring in speakers such as designers from Berlin who are experts in their respective fields. We provide them with space and materials, so the designers can engage with customers and their communities.

ACROSS: ARE THERE ANY COLLABORATIONS WITH OTHER COMPANIES?

SCHWENZFEIER: For example, we recently had a machine manufacturer in the store who explained why a 30-degree wash without fabric softener is perfectly adequate for today's textile fibers. In our educational work, we focus on dialogue rather than on large poster campaigns. Our panel talks, which we usually organize in cooperation with NGOs, also reflect this approach. The largest event to date, with 70 people, was a film screening at which we showed a film by a female filmmaker from Bangladesh about the production conditions of sewists in Bangladesh, Sri Lanka, and Vietnam. We have an exhibition area for sneakers on the ground floor for larger events, which we can quickly convert to a stage. These events are attended by guests who come to the store, especially for the event, and by many customers who happen to be in the store and stop by to take part.

ACROSS: DOES THE STORE MAKE MONEY FROM THIS?

SCHWENZFEIER: We don't charge admission or bill the companies that present themselves at the store. We are still trying out many formats and seeing how customers receive them. We deliberately want to be a test laboratory. This is in the nature of things when a concept is launched on the market for the first time. We intend to take other companies with us without significant hurdles, because, as with sustainability, the common duty to provide information is more important than economic competition. However – and this is crucial – we are part of the standard P&C* Düsseldorf store network and have the same processes and KPIs as all the other branches. We also have to sell; we are not a luxury that the group allows itself.

ACROSS: HOW IMPORTANT IS THE FIRST CONSCIOUS FASHION STORE'S LOCATION IN A CENTER LIKE THE PLAYCE, WHICH FOCUSES ON EXPERIENCE AND LEISURE AS ITS OVERALL ORIENTATION?

SCHWENZFEIER: The unique location and utilization concept of The Playce in the heart of Berlin was undoubtedly an essential anchor for this first opening, as we can show more clearly that we function differently from other stores. But, this is more of an attention-grabbing effect. I don't think we need an environment that is exclusively home to particular concepts. We want to be a successful and experience-driven store, and we won't be successful just because we are in a unique location. We will be successful if we perform in the relevant retail locations at least as well as the average.



THE NEW RETAIL EQUATION: GROWING IN A FAST-CHANGING WORLD

Join the International retail real estate event to build the ultimate lifestyle and shopping destinations.

MAPIC is highlighting the best extension and mixed-use projects and is taking the pulse of retail cross-border development.

5,000 participants expected from 75 countries

1,600 Retail, Leisure, Food players



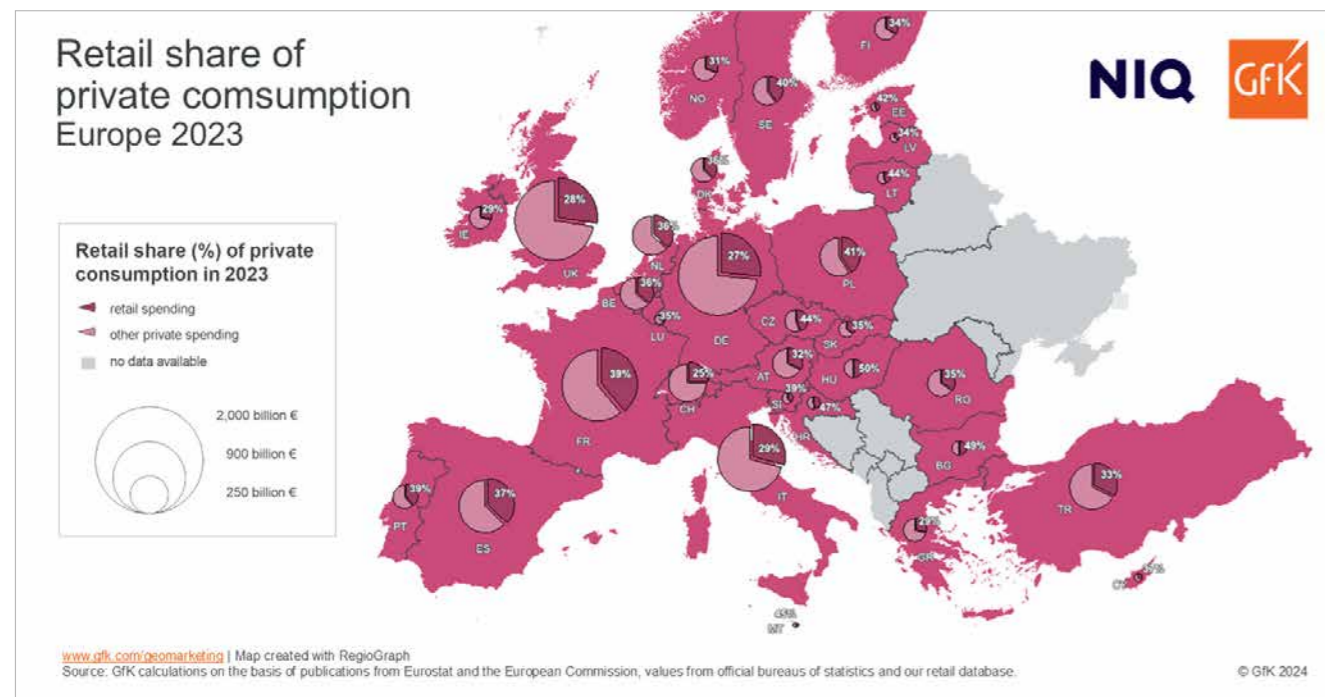
26-28 November 2024
Palais des Festivals Cannes

Built by **RX** In the business of building businesses

mapic.com

GfK STUDY: EUROPEAN RETAIL IN 2023 AND 2024

Consumers in Europe continue to be affected by various crises. After inflation peaked in 2022, 2023 was characterized by an adjustment to the increased cost of living. Additionally, the multiple global crises and the loss of purchasing power caused uncertainty, which led to concerns and a change in consumer behavior.



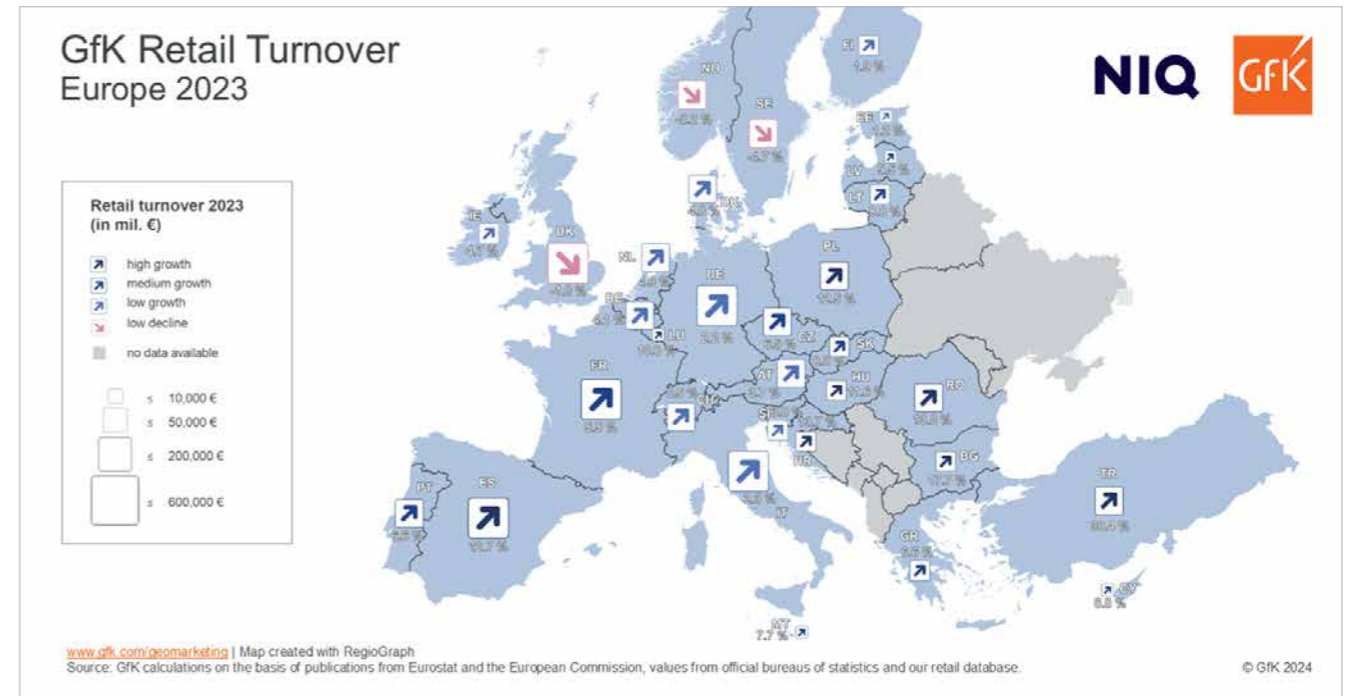
The share of private consumption that goes into retail and is not spent on savings, services, or leisure is slowly returning to pre-pandemic levels in the European Union. In 2023, a decline was recorded for the second year in a row, with EU citizens now only spending 33.9 percent of their money in retail. The highest share is in Hungary, where every second euro is spent in retail. These are the latest findings published today by GfK in a new, free study on retail in Europe.

After the retail share of private consumer spending rose in 2020 and 2021 due to the pandemic, it fell again in the subsequent two years. In 2023, EU citizens spent 0.5 percent less money in retail than in

the previous year, despite an increase in purchasing power and retail turnover of 5.5 percent respectively.

However, the retail share of private consumption varies greatly from country to country. In many Eastern European countries, almost every second euro is spent on retail, especially in Hungary (50 percent), Bulgaria (49 percent), and Croatia (47 percent). The EU's last place is occupied by Germany, where only just under 27 percent of consumer spending flows into the retail sector.

In the free European retail study, GfK's Geomarketing department examined the key indicators of the European retail sector for the year



2023. The study offers comprehensive trend analyses for numerous European countries, offering a valuable point of reference for retailers, investors, and project developers.

ADDITIONAL KEY RESULTS AT A GLANCE

Purchasing Power: After the purchasing power of EU citizens rose by 7 percent in 2022, net disposable income increased significantly again in 2023. Across the EU, per capita purchasing power averaged 19,786 euros, which corresponds to a nominal increase of 5.5 percent. In total, the inhabitants of the 27 member states had around 8.9 trillion euros in purchasing power at their disposal, which could be used for food, housing, services, energy costs, private pensions, insurance, vacations, and mobility.

Retail Turnover: Just like purchasing power, retail turnover in the 27 EU member states rose by 5.5 percent. However, this nominal increase in turnover is put into perspective in view of high consumer prices, which are due to persistently high costs for energy, fertilizer, and animal feed as well as geopolitical uncertainties. The highest growth rates within the EU were observed in Eastern European countries such as Bulgaria (+18 percent), Romania (+14 percent), and Croatia (+14 percent), but larger markets such as Spain and Poland also recorded growth rates of over 12 percent.

Inflation: Even though inflation in the 27 EU countries had already fallen in 2023, the level remained quite high at 6.4 percent. The forecast for 2024 is 2.7 percent. This means that the European Central Bank's target of 2 percent will not yet be reached, but price increases will still be much more moderate than in 2022 and 2023. Belgium is the only country where inflation is expected to be higher in 2024 than in the previous year.

European Consumers' Fears and Adaptation Strategies: The various crises have had a lasting impact on people's lives. The concerns of the European population have changed and consumers have adapted their spending behavior accordingly. A common saving measure is the purchase of private labels, although this is more widespread in countries with greater purchasing power than in Eastern European countries. In countries such as Spain, the Netherlands, the United Kingdom, and Germany, the share of private label purchases of fast-moving consumer goods, i.e., food and drugstore products, is over 40 percent, with Spain leading the way at 47 percent.

European retail in 2023 and 2024

Study on key retail indicators in Europe

NielsenIQ GfK

Download the study for free

“YOU DON’T WANT TO RUIN YOUR FUTURE BY MAKING THE WRONG LEASING DECISIONS.”

“Commercial Real Estate is not a short-term project,” says Yurdaer Kahraman. The CEO and Board Member of Fiba Commercial Properties has dedicated his career to the retail real estate industry. He is familiar with the international and German markets and, through Fiba Commercial Properties, now operates some of the most innovative centers in Türkiye, Southeastern Europe, and the Far East. In the ACROSS interview, he critically examines the management of the European retail real estate industry and concludes that only quality will prevail. In today’s competitive environment, it is not a matter of being the largest in the number of assets and area. The winners are those who are fast, innovative, and sustainable.



ACROSS: FIBA COMMERCIAL PROPERTIES HAS RETAIL PROPERTIES IN TÜRKIYE, EASTERN EUROPE, AND CHINA. WHAT DO YOU CONSIDER TO BE THE MOST IMPORTANT CURRENT TRENDS IN THE INTERNATIONAL RETAIL REAL ESTATE INDUSTRY?

YURDAER KAHRAMAN: The most obvious change is the shift towards mixed-use real estate, which allows for the realization of immense synergies, but even those properties are constantly changing. A few years ago, mixed-use focused on combining asset classes. Now, the focus is on making these as flexible as possible. This is particularly evident in the office sector, where there are often no longer standard five-year contracts, but flexible agreements that sometimes only last for a few months. In addition, the hotel asset class is taking on a new significance, especially in combination with retail. Every location is individual, and therefore, ideally, every property and its environment are continuously analyzed to develop offers tailored to the community.

ACROSS: WHAT IS ANOTHER BUZZWORD?

KAHRAMAN: Refurbishment. This trend goes hand in hand with the individualization of

locations. In Bucharest, Romania, we converted a fifth of the Plaza Romania shopping center into offices to strengthen the location. In this case, transforming retail space was the key to success. Another example is the restructuring of a department store in China. The original store had 25,000 square meters spread across three levels, but we converted it into an area with different functions. On the ground floor, we created a retail area with a new entrance. This resulted in smaller retail units that looked like a new mall. The guiding theme for the second level is entertainment, complete with a fun park and various edutainment concepts that are very popular in China. On the third level, we have created a rentable conference area that can also be used for other events, such as weddings, 365 days a year. After intensively analyzing the location’s needs, we have created three different functions from a single department store. For us as owners, the result is an incredible increase in value.

ACROSS: IN YOUR OPINION, WHAT IS THE MOST ESSENTIAL REQUIREMENT FOR A COMPANY TO CARRY OUT LARGE-SCALE RESTRUCTURING?



Well-thought-out gastronomy concepts in shopping centers that fit the catchment area are more important than ever. Here is an example from Downtown Bursa in Türkiye.

KAHRAMAN: The basis for the project’s success, for example, in China – and many other ongoing restructuring projects – is that we have expertise in all asset classes. A big problem in Western Europe is that many companies have focused on only one use form.

ACROSS: YOU HAVE A CRITICAL VIEW OF THE EUROPEAN SHOPPING CENTER INDUSTRY.

KAHRAMAN: Many shopping centers no longer have a clear strategy. They no longer have a unique selling point. Most of the concepts are outdated, and the centers are interchangeable. On the other hand, there are some exciting national and international concepts. There is, for example, a lack of attractive gastronomic offerings or entertainment, which highlights the insufficiency of a property.

Many properties need renovation and optimization and are, therefore, unattractive to customers. A number of properties are lacking attractive tenant structures, and the majority of tenants show deficits in the areas of shop fitting, product presentation, clarity, customer orientation, and, last but not least, digitization, among others.

ACROSS: WHERE DO YOU SEE THE BIGGEST BOTTLENECKS IN THE INDUSTRY?

KAHRAMAN: The situation in numerous European city centers is dramatic. For a very long period, there has been a visible downgrading. That applies to shopping streets as well as to inner-city centers. A strong trend towards discount concepts, even

in locations with high-income catchment areas, was and is significant. This tenant mix deters many customers. Of course, it’s understandable to want to fill vacancies quickly. Still, these often-rushed decisions that favor more discounters have led to a decline in the quality of many locations.

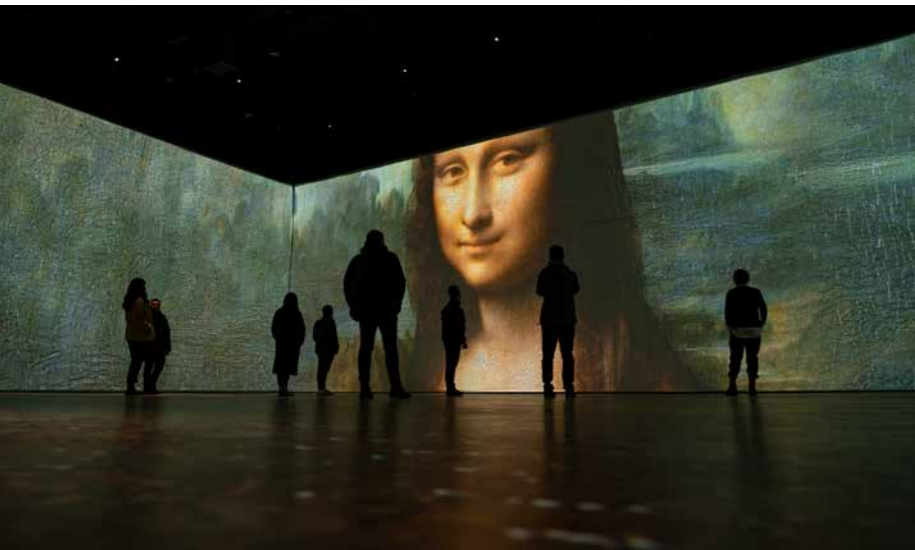
ACROSS: IS THIS REVERSIBLE?

KAHRAMAN: Of course, everything can be corrected to a certain extent, but it is unclear what was lost along the way. Lease contracts play a significant role here, and they tend to be longer for discount contracts. At the same time, the owner’s earnings are pretty low, which contrasts with the industry’s otherwise rising costs. There is simply a lack of sustainability, meaning no further investments will be made at the location. It is obvious that, on the one hand, the streets are full in European city centers, while, at the same time, the shopping centers and retail in general are not working. The industry then throws topics such as e-commerce into the mix as an excuse. This can no longer be used as an excuse, because we have all seen that e-commerce needs brick-and-mortar support. Please don’t get me wrong, China is by no means a role model for everything, but it is a good example here. E-commerce is more vital there than anywhere else, but the shopping centers are also fully let. Despite the growth of online retail, the centers are architecturally attractive and have an appealing mix of tenants. Shoppers stay for a long time precisely because the entertainment and gastronomy offerings are high in number and quality.

Digitization by Fiba CP: Fiba Commercial Properties and Octopus have teamed up to transform Adana’s M1 Mall digitally, introducing cutting-edge technologies that interact with screens designed to elevate the customer experience and drive significant value for both retailers and the mall itself. By integrating a comprehensive retail tech ecosystem, the project will use digital signage, video analytics, data-driven ad systems OctoAds, and the innovative “Lift and Learn” technology, creating an environment in which customer interactions with products are seamlessly tracked and analyzed in-store. This approach enhances in-store engagement and gives retailers valuable insights, enabling more effective marketing strategies that are tailored to specific demographics observed within a mall’s or store’s premises.



IMAGE: FIBA COMMERCIAL PROPERTIES



X Media Art Museum, a tenant of FIBA Commercial Properties, offers an extraordinary art and culture experience to all its visitors at Downtown Bursa.



ACROSS: HAVE THERE ALSO BEEN MANAGEMENT MISTAKES IN EUROPE?

KAHRAMAN: Of course, the management of an entirely let center, for example, in Asia has obviously done its homework. Anyone who continues to pursue a “one size fits all” standard at predestined locations in Western Europe, who does not promote omnichannel concepts with their tenants, or who still sees the topic of digitalization as a particular topic is making serious management mistakes. However, it is not only management that is responsible. Supervisory boards, owners, and management must all pull together and share the same attitude and vision. Companies that have many retail properties but are still not firmly positioned in the areas of digitalization or artificial intelligence (AI) must ask themselves how they want to continue to exist. Similarly, companies with high vacancy rates should ask themselves whether it is worthwhile to fill those spaces somehow or whether a restructuring plan with a new type of use would be more appropriate. That’s precisely where joint approaches across management and the asset class are needed.

ACROSS: WHAT ARE SOME OF THE BUZZ-WORDS THAT DESCRIBE A CONTEMPORARY MANAGEMENT STYLE?

KAHRAMAN: Internationality, global experience, recognizing and implementing global trends, entertainment, education, digitalization, AI, as well

as speed and flexibility. For many of the first points mentioned, companies have optimal conditions because they are often active in various countries. They could easily make a change. However, this means that companies would not only manage from the headquarters but also consciously bring employees and their ideas from abroad to the home market. This exchange is often insufficient and inefficient enough in Europe at the moment. Tangible interfaces for internationality would have to be created in companies – if only because global trends could be adapted faster. Retail trends change so quickly today. You don’t want to ruin your future by making the wrong leasing decisions.

ACROSS: IN WESTERN EUROPE AND ESPECIALLY IN GERMANY, WE ARE EXPERIENCING A POOR RETAIL MOOD. IN FIBA CP’S HOME MARKET OF TÜRKIYE, THE ECONOMIC CONDITIONS ARE MUCH WORSE, BUT PEOPLE ARE MORE ENTHUSIASTIC ABOUT SHOPPING. WHY IS THAT?

KAHRAMAN: Germany, in particular, has traditionally had a high savings rate. In countries with more inflation experience, such as Türkiye, people traditionally consume much more because they know the prices will increase soon. But, it’s not just due to economic and demographic reasons; it’s also about the attractiveness of products and real estate. If we look at which retailers in Germany have recently gone bankrupt, we quickly see that many of the problems were homemade. Those companies, especially in the clothing sector, were overtaken by more agile concepts that had adapted to the relevant international trends early on. Demographic factors also play a role. Germany has an aging population, which tends to be more cautious with spending and savings. In contrast, Türkiye has a younger population that is often more inclined towards consumption and trends, which facilitate rapid changes in spending habits and that can drive higher retail enthusiasm. Additionally, Türkiye’s dynamic and rapidly growing population creates a different kind of demand for products and shopping experiences compared to Germany’s more stable demographic profile. These retailers struggled to innovate and meet changing consumer preferences, which compounded their financial difficulties.

ACROSS: WHAT IS A CURRENT INDUSTRY TREND THAT WE MUST NOT IGNORE?

KAHRAMAN: Edutainment. In Asia and the Arab world, entertainment is moving firmly into the education sector. Families spend much time at the centers because their children have painting, music, or sport lessons there. The shopping centers thus increase their dwell time and use the synergies. This is often accompanied by the expansion of the F&B to offer excellent dining. Digitalization and AI also help to guide people and offer consumers suitable offers. Another area is services. In addition to doctors and medical supplies, there is a need for care and physiotherapy services, for example, if the demographic environment makes this necessary or seems sensible.

ACROSS: THAT MEANS THE BAD CONSUMER MOOD IS FUNDAMENTALLY ROOTED IN A POOR OFFERING.

KAHRAMAN: Unfortunately, I have often observed that shopping centers do not pay enough attention to their environments. A shopping center must analyze its environment carefully and decide what added value it can create. If, for example, many luxury labels are located around a shopping center, then it needs a range of matching products. Consumers might buy their luxury handbags on the high street, so the center needs a fashion offering that goes with them. This might not be luxury, but it will be premium or affordable luxury. It also needs suitable and complementary cosmetics stores and a food and beverage offering that specifically serves these customers. The environment analysis is too often neglected.

ACROSS: WHY DOES THIS KIND OF WRONG POSITIONING HAPPEN?

KAHRAMAN: In Western Europe, I often see no consistent lead management. There are too many decision-making and management levels. Many companies are too complicated. The board of directors, supervisory board, or owners are not presented with specific solutions, but rather with arguments that explain why something is not possible or why the risk for new solutions is too great. This is a fundamental problem. The organization is sluggish, and the innovative players in the company have become tired because they cannot get their positive approaches across. Other players have simply – and I am aware of the harshness of this statement – become blinkered. In Western Europe, with Germany as the largest market, there is a whole series of points of criticism. I am not ignoring the positive examples, which undoubtedly exist. In general, however, I see a management problem that, at its core, consists of a lack of openness and willingness to innovate.

ACROSS: TODAY, INNOVATION IS OFTEN ASSOCIATED WITH TECHNOLOGY. HOW DO DIFFERENT REGIONS APPROACH THE RELATIONSHIP BETWEEN TECHNOLOGY AND INNOVATION, AND WHAT ARE THE KEY REGIONAL DIFFERENCES IN THIS APPROACH?

KAHRAMAN: “I would like to lead the customers more towards their needs” – one of the critical statements made when you exchange



TRANSFORM SHOPPING EXPERIENCES WITH PLACEWISE

Digital Solutions for Real Estate Innovators.

Discover how our technology enhances the retail experience and fosters community connection.



NORTH AMERICA | ASIA PACIFIC | EUROPE

Learn more at www.placewise.com/ExpoReal

IMAGES: FIBA COMMERCIAL PROPERTIES



Innovative Interior Design and Store Concepts from China



SHOPPING MALL STORE CONCEPT



ideas with a new technology provider. In Germany, “data protection” is the first thing you hear. This phrase is like a knock-out argument, but it should be the other way around. It should start with a fascination for a new technology. The follow-up questions should be: What can I do and how? What possibilities are there? What leeway do I have in terms of legislation? Data protection is an important topic, but there is leeway, and data protection doesn’t prohibit everything. In Türkiye, there is a much stricter data protection law with many regulations that don’t exist in Germany. The country is highly sensitive, yet the use of technology in the retail and shopping center sector is much greater.

ACROSS: SO, IT’S ABOUT OPENNESS AGAIN.

KAHRAMAN: The fundamental question is: Do we want to play the digitalization game or not? Yes, data protection is an important issue, but there are ways and solutions. This topic starts much earlier. Take the topic of wayfinding management and signage. If you go to some Western European malls, you are still confronted with an unaesthetic forest of completely static signs. There are so many more attractive solutions. The same applies to signage solutions in retail spaces.

ACROSS: HOW SO?

KAHRAMAN: There is a specific example that is

no longer an exception in Türkiye: A customer enters a store and picks up a product, such as a shoe, and looks at it for 15 to 20 seconds. The system registers this and displays alternatives to that specific product on a nearby screen: other colors, available sizes, or matching products. That is a real added value for the customer. As a retailer and landlord, I must be open to such approaches. For example, if the landlord is negotiating with a new cosmetics concept and the concept says, “We want to implement the following AI tools and use them to create an entirely new customer experience, spending 400,000 euros instead of the average 200,000 euros.” As a landlord, I must pay attention and, if necessary, accommodate them.

ACROSS: IN A NUTSHELL: WHAT ARE THE SOLUTIONS FOR THE MANAGEMENT PROBLEMS THAT HAVE BEEN IDENTIFIED?

KAHRAMAN: Sustainable investments, the right projects and products, the rapid optimization of existing properties or their conversion, and the courage to demolish them if necessary. Topics that should be at the top of the management agenda are digitalization, AI, and omnichannel. The top management principle must be to recognize market situations quickly – to constantly analyze the environment, thereby ultimately increasing footfall and dwell time.



KAUFLAND REVITALIZES HISTORIC MARKET HALL IN THE HEART OF SOFIA WITH ATTENTION TO DETAIL

Revitalization is playing a central role in Kaufland’s expansion tour in Europe. With the revitalization of the Central Market Hall in Sofia, Kaufland is not only reviving an architecturally unique location but also showing the enormous opportunities revitalization projects have for companies.

BY MICHAEL HIESE



Shopping centers in inner-city locations throughout Europe offer the best opportunities for revitalization, as demand is high. Kaufland has recently returned its focus to integrating and modernizing existing retail locations, rather than prioritizing the construction of new buildings. This approach presents enormous opportunities for the company, which is able to adopt a flexible approach, for example, with a mixed-use concept or with larger restaurant and food areas. In the Bulgarian capital of Sofia, a particularly unusual revitalization project was successfully completed in the summer: The historic market hall in the center of the metropolis

was given a new lease on life as a modern shopping center, with great sensitivity and attention to detail.

For Kaufland, an international retailer, it was a great honor to acquire this special property, given its cultural monument status. The complex planning situation was approached with appropriate respect. In contrast to other locations, the responsibilities that came with this challenge played an important role here: to preserve the unique character of the historic retail location and yet create a modern, future-proof shopping center.



IMAGE: KAUFLAND

Michael Hiese is Chief Real Estate Officer at Kaufland International.





To restore the listed building in line with the original intention of its creators and historical character, it was necessary to fully understand its special history. It began in 1907, when Sofia was a young capital city and the central market hall was planned. The Bulgarian architect Naum Torbov won the tender with his design. Construction work began two years later, and a further two years later the city had a new landmark. The central market hall became the talented architect's life's work. The main architectural feature was the symmetrical, rectangular shape of the building, with central entrances on all four sides. This extraordinary symmetry and openness had to be preserved during the restoration.

SPECIAL CONSERVATION MEASURES AND EUROPEAN RESTORATION EXPERTS

The conceptual project naturally underwent a transparent process in compliance with all requirements and could be achieved with the support of leading Bulgarian experts following approval by the relevant authorities, including the National Institute for Immovable Cultural Heritage and the Ministry of Culture. This was also a particular challenge, as there were a large number of official requirements to be met with regard to access and entrances, loading ramps, and the terrace on the second level. There was also an explicit official requirement to make the basement accessible, to provide an area for independent retailers, and to restore the social and cultural function of the building as a place to meet, relax, and hold cultural events.

During a refurbishment period of around 11 months, great care was taken to combine the past with the present and future. Although badly damaged elements had to be removed, special conservation measures, which are also used to preserve Egyptian tombs, made it possible to retain the skylights and the metal roof construction. This meant that the roof and the characteristic metal construction, which was produced in 1909 in the foundries of Gustave Eiffel, could be completely renewed. Of course, existing roof leaks were also repaired. The neoclassical facade was carefully restored together with the best European restoration experts. For the first

time in 40 years, the facade was comprehensively cleaned by specialists. Historians and archaeologists from the Sofia Regional Museum helped to preserve the Roman history of the site. That was because the basement contained the remains of a city wall from Ulpia Serdica and a Roman bath. These can now be experienced in a free museum area. In the "interactive area for archaeology and history", visitors also have the opportunity not only to find out about the history of the building itself, but also to learn something about antiquity for free.

From a technical perspective, the building also required special attention: The outdated electrical and sanitary installations were completely replaced. The original clock from the west tower of the building, which is over 110 years old, is also antique. It has been restored to working order and is now on display in a glass case. For the first time in 40 years, the chimes of the iconic clock in the tower of the Central Halls can be heard again. It has been given an appropriate setting, as special neo-Renaissance-style floor tiles have been laid over around 3,000 square meters of the halls. A fountain made of green marble, according to the building's original plans at the beginning of the 20th century, further emphasizes the historical charm of the interior.

COLORFUL SECTOR MIX AND AN INVITING AMBIENCE TO RELAX AND LINGER

Despite all the history, the revitalized retail location now also boasts the advantages of a modern shopping center. In addition to a colorful tenant mix with inviting cafés, varied restaurants, the largest children's bookshop in Bulgaria with over 10,000 titles, and many small specialist shops, visitors to the market hall can also look forward to a virtual reality zone, where VR glasses open up another digital level of the multifaceted building. A special recreational area is located on the second floor. Here, visitors can linger in enticing seating areas, which are typical for the whole of Europe in this form.

When designing this modern Kaufland store, particular attention was paid to the use of energy-saving and environmentally friendly technol-



IMAGES: KAUF LAND



ogy. The installation of a new ventilation system means that in the future, the waste heat from the refrigeration units can also be used to heat the sales area as well as the offices and staff rooms. In addition, energy-saving, closed refrigeration units and pleasant LED lighting reduce energy requirements. Kaufland presents itself in the style of a market hall with a large selection of fruit and vegetables and offers an extensive range of over

15,000 items. Deliveries are made using small trucks that comply with the regulations for access in a central urban area. A total of around 170 Bulgarian suppliers of everyday food products, such as meat and sausage, fish, bread, and dairy products are represented, including almost 50 Bulgarian fruit and vegetable producers who present their goods directly in the halls, thus emphasizing the building's authenticity.



25-27 September 2024
Barcelona
#TheDistrict2024

ELEVATE YOUR BUSINESS. ACCELERATE YOUR DEALS

 12,000+ ATTENDEES	 300+ HOSPITALITIES	 400+ SPEAKERS	 600+ ONE-TO-ONE MEETINGS
---	--	---	--

With the participation of:

ACTIVUM SG · AEW · AEXX CAPITAL · ANGELO GORDON · ALTAMAR · APOLLO GLOBAL MANAGEMENT · ARCANO · ARROW CAPITAL PARTNERS · ATLANPOLE · AXA INVESTMENT MANAGERS · AZORA · BAIN CAPITAL · BLACKROCK · BLACKSTONE · BROOKFIELD CASTLELAKE · CERBERUS · CHEYNE CAPITAL · COSTAR GROUP · DEUTSCHE FINANCE GROUP · EQT · FRUX CAPITAL INVESTMENTS GIC · GOLDMAN SACHS · GOODMAN · GREYSTAR · HINES · IBA CAPITAL PARTNERS · INCUS CAPITAL · INVESCO · INMO CAPITAL · J.P. MORGAN · JV20 · KING STREET · MERIDIA CAPITAL · MORGAN STANLEY · NOVAXIA · NUVEEN REAL ESTATE P3 LOGISTIC PARKS · PANATTONI PATRIZIA · PINEBRIDGE · PUBLIC INVESTMENT FUND · ROTHSCHILD & CO SEAYA · SIXTH STREET STARWOOD CAPITAL GROUP · STONESHIELD · STONEWEG · STRONGHOLD · TIKEHAU · TPG · TRISTAN CAPITAL · UNIBAIL-RODAMCO-WESTFIELD · VICTORIA ASSET MANAGEMENT



GET 35% OFF ON YOUR PASS

www.thedistrictshow.com

The District is an event of:
NEBEX
NEXT BUSINESS EXHIBITIONS



JTRE's Ganz House project is located at the picturesque Danube riverside next to Eurovea.

IMAGE: JTRE

GANZ HOUSE IN BRATISLAVA'S VIBRANT EUROVEA CITY: ATTRACTIVE LIVING AND EXCLUSIVE OFFICES

Bratislava's dynamic development and rapidly-changing panorama reflect vibrant growth – and nowhere more so than the popular Eurovea area between Apollo Bridge and Old Bridge. Eurovea City is fast becoming the city's best location for working, living, and relaxing, and that's where developer JTRE is building the Ganz House boutique project.



Global cities value waterside developments – near rivers, lakes, and seas – as they deliver scenic backdrops and high-quality public spaces. Situated along the picturesque Danube riverside, Eurovea has already delivered Slovakia's first skyscraper, as well as modern offices, a bigger and even better shopping center, exciting public spaces (an additional 400 meters of promenade), and leafy Pribinova Boulevard – all based on the inspiring vision of leading architect and urban planner Beth Gali. Multifunctional Ganz House will be developed on a triangular plot between Pribinova and Čulenova Streets, reflecting the locale's city-building character.

IN THE UNIQUE LOCATION OF EUROVEA CITY

Sixty-five unique flats and apartments will be spread over eight floors: one-room (1), two-room (26), three-room (27), and four-room (11). Apartments on the lower six residential floors will have covered loggias for added comfort. The stylish building will be topped by an exceptional collection of premium penthouses with spacious and panoramic roof terraces. Homeowners will enjoy a welcoming 24/7 reception area, a 200-space underground garage with e-charging stations, as well as residences with great layouts, comfort,



IMAGE: JTRE

Sixty-five unique flats and apartments will be spread over eight floors.

and all the advantages of city center living – combining work and relaxation on the attractive Eurovea City waterfront. Eurovea's extensive range of shops, services, and leisure options can be found just across from Pribinova Boulevard, the Slovak National Theatre is opposite, the historic city center is within a pleasant walking distance, and the popular waterfront promenade has attractive green areas and quality restaurants.

GREEN BOUTIQUE OFFICES

The nine-floor office zone will aim for the highest BREEAM sustainability rating, WELL certification for a healthy indoor environment and carbon neutrality, and SBC (Smart Building Certification) for state-of-the-art technology. Ganz House's 10,000 sq m of boutique offices feature an "active core" to regulate indoor temperatures by utilizing the building's mass to accumulate thermal energy (instead of additional installations of conventional HVAC systems), such as central air conditioning ductwork. All components are either integrated into the concrete structure or located outside the usable area. The concrete core activation system for the new layouts of rooms usually prevents costly construction modifications – which is a big plus. Ganz House's commercial premises (1,100 sq m) will be more investment, energy, and operationally efficient than conventional systems. Offices on the two highest floors will have terraces, photovoltaic panels will be installed on the roof, and the first

floor will feature facilities for cycle commuters. The office part will include spaces for rent, and the first floor of the apartment part will also have 11 offices (35 sq m to 110 sq m) for sale.

ARCHITECTURAL CONCEPT

Ganz House will embrace the latest developments and standards for living and working – with a focus on quality, functionality, aesthetics, energy efficiency, and sustainability. Optimal flexibility will combine housing, office, and commercial space all in one building – uniting proven urban planning principles within the Eurovea City waterfront district. Ganz House's clean lines and location-sensitive height will complement the location's urbanity and compositionally complete Pribinova and Čulenova Streets. The building will have an attractive facade and a welcoming ground-floor public space. Ganz House will be the fruit of Compass Architect studio's compelling vision.

WHAT'S BEHIND THE GANZ HOUSE NAME?

The name is inspired by Ganz Budapest – a company whose trams were a common sight in this industrial area of Bratislava over a century ago. Ganz House also expresses continuity with the city's trilingual history, with the German word "ganz" describing the building's multipurpose role. Construction began in 2024 and completion is scheduled for 2026.



THE EXPANSION OF FOOD HALLS ACROSS EUROPE: VENUES TO HANG OUT, EAT OUT, OR GO OUT-OUT.

The food halls market in Europe has seen significant growth and transformation over recent years. In less than a decade, the number of European food halls has almost doubled, with the UK, France, and Italy leading the pack. Despite a pandemic and a cost-of-living crisis across the continent, landlords and operators are seeing the benefit of the flexible model for our ever-changing modern world. There's even been some new openings since C&W released our "Food Halls of Europe" report in July 2024, including Time Out Market in Barcelona and Mercato Metropolitano in Ilford, London.

BY CAT STEVENSON AND JENNIFER MILNE



A successful European food hall often has a connection to the place it is in, whether that be the regeneration of a cultural landmark or encompassing a city's most popular dishes or vendors into the space. Total size can vary from 300 to 10,000 sq m, but it is not the size of the food hall that adds to its success, it is the offering. Providing an all-day offer drives footfall and increases dwell time. Food halls are flexible spaces able to host a variety of events and classes, which are becoming a staple for these venues. It is also common to find historical markets leaning into the concept, widening their customer bases and allowing people to try before they buy.

Travel a bit further and you'll be spoiled for choice once again with the plethora of food halls outside of Europe. It's no accident that Time Out chose to open 5 Time Out Markets in North America in 2019 following the success of their first location in Lisbon. Touching down in trendy neighborhoods like Dumbo, New York and Fenway, Boston means catering to local and tourist foodies alike and subsequently driving its own

footfall. Interestingly, some casinos in the States are swapping their longstanding buffets for a food hall concept, in an attempt to attract a younger demographic. On the other side of the world, APAC is seeing a different kind of expansion. With street food originating in Asia, the food hall concept is slightly different there, with locations in shopping centers or office buildings being the norm. The food mix is usually more focused on local cuisine, and the social aspects are often arcade or gaming related.

The COVID-19 pandemic had a significant impact on food halls across Europe, influencing their operations, financial health, and long-term strategies. Whilst some food halls had to close their doors, the overall trend has been one of adaptability and growth – particularly in a post-COVID world where consumers are craving spaces in which to socialize and feel connection. The initial draw may be to curb your hunger with a carefully curated mix of local vendors, but these destinations are designed to appeal to more than just your appetite. Why not learn to salsa after you



IMAGE: CUSHMAN & WAKEFIELD

C&W's Food Halls of Europe report gives insight into what's driving food hall expansion decisions.

have lunch or go to the gig downstairs to extend the first date that's going so well? Providing an all-day offer creates a bustling and attractive spot to hang out, eat out, or go out-out. Matt Ashman (Head of Restaurants and Leisure at C&W) says that "from an operators' perspective, this increases the time people spend in the food hall and the potential revenue benefits they can derive from that". Bars can also provide an additional support in terms of footfall and dwell time – not to mention they are often run in-house and account for a significant proportion of revenue.

Architecture also stands out as a key driver of food hall footfall and often results in brilliant demonstrations of redevelopment and community regeneration. Examples include Mercato Metropolitano's refurbishment of a Grade-1 listed church in Mayfair as well as the transformation of a disused parking garage for their new Ilford site, which was part of a larger redevelopment scheme in the area. Both benefit the local community and landscape, but more importantly, make them more of a destination. Another prime example, which made it on to the front cover of our Food Halls of Europe report, is the redevelopment of the old Gare du Sud station in Nice. Once Nice's main station, it was closed in 1991 and left abandoned for many years, falling into disrepair. Its historic significance and central location made it a prime candidate for redevelop-

ment. Undertaken as part of Nice's broader urban renewal initiative, Gare du Sud was restored and converted into a modern food hall, which opened in 2019, allowing locals and tourists to enjoy the building once again.

Unlike the current F&B industry, which is largely dominated by chains and franchises, there is a good variety of independent versus chain food hall operators. Independent locations are often opportunity-based or part of a larger development, whereas food hall chains like Manifesto have expanded outside of their home country using their model. To find out what helps make the decision to expand internationally, we thought it best you heard it from KERB, which is in the process of fitting out its next overseas food hall location, in Berlin.

Starting out as a pop-up market at a Kings Cross building site in 2012, KERB now operates iconic food halls internationally, provides catering that you actually want to eat at the most recognizable events, and runs a social enterprise that supports people from disadvantaged backgrounds, removes barriers to employment and entrepreneurship, and accelerates the growth of new food businesses.

KERB opened Seven Dials Market in 2019 and has disrupted the homogenization of Central



IMAGE: CUSHMAN & WAKEFIELD

Cat Stevenson is Senior Consultant EMEA Cross Border Retail and Leisure at Cushman & Wakefield

For a more in-depth look at the market, with a deep dive into country-specific trends and the updated Food Halls of Europe Directory, read the full report here:





IMAGE: CUSHMAN & WAKEFIELD

Architecture stands out as a key driver of food hall footfall and often results in brilliant demonstrations of redevelopment and community regeneration.



IMAGE: CUSHMAN & WAKEFIELD

A successful food hall has a connection to the place it is in.



London's food offering ever since – with 20 diverse street food businesses now feeding upwards of 1.5 million hungry visitors every year. The site generates a huge footfall, being in the heart of Covent Garden, with upwards of 30,000 people visiting Seven Dials Market every week. Despite the phenomenal success of KERB's flagship UK food hall, the business is currently focused on international projects. Why?



IMAGE: CUSHMAN & WAKEFIELD

Jennifer Milne is Associate EMEA Cross Border Retail and Leisure at Cushman & Wakefield

1. The food hall market in the UK is highly competitive and rents are high – it needs to be the right opportunity for an independent business that isn't backed by private equity.
2. The criteria KERB has set for a food hall is strict: It must be an iconic space in a large footfall area. Brilliant food and drink have to be what drives people in – not programming or events.
3. There needs to be a strong independent street food scene that KERB can work with to accelerate growth, foster community, and ultimately bring energy and an environment that looks and tastes like the local area.

4. KERB still sees opportunities for its expansion in the UK, but through smaller neighborhood concepts and its thriving events catering business.

KERB will open a new food hall early next year in Berlin's Potsdamer Platz at an iconic location. Like in London, KERB is integrating nods to the building's history (an independent cinema) into the design of the space and its visual identity and is currently building an incredibly exciting line-up from Berlin's local independent street food scene. The ambition is to replicate the impact that KERB has had in London by rolling out similar coaching programs and accelerating the growth of brilliant independent food businesses.

At Potsdamer Platz, there are many casual dining options, but there is a lack of brilliant independent food served in an exciting atmosphere. It's an ambitious project – unlike London, Berlin doesn't really have food halls championing independent street food that remain open all week round. Yet, the area ticks the boxes – it's central, with good footfall, and it's part of a wider local regeneration push.

As well as expanding to Berlin, KERB recently opened Saluhall in San Francisco (a partnership with INGKA Centres). Like in Berlin, Saluhall is part of a wider push in one of downtown San Francisco's most beleaguered neighborhoods to shift the area from a dead zone to a hub of activity. As offices have emptied, a handful of businesses, including KERB, are trying to bring growth to the area again. KERB is currently looking for a social impact coach in the city to roll out its social enterprise programs, which identify raw talent and accelerate their growth as street food businesses through coaching and trading opportunities.

Although KERB isn't actively scouting new locations, if an opportunity is presented that ticks the above boxes, they will go all-in.

In C&W's Food Halls of Europe report, we speak to key players in the market, including Time Out Market, KERB, and Manifesto to gain an insight into what's driving food hall expansion decisions. Openings are not slowing down, and while larger multi-use spaces are still performing well, operators are starting to look at smaller formats to cater to thriving neighborhood locations and transport hubs.

QUO VADIS 2025

35TH ANNUAL KICK-OFF FOR
DECISION MAKERS IN REAL ESTATE
10 – 12 FEBRUARY 2025 | HOTEL ADLON BERLIN

"Recognise what can be won with determination!" – the motto for **QUO VADIS 2025**, because in our economy many things work. We just must not bury our heads in the sand, but instead focus on tomorrow's leading industries, despite all doubts and lobbying. This is the way to the next economic and real estate boom.

All information and the opportunity to register can be found at: heuer-dialog.de/quovadis.



Exclusive partnerships



Event powered by



WHY COMMUNITY IS THE BIGGEST THING WE'RE NOT TALKING ABOUT

Hardly any other word has characterized the real estate industry lately as much as transformation. It describes many different aspects and involves all stakeholders. However, one area that is often neglected is community building. We are ignoring the most critical group: the users and consumers. David Fuller-Watts, CEO of Mallcomm, explains in this interview what community building should stand for today and what the real estate industry, including proptech, needs to do to serve their communities' changing needs.



ACROSS: WE HEAR A LOT ABOUT THE TRANSFORMATION OF THE CRE INDUSTRY. WHERE DO YOU THINK THE FOCUS SHOULD BE?

DAVID FULLER-WATTS: For many years, the real estate industry and those that service it, including proptech, have been talking about transformation. Over the years, we have heard of terms like placemaking and flexible working and seen the prevalence of sustainability. ESG has probably been one of the most notable topics. However, one area that we don't talk about enough is community. I believe that it is the most crucial factor in affecting change. Community in real estate is often thought about in terms of different groups coming together to engage with a space, and behavior is changing with tenants and consumers wanting more from their spaces. The evolution of the office is perhaps the most stark example of this. We all know that cubicles and buildings that lack amenities or space for collaboration are no longer fit for purpose. The onus is on creating places where people live, work, and play, shifting towards environments that bring these elements together. However, I would challenge this further, suggesting that simply putting the correct elements in place does not build community.

ACROSS: SO, WHAT BUILDS A COMMUNITY?

FULLER-WATTS: As a foundational principle, I do, of course, believe it is vital that people have access to great spaces. We've seen how architecture, design, amenities, and even acoustics have a strong positive impact. However, community comes from creating a sense of belonging, enabling people to take pride in their surroundings. This creates an environment that people want to actively be in. A destination becomes more than the sum of its parts. A great example is Battersea Power Station in London, which has curated a mix of shopping, dining, and living but has not forgotten that these things alone are not enough. The destination also focuses on the experience, everything from the history, the part the building has to play, having events at the location, connecting people to the information they need to know what is going on, to ensuring that it is easy to navigate, and a clean, safe environment to visit. A resident or visitor can trust that if they go there, they can get everything they need, and engage with every aspect of the destination.

ACROSS: SO, IS THE COMMUNITY JUST FOR END USERS?

FULLER-WATTS: We often look at community from an end-user perspective, which is the most tangible.

While that is incredibly important, as without people coming to a destination, it wouldn't survive, it is about more than that. The community is 360. It's about ensuring office workers have the right environment, retailers know they are part of a great destination, center managers can take pride in an asset's performance, and commercial real estate owners understand the value of their asset. Every person or function has a part to play, from security to facilities management to marketing managers.

ACROSS: HOW DO YOU ENSURE THAT COMMUNITY BUILDING DOESN'T FEEL FORCED?

FULLER-WATTS: There are vital considerations that are important to any thriving community: location is essential (whether that be a town center or building a community around a destination shopping center), the space itself needs to be fit for purpose, and then you need to understand people and performance. The real estate industry has decades of experience understanding location and knowing how to evolve physical assets effectively. However, ticking these boxes doesn't mean people will show up and find a sense of belonging - it's too forced, and community is more emotive than that. And in today's world, where we have access to the data and insight that enables a greater understanding of how an asset is used - you don't need to force anything. With access to

the right technology, asset owners and operators can utilize data to have unparalleled insight into curating a space people want. This can take many forms, from predictive analytics as to which type of brand to have at a location, understanding the flow of people through a space, gaining profound insight into performance with sales data, and utilizing technology for security to ensure that everyone at a destination feels safe. Technology is removing the guesswork, improving communication, and providing the operational efficiency that brings together all elements of a space, ensuring that communities can grow and thrive.

ACROSS: WHY IS COMMUNITY SO IMPORTANT TO YOU? WHAT ABOUT SUSTAINABILITY?

FULLER-WATTS: That is a valid question; the environment should be at the forefront of our agendas. The real estate industry has come a long way in prioritizing sustainability. However, I think there is another way of looking at how we create sustainable environments - and that is by building communities that are empowered to make a difference. If you care about a destination, you want it to be clean, you want it to be there for the long run, and you take pride in its operation. If a community pulls together, that is a compelling thing. For example, if you were to take a mixed-use destination that you loved to be in, that you spent



Battersea Power Station has curated a mix of shopping, dining, and living but has not forgotten that these things alone are insufficient.

IMAGES: BATTERSEA POWER STATION / HIGH LEVEL PHOTOGRAPHY





either your weekends at or that you live in if that vibrant community were successful and profitable so that money could be reinvested into its future, there wouldn't be a question from anyone - end user through to investor - about whether or not air quality should be monitored, or electricity usage should be sustainable - it would all be for the betterment of the community. I see community as the foundation for success, whether for sustainability initiatives, safety, or profitability - without it, it's much harder to have a positive impact.



David Fuller-Watts is CEO of Mallcomm

IMAGE: MALLCOMM

ACROSS: COULD YOU SHARE AN EXAMPLE OF HOW MALLCOMM'S TECHNOLOGY HAS IMPROVED A COMMUNITY?

FULLER-WATTS: That speaks to the heart of everything we do. Our tech exists to create communities that are empowered to be successful. One example that stands out and will probably resonate with us all is the time in 2020 when COVID hit and various lockdowns were imposed. We had onboarded a new US East Coast shopping center a few months before the pandemic. Not long after, we entered a confusing time when different rules and regulations were being enacted. There was a growing amount of misinformation, especially from social media. Mallcomm was able to serve as the primary source of truth for information to flow through to vendors, contractors, suppliers, and managers. Each of them could access the correct information and able to remain compliant. The fact that Mallcomm could provide a single source of truth meant that before long it

wasn't just the immediate users using the app, but broader areas. The community within the city had a way of linking together and having a point of trust at a difficult time.

ACROSS: AS TECH CONTINUES TO THRIVE, HAVE PROPERTY AND ASSET MANAGERS HESITATED TO ADOPT NEW TECHNOLOGIES?

FULLER-WATTS: Most modern real estate owners and operators understand the benefits of data and technology. However, there is so much tech out there that it is challenging to know where to start. It's not just about knowing you need data, but first, you need to have a clear strategy as to what data you need, find a way to capture it, and then be able to interpret it meaningfully. Not only are there a confusing number of tech point solutions available to purchase, but they can be expensive. As several tech companies are still relatively young, there is risk around track record or longevity. Trying to navigate the best way to adopt technology can, therefore, be a minefield with so many solutions available it's difficult to know where to start. Is sustainability the most important? Is it security? Measuring footfall could be helpful, but is understanding buyer loyalty habits more important? There are a multitude of questions to ask. Don't get me wrong, early adopters have embraced technology, and most real estate companies have a tech strategy in play - but there was hesitancy to execute at speed - which isn't necessarily bad.

ACROSS: WHY IS THAT?

FULLER-WATTS: In areas where we have seen rapid adoption of tech without hesitancy, we saw the onboarding of multiple point solutions, or heavy investment into building tech in-house, to great expense and little ROI. The real estate industry has matured a lot, and most understand that the answer is not to have technology but to have the right technology. We shouldn't think of it as hesitancy but as a time to identify pain points and develop strategies. They know what they need: an established provider to mitigate the risk that knows their sector adapts the tech with them and provides a platform that creates savings by consolidating other technologies. Now the industry has gone through that learning curve, we are seeing a rapid flight to adoption. Notably, we are witnessing the adoption of must-have technologies that are transforming asset performance at the property and portfolio levels.



„ENTERTAINMENT, SHOPPING, F&B – RETHINKING BRICK-AND-MORTAR RETAIL BY INCREASING THE SHOP FLOOR EXPERIENCE“

The next ACROSS Retail Talk “Rethinking Brick-and-Mortar Retail by Increasing the Shop Floor Experience” will discuss how retailers and shopping center management can inspire and retain customers by offering true retail experiences. Join us to learn about expert insights from top professionals in the industry.



Among other questions, we will discuss:

- Why and how should brick-and-mortar retail rethink floor space?
- What do successful concepts look like that put experience at the center?
- How can success in retail be redefined? Traditional metrics such as sales per square meter should no longer be the only indicators of success in retail. It's about how much experience is offered per square meter.
- What role do technology and data analysis methods play in this?
- ...

A high-caliber panel will discuss how shopping center managers and retailers do their best to increase the shop floor experience. Klaus Striebich (Moderator; RaRE Advise) and Reinhard Winiwarter (Managing Partner ACROSS Magazine) will be joined by:

- Dr. Johannes Berentzen, Managing Director of BBE Retail Consultancy
- Silvio Kirchmair, CEO of umdasch
- Tim Wilks, founder of Lane7 and Level X

The retail world continues to split. On the one hand, low-cost providers are more successful online and offline than ever before, while on the other, consumers are saturated. The fact is, consumers are going to shopping centers and

department stores less and less often to satisfy their needs; instead, shopping is a leisure activity. This has resulted in a different set of expectations. Retailers and shopping center operators would do well to treat their customers' time with respect and offer them something that goes far beyond the sale. Experience is the keyword.
























For a long time, the buzzword was associated with the leisure and gastronomy world. But it must become part of the retail world if retailers and shopping centers want to stay attractive to their customers. But how do concepts, product displays, store designs and KPIs change when it is no longer sales figures but the experience per square meter that becomes the key performance indicator?

Join us on September 25th at 4 PM. Register here:



ACROSS ADVISORY BOARD

The body's declared aim is to offer its expertise on 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 30 members. These are:

 KLAUS STRIEBICH Managing Director of RaRE Advise	 OTTO AMBAGTSHEER CEO of VIA Outlets	 ANGELUS BERNREUTHER Head of Business Develop- ment at DEFEMA	 JEAN-CHRISTOPHE BRETXA Senior Consultant at Real Estate Intelligence	 BEN CHESSER Founder and CEO of Coniq	 RÜDIGER DANY CEO of NEPI Rockcastle
 JOANNA FISHER CEO of ECE Marketplaces	 GREGORY FONSECA Director of Architecture BDP	 SUSAN HAGERTY BONSAK CEO of Placewise Group	 MICHAEL HIESE Michael Hiese, Chief Real Estate Officer, Kaufland International	 STEFFEN HOFMANN Managing Partner at ambas	 IBRAHIM IBRAHIM Managing Director of Portland Design
 CHRIS IGWE Global Retail Expert	 YURDAER KAHRAMAN CEO and Board Member of FIBA Commercial Properties	 SILVIO KIRCHMAIR CEO of umdasch	 HERMAN KOK Associated Partner at DISCvision	 MAXENCE LIAGRE Retail Real Estate Expert	 DANIEL LOSANTOS CEO of Neinver
 HENRIK MADSEN Founder of HMJ International	 THOMAS MARK President of MK Illumination Group	 GILES MEMBREY Managing Director of Rioja Estates Ltd.	 WILL ODWARKA Founder and CEO of Heartatwork Hospitality Consulting	 MARKUS PORVARI Founder of Hyperin	 THOMAS REICHENAUER Co-Founder & Managing Director of ROS Retail Outlet Shopping
 ANDRÉ STROMEIER Managing Director at HBB	 JAN TANNER Managing Director Bredella AG for Implemia Switzerland	 FRANCK VERSHELLE CEO & Founder of Advantail	 HENRIKE WALDBURG Member of the Management Board at Union Investment Real Estate GmbH	 MARCUS WILD Member of the Executive Board of Spar Group Austria	 PINAR YALÇINKAYA CEO of MPC Properties

TWO NEW MEMBERS: SILVIO KIRCHMAIR AND MICHAEL HIESE JOIN THE ACROSS ADVISORY BOARD

The ACROSS Advisory Board is thrilled to welcome its newest members, umdasch CEO Silvio Kirchmair and Michael Hiese, Chief Real Estate Officer at Kaufland International.



“We are delighted to have Silvio Kirchmair and Michael Hiese, two outstanding industry experts, join our ACROSS Advisory Board,” says Reinhard Winiwarter, founder and publisher of ACROSS. “In a retail world that is increasingly experience-oriented, store design and food retail have gained significant importance. We look forward to working closely with Silvio Kirchmair and learning from his experience in store design. The same applies to food retail. The importance that Food Anchor has gained for shopping centers in recent years cannot be overestimated. Kaufland is a great company taking big, innovative steps, especially in the CEE region. We are therefore all the more pleased to intensify our cooperation with Michael Hiese”.

SILVIO KIRCHMAIR

Silvio Kirchmair has been CEO of umdasch The Store Makers since 2013. After graduating in business administration, Silvio Kirchmair began his career in leading marketing and sales positions. Followed by various professional activities as a management or board of directors member at international B2B companies (including Constantia Industries and Hoerbiger).



Silvio Kirchmair is CEO of umdasch

umdasch The Store Makers provides unique retail solutions to realize 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.

MICHAEL HIESE

Michael Hiese is Chief Real Estate Officer at Kaufland International, an international retail company with over 1,550 stores in eight countries. Kaufland's store concept combines modern architecture, maximum flexibility, sustainable construction, and comprehensive service - tailored to each location. Hiese has been an integral part of the company for over ten years. Before taking on his current role, he held various positions at Kaufland, including responsibility for strategic international expansion. Before joining the company, he had already gained professional experience at Metro, Obi, and the Saller Group. From the start of his career, he focused on Central and Eastern Europe and lived in the Czech Republic for several years, thus deepening his expertise in the CEE region.



Michael Hiese is Chief Real Estate Officer at Kaufland International





AMBAS REAL ESTATE GMBH
Steffen Hofmann
Managing Partner
ambas Real Estate GmbH
Kaufmannshof 1
55120 Mainz, Germany
+49 151 2409 1862
hofmann@ambasrealestate.com
<https://www.ambasrealestate.com>

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, Germany being its core market.



BIG CEE
Omladinskih brigada 88/1
Airport City Business Park
11070 Belgrade
<https://www.big-cee.com>

BIG CEE is the subsidiary of BIG Shopping centers Israel, based in Belgrade capital of Serbia, since 2007. Company was founded with a mission of developing the BIG brand in Balkan countries and with focus on implementing BIG Shopping Centers strategy and vision in Serbia and neighboring countries such as North Macedonia, Albania, Montenegro.

BIG CEE holds and operates 11 active shopping centers – 10 in Serbia and 1 in Montenegro. In Serbia operates 7 Retail Parks which are branded as BIG, 2 Shopping Centers which are branded as BIG Fashion and the only Designer Outlet in the country branded as BIG Fashion Outlet.

With a focus on the company's core product – Retail Parks, BIG CEE has successfully became one of the leading retail real estate developers in Serbia and the Balkan region.



CHRISTMASWORLD
Frankfurt am Main
Messe Frankfurt Exhibition GmbH
Ludwig-Erhard-Anlage 1
60327 Frankfurt am Main,
Germany
Phone: +49 69 75 75 0
christmasworld@messefrankfurt.com
<http://www.christmasworld.messefrankfurt.com>

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.



CONIQ
United Kingdom
3rd Floor, 15 Long Lane,
London, EC1A 9PN
Phone: +44 (0)20 7078 8333
marketing@coniq.com
<https://www.coniq.com/>

Coniq is the leading provider of customer engagement and loyalty solutions for the most advanced retail destinations in the world. Their innovative technology solutions enable mall operators to generate revenue faster, by understanding, anticipating, and engaging customers in real-time, across multiple channels. The Coniq platform powers over \$1.2 billion in sales annually for its customers, with over 20 million consumers shopping from over 2,000 brands in 25+ countries worldwide. Our clients include Tanger Outlets, Mall of America, Bicester Village, VIA Outlets, AW Rostamani, and many others.



DFV CONFERENCE GROUP
dfv Conference Group GmbH
Mainzer Landstraße 251
60326 Frankfurt / Main
Germany
Phone: +49 69 7595-3000
Fax: +49 69 7595-3020
info@dfvcg.de
<http://www.dfvcg.de>

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.



ECE PROJEKTMANAGEMENT G.M.B.H. & CO. KG
Heegbarg 30,
22391 Hamburg, Germany
Phone: +49 (0)40 60606 - 0
Fax: +49 (0)40 60606 - 6230
info@ece.com
<http://www.ece.com>

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.



EUROVEA
EUROVEA, a.s.
Pribinova 10
811 09 Bratislava
Slovak Republic
Phone: +421 2 20 91 50 50
info@eurovea.com
<http://www.eurovea.sk>

EUROVEA is Slovakia's largest shopping complex, part of a mixed-use project in the Eurovea City district near Bratislava's historic center and the Danube River. Connected to the first Slovak skyscraper, EUROVEA TOWER, it seamlessly integrates shopping, offices, leisure, culture, and residences. With a unique waterfront promenade, EUROVEA stands as a factual and dynamic destination, symbolizing modern urban living in the heart of Bratislava.



GfK GEOMARKETING GMBH
Werner-von-Siemens-Str. 2-6,
Building 5109
76646 Bruchsal, Germany
+49 911 395 2600
geomarketing@gfk.com
<https://www.gfk.com/geomarketing>

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".



HEUER DIALOG GMBH
Luisenstr. 24
65185 Wiesbaden
Germany
Phone: +49 (0)211/46905-0
Fax: +49 (0)211/463051
contact@heuer-dialog.de
<http://www.heuer-dialog.de>

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 center for events related to real estate.



HYPERIN INC.
Headquarters:
Tammasaarenkatu 3
FI-00180 Helsinki, Finland
Phone: +358 10 421 6560
Email: europe@hyperin.com
www.hyperin.com

HyperIn – The Mall Management Platform.

Our all-in-one solution streamlines shopping mall operations, offering advanced features for omnichannel communication, tenant collaboration, and specialty leasing monetization. We provide data-driven insights, including sales reporting and marketing analytics, to better connect with consumers and optimize campaign performance. As a Red Herring Top 100 Winner, HyperIn has been recognized as one of the leading private technology and innovation companies. Visit hyperin.com for more information.



J & T REAL ESTATE.
J&T REAL ESTATE, a.s.
Dvořákovo nábrežie 10
811 02 Bratislava
Slovak Republic
+421 2 5941 8200
info@jtre.sk
<https://jtre.sk>

JTRE has operated on the real estate market for more than 28 years. The scope and quality of completed projects along with the international experience has made JTRE a market leader in the field of real estate development in Slovakia and the Central Europe region. The company creates a full-value space for life and living – employment, residences, entertainment, leisure, and active relaxation. JTRE's approach is to responsibly develop cities potential by encouraging contemporary architecture and by supporting sustainable urbanism.



KAUFLAND
Germany
Kaufland Stiftung & Co. KG
Rötzelstraße 35
74172 Neckarsulm
+497132 / 94 - 00
realestate@kaufland.com
<https://www.realestate.kaufland.com>

Kaufland is an international retail company with over 1,500 stores and about 148,000 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 else 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.



MALLCOMM
Beacon House, Suite 4, Kempson Way
Bury St Edmunds, Suffolk, IP32 7AR
Great Britain
hello@mallcommapp.com
<https://www.mallcommapp.com>

Mallcomm is an award-winning 360 technology platform for asset and property management that streamlines everyday tasks, joins up stakeholders and generates new insight for more efficient and effective operations. The platform seamlessly connects all built environment communities: occupiers, operations, suppliers, consumers and other stakeholders. By transforming the users' experience of the space, Mallcomm creates loyalty by connecting people to places while delivering efficient operations, significant budget savings and valuable insights. By using the most established, advanced and cutting-edge technology, Mallcomm helps managers curate and promote their ecosystem and provides a suite of powerful data insight to efficiently measure and adapt the outputs of B2B and B2C engagement.



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.



MEC METRO-ECE CENTERMANAGEMENT GMBH & CO. KG
Fritz-Vomfelde-Straße 18
40547 Dusseldorf, Germany
Phone: +49 211 30153-0
info@mec-cm.com
<http://www.mec-cm.com>

MEC with headquarters in Düsseldorf is a joint venture of METRO and ECE. As the German national market leader for retail parks, MEC has more than 280 employees and manages more than 65 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 € 3.8 billion in 2022. In all locations, approximately 1,200 rental partners generate an annual turnover of € 3 billion over a rental space of 1.55 million sq m.



MESSE FRANKFURT
Messe Frankfurt Exhibition GmbH
Ludwig-Erhard-Anlage 1
60327 Frankfurt am Main, Germany
Phone: +49 69 75 75 - 0
info@messefrankfurt.com
<http://www.messefrankfurt.com>

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 centers. 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
<http://www.mipim.com>

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.



MK ILLUMINATION
Trientlgasse 70
6020 Innsbruck, Austria
Phone: +43 512 20 24 30
Fax: +43 512 20 24 33
t.probst@mk-illumination.com
<http://www.mk-illumination.com>

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 44 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.



MPC PROPERTIES
Bulevar Mihajla Pupina 85b
11070 Belgrade, Serbia
Phone: +381(11) 2200216 or +381 (11)2854510
E-mail: office@mpcproperties.rs
<https://mpcproperties.rs>

MPC Properties is one of the Southeast Europe's most experienced real estate companies. MPC has developed over 30 projects since its foundation in 2002. Its strategy is development of modern retail and office assets in accordance with the green building principles and the highest LEED and BREEAM standards. One of the main points of sustainability of company's business is implementation of ESG strategy across portfolio.

MPC possesses and manages different types of properties - retail network of six shopping centers and six A-class office assets, each of them representing the most important and recognizable landmarks on the market. It is the first company in Serbia to receive the WELL Health-Safety certificate for the portfolio of business and retail assets awarded by the International WELL Building Institute (IWBI).



NEINVER
Pio XII, 44 - 2nd Floor,
28016 Madrid (Spain)
neinver@neinver.com
(+34) 91 490 22 00
www.neinver.com

NEINVER is a Spanish multinational company specialised in managing, developing and investing in commercial properties. The leading manager of outlet centers in Spain and Poland, and the second largest in Europe, has two proprietary brands: The Style Outlets and FACTORY. Founded in 1969, NEINVER manages 17 outlet centers and 4 retail parks including active pipeline in six European countries: France, Germany, Italy, Poland, Spain and the Netherlands.



NEPI ROCKCASTLE
Floreasca Business Park
Building A, 5th Floor,
169A Calea Floreasca
Bucharest 1, 014459, Romania
<https://nepirockcastle.com/>

NEPI Rockcastle is Europe's third-largest listed retail real estate company by investment portfolio value and the largest owner, operator and developer of shopping centres in Central and Eastern Europe. The company's €6.8 billion portfolio, comprising some 2.1 million sqm of GLA, is located across nine CEE countries. It is a market leader in Romania and Poland (its two largest markets), Bulgaria, Hungary and Slovakia, and has shopping centres in Croatia, the Czech Republic, Lithuania and Serbia. NEPI Rockcastle's growth is being propelled through a €600 million development programme accompanied by earnings accretive acquisitions. NEPI Rockcastle benefits from two key strategic advantages - its unique portfolio of 60 retail assets across the CEE assembled over the past 15 years and its team of over 500 people, who bring unparalleled expert local knowledge in retail property.

The company is also a member of the European Council of Shopping Places (ECSP) and the U.S. Green Building Council (USGBC) and the European Public Real Estate Association (EPRA).



PLACEWISE
Placewise Group
Headquarters
Mellomila 88
7018 Trondheim, Norway
Phone +47 73 60 60 23
contact@placewise.com
<https://placewise.com/>

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, 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.



POTSDAMER PLATZ
Linkstrasse 2, Potsdamer Platz
10785 Berlin
+49 30 915807120
info.germany@brookfield.com
<https://www.potsdamerplatz.de/>

Potsdamer Platz is a vibrant urban centre in Berlin with 270,000 sq m of retail, office, residential and entertainment spaces across 17 buildings. Since 2016, Brookfield Properties has managed and redeveloped the area, creating a unique commercial and cultural destination that's providing a launchpad for global brands in Germany.



REDEVCO B.V.
Wibautstraat 224
1097DN Amsterdam
info@redevco.com
+31 (0) 20 599 6262
www.redevco.com

Redevco is a European real estate urban regeneration specialist with a clear ambition to create positive impact by helping cities become more sustainable and liveable. Our specialist investment strategies consider opportunities to re-purpose to mixed-use, in the segments of living and leisure & hospitality as well as in retail warehouse parks. Our highly experienced professionals purchase, develop, let, and manage properties, ensuring that the portfolios optimally reflect the needs of Redevco's clients. Redevco's total assets under management comprise around €9.7 billion.



RIOJA ESTATES
Dovecote Place, Roedean Road
Tunbridge Wells, Kent, TN2 5JX
Tel: +44 (0) 1732 442045
Email: info@riojaestates.com
www.riojaestates.com

Rioja Estates is the leading UK-based specialist in the development of designer and factory outlets. Our expertise encompasses all aspects of planning, design, development, funding, pre-leasing, operational launch, and asset management. We are also adept at identifying institutional purchasers for finished schemes, and enabling property owners and investors to enter the market without taking on unnecessary risk.



ROS RETAIL OUTLET SHOPPING GMBH
Hoher Markt 4/2/1F
1010 Vienna, Austria
Phone: +43 1 34 34 304
info@ros-management.com
<http://www.ros-management.com/>

ROS Retail Outlet Shopping, headquartered in Vienna, is one of Europe's leading retail real estate consulting and centre management companies specialised in Designer Outlets and innovative outlet shopping concepts. The founders Thomas Reichenauer and Gerhard Graf are both committed professionals with many years of experience in the European outlet market as well as recognised personalities in the industry. The portfolio of ROS Retail Outlet Shopping includes Designer Outlet Soltau, City Outlet Geislingen, Designer Outlet Warszawa, Designer Outlet Gdańsk, Designer Outlet Sosnowiec, Premier Outlet Budapest, Designer Outlet Algarve, Designer Outlet Croatia, La Torre Outlet Zaragoza, M3 Outlet Polgár, Designer Outlet Luxembourg, Designer Outlet Kraków and further new developments in Europe.



SES SPAR EUROPEAN SHOPPING CENTERS
Söllheimer Straße 4
5020 Salzburg, Austria
Phone: 0043 662 4471 0
office@ses-european.com
www.ses-european.com

SES Spar European Shopping Centers is specialized in the successful development, construction, marketing, and management of multifunctional retail properties and quarters of international standard. In addition to shopping malls, retail parks and managed shopping streets also form part of our business. SES is No. 1 in Austria and Slovenia for large-scale shopping locations. Additional core markets include Northern Italy, Hungary, the Czech Republic, and Croatia.



SONAE SIERRA
Lugar do Espido, Via Norte
4470-177 Maia, Portugal
Phone: +351 22 940 1700
Fax: +351 22 010 4464
global@sonaesierra.com
http://www.sonaesierra.com

Sonae Sierra is an international retail real estate company dedicated to delivering solutions to meet our client's ambitions. We develop and invest in sustainable retail assets and provide investment, development and property management services for clients in geographies as diverse as Europe, South America, North Africa and Asia, while creating shared value for our business and society.



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 Happetite (previously known as MAPIC FOOD) is the international event dedicated to multi-site restaurant operators looking to grow their business. This powerful business platform is a unique chance to find new international food retail concepts, and to meet restaurant industry decision makers. Key international restaurants, 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.



TWENTY ONE MEDIA GMBH
Office Oberhausen
Essener Straße 3
46047 Oberhausen, Germany
Phone +49 (0)208 205 3553

Office Munich
Theatinerstraße 11
80333 Munich, Germany
Phone +49 (0)89 510 740 19
info@21m.de
http://www.21m.de/

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
umdasch Store Makers Management GmbH
Josef Umdasch Platz 1
3300 Amstetten, Austria
Phone: +43 7472 69 000
amstetten@umdasch.com
https://www.umdasch.com

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.



UNIBAIL-RODAMCO-WESTFIELD GERMANY GMBH
Klaus-Bungert-Straße 1
40468 Düsseldorf, Germany
Phone +49 211 30231-0
germany@urw.com
http://www.urw.com/
http://www.unibail-rodamco-westfield.de/

CREATING SUSTAINABLE PLACES THAT REINVENT BEING TOGETHER – Unibail-Rodamco-Westfield is the creator and operator of unique, sustainability-driven retail, office and lifestyle destinations that connect people through extraordinary, meaningful shared experiences.



UNION INVESTMENT REAL ESTATE GMBH
Valentinskamp 70 / EMPORIO
20355 Hamburg
Germany
Phone: +49 40 34 919-0
Fax: +49 40 34 919-419
service@union-investment.de
http://www.union-investment.de/realstate

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.



VIA OUTLETS
WTC Building Schiphol, 4th floor Tower F,
Schiphol Boulevard 153,
1118 BG Schiphol,
The Netherlands
info@viaoutlets.com
https://www.viaoutlets.com/

VIA Outlets was founded in 2014 to acquire existing outlet centers 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.

SUBSCRIBE TO THE #1 MAGAZINE FOR PLACEMAKING IN EUROPE.

Here are your options to subscribe to ACROSS

ePaper

EUR 85/YEAR
EUR 10/MONTH



Print Magazine & ePaper

EUR 119/YEAR



across-magazine.com/subscribe



ACROSS Medien- und Verlags GmbH

1010 Vienna, Austria
 Ebendorferstraße 3|10
 Phone: +43 1 533 32 60 0
 E-Mail: office@across-magazine.com

Publisher
 Reinhard Winiwarter
 Phone: +43 1 533 32 60 0
 E-Mail: r.winiwarter@across-magazine.com

ACROSS is the international and independent trade medium for placemaking & retail real estate in Europe. The magazine covers topics through the entire value chain of modern retail properties. Interviews and experts' opinions are in the focus of the editorial coverage. The latest retail or development trends and news about the different markets, round out the magazine's content. The magazine is published entirely in English, with an exclusive circulation of 20,000 copies in 42 European countries, reaching the industry's decision makers directly.

Cooperations / Advertisements
 Reinhard Winiwarter
 Phone: +43 1 533 32 60 0
 E-Mail: r.winiwarter@across-magazine.com

Administration
 Kinga Steinhauer
 Phone: +43 1 533 32 60 0
 E-Mail: k.steinhauer@across-magazine.com

Publishing Manager, Database and Logistics
 Bernadetta Makselan
 Phone: +43 1 533 32 60 0
 E-Mail: b.makselan@across-magazine.com

Editorial Team
 Anne-Kathrin Velten; Editor in Chief
 E-Mail: a.velten@across-magazine.com
 Phone: +43 1 533 32 60 0

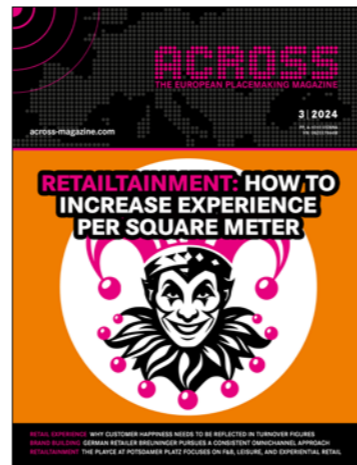
Erik Miko; Online Editor
 Phone: +43 1 533 32 60 0
 E-Mail: e.miko@across-magazine.com

Art Director
 Katrin Fail
 Phone: +43 1 533 32 60 0
 E-Mail: office@across-magazine.com

Translation / Editing
 Claus Westermayer
 E-Mail: office@across-magazine.com

Ute Schulz
 E-Mail: office@across-magazine.com

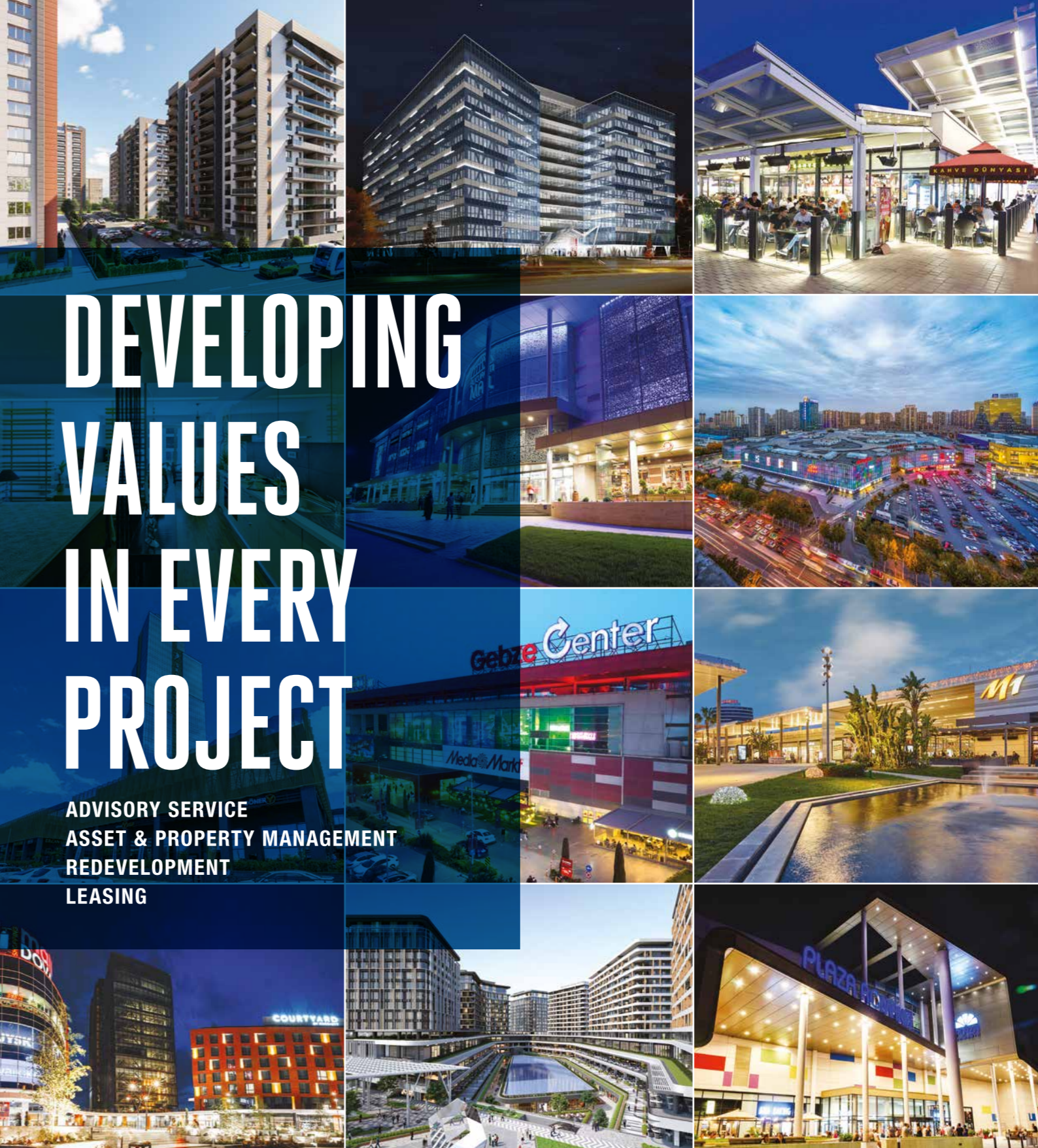
Cover: Katrin Fail, Credits: AdobeStock



ACROSS Subscriptions:
 ACROSS Print Magazine & ePaper
 EUR 119,00 for 4 issues (annually)
 ACROSS ePaper EUR 85,00 (annually)
 ACROSS ePaper EUR 10,00 (monthly)
 (Prices excluding tax.)
 Subscribe online at:
www.across-magazine.com/subscribe

ACROSS Strategic Partners – Our direct line to the industry

Many industry players, experts, and leading companies in the retail real estate sector have supported us in word and deed in the preparation of this edition of ACROSS. We would like to take this opportunity to thank all of our strategic partners, guest authors, and suppliers of ideas, without whom it would be nearly impossible to create this informative magazine and make it so relevant to the industry.



AT **4** COUNTRIES **11** SHOPPING MALLS **5** OFFICE BUILDINGS **4** RESIDENCE COMPLEXES **1** HOTEL
1.100+ BRANDS & STORES **2** CINEMA COMPLEXES **800.000+** M² LEASABLE AREA

contact@fibacp.com.tr
www.fibacp.com.tr





Union Investment

Standing strong in volatile markets with decades of real estate at our core

Experience value creation at its best

www.union-investment.de/realestate

expo real Stand B2.140

