





CITIES NEED THRIVING MARKETPLACES

Overcoming the tremendous challenges brought on by the coronavirus crisis is uncharted territory for everyone. Hardly any comparable model solutions exist or, can now, perhaps, be better carried out using this sample handbook. As we

more importantly, similar experiences during the various phases of the crisis. Following the complete "shutdown" of nearly every socially relevant opportunity to meet, a gradual and measured rebooting of the economy has been underway for a few days now. Particular attention is being paid to retail trade in every city, which has virtually come to a standstill, and the associated retail real estate sector.

other public spaces.. The main purpose of our publication is to provide information to cities, local authorities, and official policy makers and to support their work by presenting and demonstrating how the German retail real estate industry, together with retailers, has implemented practical solutions that meet the requirements in any given case. The wide range of local solutions demonstrates that, depending on the size and location of the retail property and the tenant mix, there are both sensible and

A comparison and review of the individual measures offered as on-site solutions

continue to develop our efforts, we will make updates on a regular basis and welcome any feedback or suggestions that will help all of us to better meet requirements, to protect people as best as we can on our path back to normality, in order to preserve the **thriving marketplaces** of our charming cities.

We believe that this can only be accomplished together through the implementation of safety, hygiene, and service measures.

The Executive Board of the German Council of Shopping Places (GCSP)

On a positive note, analysis and

assessment of the current situation with

regard to public behavior clearly show

that steering and active influence to

ensure compliance with the established

rules of conduct is significantly more successful at shopping centers than in

visually diverse ways in which the requirements can be met.





TABLE OF CONTENTS

	Foreword	Slide 02
1	General Information	
	Compliance with General Hygiene and Safety Standard	Slide 04
1.2	Communication of the Code of Conduct	Slide 05
1.3	Communication of Rules and Measures via Social Media	Slide 06
1.4	Clear Communication and Presentation of Measures	
	to Ensure Social Distancing Rules	Slide 07
2	Control of Visitor Behavior	
	Observance of Social Distancing Rules	Slide 08
2.2	Avoidance of Contact	Slide 09
2.3	Access Regulations and Access Restrictions of Malls	Slide 10
2.4	Measures to Limit the Number of Customers in Stores	Slide 12
2.5	Measures to Limit Customers in Stores, at Center Level	Slide 13
2.6	Access Control in Front of Stores	Slide 14
2.7	Barriers in Malls, in Stores, and at Counters	
2.8	Establishment of Separate Entrances / Exits	Slide 16
2.9	Communication of Social Distancing Measures in Sanitary Areas	Slide 17
2.10	Limitation of Stay Options	Slide 18
2.11	Parking Management	Slide 19
2.12	Separate Measures in Stores to Ensure Compliance with Social Distancing	
	Rules and Hygiene Standards	Slide 20
3	Hygiene Measures and Protective Measures	
	Measures in Stores	Slide 21
3.2	Disinfection at Touch Points	Slide 22

4	Gastronomy Special Measures for Gastronomy Areas	Slide 25
5	Operational Implementation of Measures A Shopping Center Plan Illustrates All Measures in Order to Demonstrate Their Effect as a Whole	Slide 26
6	Outlook Potential in the Event of Increased Infection Rate	Slide 27
7	Planning Checklist	Slide 28
8	Thanks	Slide 30

The German Council of Shopping Centers e.V. has been renamed the German Council of Shopping Places (GCSP). This change will enable it to fulfill its role as the only association in Germany representing the interests of the retail trade and the retail real estate industry, as it will highlight the diverse and wide-ranging bustling marketplaces of its members. Approximately 750 member companies from the fields of retail, development and analysis, financing, center management, architecture, and retail real estate as well as retailers, marketing specialists, and cities and municipalities constitute an active pool of interests that provides an ideal networking basis for retailers and retail real estate players. Counting roughly one million employees and directly connected service providers, the member companies of the GCSP represent a nationally significant branch of industry.





COMPLIANCE WITH GENERAL HYGIENE AND SAFETY STANDARDS

All measures concerning the gradual reopening of shopping centers, brickand-mortar retailing, and the relaxation of the restrictions imposed shall be preceded by rules governing conduct, control, and hygiene.

- These are to be understood as **necessary regulations** to ensure the steady and gradual reactivation of the retail sector and to enable the **gradual rela- xation of the restrictions imposed.**
- The operation of shopping centers under **current requirements** shall include, for an indefinite period of time, the **minimization of contact** as much as possible, even under these specific conditions.
- All necessary measures and activities shall be geared toward this.
- Each operator of a **shopping center**, including the stores, shall submit a **separate safety concept** for his or her **area of responsibility**. This concept shall prove that safety as well as specified, **proven guidelines** for the minimization of contact and the risk of infection are achieved using the greatest possible degree of protection.
- The **concepts** shall be coordinated with the **responsible local authorities**, confirmed by them, and updated as soon as the legal framework permits further openings or **new findings** become available.









COMMUNICATION OF THE CODE OF CONDUCT

OBJECTIVE: TO EDUCATE AND INFORM ALL CUSTOMERS ABOUT ALL MEASURES AT REGULAR INTERVALS AND THROUGH VARIOUS CHANNELS OF COMMUNICATION

MEASURES

- notices posted at center entrances
- notices posted along shopping promenades (mall)
- notices posted in restrooms
- information displayed on digital screens inside malls
- information provided on the home pages of center websites and detailed explanations provided in the news sections of websites
- center announcements





Displays in malls



Information displayed on digital screens inside malls



Information boards located in the entrance areas of malls



Information displayed on digital screens inside malls





COMMUNICATION OF RULES AND MEASURES VIA SOCIAL MEDIA

OBJECTIVE: TO USE ALL CHANNELS

- information provided on the home pages of center websites
- Facebook / Instagram





Remspark as an example: information is posted on the center website and on the Facebook page



Ruhr Park as an example



Forum Schwanthalerhöhe as an example



Boulevard Berlin as an example





CLEAR COMMUNICATION AND PRESENTATION OF MEASURES TO ENSURE SOCIAL DISTANCING RULES

OBJECTIVE: TO PROVIDE FRIENDLY AND EASILY UNDERSTANDABLE INSTRUCTIONS REGARDING THE SOCIAL DISTANCING RULE

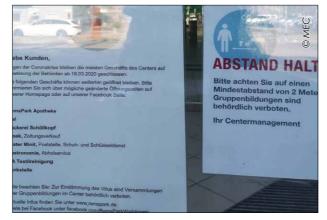
MEASURES

- stickers in malls
- stickers on doors and floors
- stands









Notices posted at center entrances



Stickers placed in front of elevators



Stickers in malls



Notices displayed on stands in malls

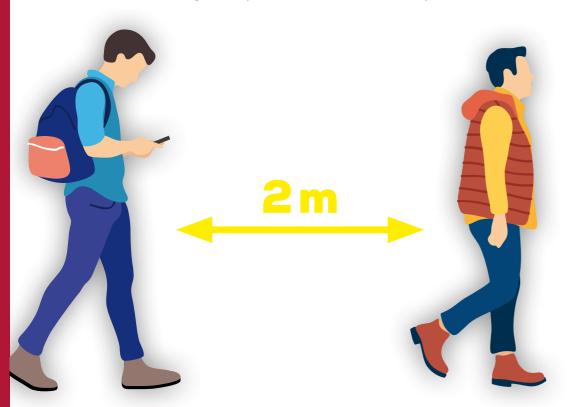




OBSERVANCE OF SOCIAL DISTANCING RULES

OBJECTIVE: TO CLARIFY THE SOCIAL DISTANCING RULES THAT MUST BE FOLLOED IN MALLS

- use of gaffer tape for marking purposes
- use of black tape to mark walking routes and red tape to mark distance spacing lines (checkerboard pattern)

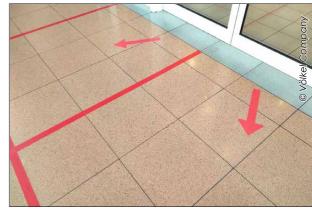














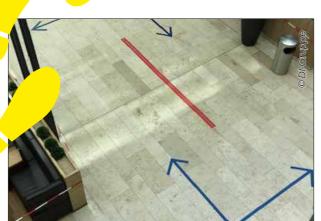
AVOIDANCE OF CONTACT

OBJECTIVE: TO PROVIDE VISITORS WITH CLEAR INSTRUCTIONS THAT AUTOMATICALLY KEEP THEM AT A DISTANCE

MEASURES

- establishment of right-hand / left-hand traffic
- use of Tensator barriers (people guidance systems)







Separation of walking areas through the use of markings on floors and barrier tape



Separation of walking areas through the use of markings on floors and barrier tape



Access control at entrances



One-way traffic system



ACCESS REGULATIONS AND ACCESS RESTRICTIONS OF MALLS

OBJECTIVE: TO COMPLY WITH THE MAXIMUM NUMBER OF VISITORS PER CENTER AGREED WITH THE AUTHORITIES AND TO ENSURE COMPLIANCE WITH THE RULES

- digital footfall counting
- video surveillance
- security personnel



Use of security personnel to control measures



Video surveillance room with footfall counting system and direct contact with security personnel



Security personnel in malls





CONTROL OF VISITOR BEHAVIOR

GERMAN COUNCIL OF SHOPPING PLACES

ACCESS REGULATIONS AND ACCESS RESTRICTIONS OF MALLS

OBJECTIVE: TO REPLACE CONTROLS VIA SECURITY PERSONNEL WITH DIGITAL ACCESS CONTROLS

PROCEDURE

Current Effort

Average values taken from the retail/food segment:

- use of at least two security guards per entrance
- partial use of security personnel on the sales floors
- use of security personnel as parking lot attendants
- use of "shopping cart management", including hygiene measures

Digital Control of the Access Control System

Application

- Wireless or battery-powered sensors "detect the direction" of people entering and leaving reference surface areas. (Reference surface areas with multiple inputs and outputs can also be counted using multiple sensor units.)
- All visitors are automatically shown whether or not they are permitted to enter a reference surface area.

Digital Control of the Access Control System

Function

- The "count" is shown via various displays, customer stoppers, or simply "on demand" by means of an app on a tablet or smartphone.
- The system displays "Advance Warning" or "Warning" when defined reference values are exceeded. The values for "maximum number of people" (red) and "number of people for advance warning display activation" (yellow) can be freely defined in the settings.
- The technology has been developed as a plug&play solution and can be put into operation in a matter of minutes.

EXAMPLES



"Separation systems" reduce personnel costs in controlled areas by up to 35%.







Slide 11 of 30 / GCSP / 29.04.2020





MEASURES TO LIMIT THE NUMBER OF CUSTOMERS IN STORES (NUMBER OF SQM PER CUSTOMER)

OBJECTIVE: TO CONTROL THE NUMBER OF VISITORS IN INDIVIDUAL STORES THROUGH VARIOUS COUNTING SYSTEMS

MEASURES

Manual Counter / Counting App

- employees count visitors at entrances and exits, thereby determining the total number of visitors
- exact control of the number of visitors is ensured
- low costs for app or counter
- heavily favored by the public order office, as binding visitor numbers can be given
- abor cost-intensive for stores with more than one entrance (hypermarkets, etc.)

Customer Counting System

- visitors are counted by means of an automated counting system
- optimum solution, but used by only few stores
- system indicates when maximum visitor number is reached
- fairly expensive upgrade

Chips for Customers

- visitors are issued a chip/token upon entering the mall
- number of visitors in the store can be counted
- very low costs for chips
- heavily favored by the public order office, as binding visitor numbers can be given
- labor-cost intensive for small stores since one staff member must always be present

Admission Control

- · admission of individual customers
- suitable for small stores: only one customer is permitted, others wait in the entrance area
- low costs for putting up notices
- customers might be dissatisfied with waiting times (hairdresser, travel agency, cellphone store)



MEASURES TO LIMIT CUSTOMERS IN STORES, AT CENTER LEVEL

EXAMPLES EUROPA PASSAGE Begrenzung der Personenzahl Liebe Kundinnen und Kunden, aus Gründen der Vorsorge und um Ihre und die Gesundheit der Mitarbei zu schützen, folgen wir einer Empfehlung des Robert-Koch-Instituts. Wir beschränken die Anzahl der Personen, die sich auf einer bestimmten Fläd gleichzeitig aufhalten sollten, Vielen Dank für Ihr Verständnis! Ihr Europapassage - Team! Für diesen Verkaufsbereich gilt folgende Empfehlung: Max Persone

	Vermietfl. 18.04.2020	Verkaufsfläche	<800 m2	qm/Person im Shop
Branche	M2			
Bank SB-Filiale	38,1	32,4		2
Bank SB-Filiale	60,3	51,3		3
Technik FM	3.783,0	3.215,6	800,0	40
SB-Warenhaus	11.424,5	9.710,8	Systemrelevant	486
Obst / Gemüse	99,1	84,2		4
Textilgeschäft 300 bis 1000m²	388,7	330,4		17
Textilgeschäft 300 bis 1000m²	460,8	391,7		20
Schuhe ab 200m²	579,0	492,2		25
Schuhe ab 200m²	344,3	292,6		15
Textilgeschäft bis 300m²	101,2	86,0		4
Textilgeschäft ab 1000m²	2.204,6	1.873,9	800,0	40
Drogerie	549,5	467,0		23
Textilgeschäft ab 1000m²	4.430,5	3.765,9	800,0	40
Parfümerie	167,9	142,7		7
Telekommunikation	17,0	14,5		1
Textilgeschäft bis 300m²	93,8	79,8		4
Haushaltswaren und Geschenkartikel	119,8	101,8		5
Uhren und Schmuck	87,4	74,3		4
Textilgeschäft bis 300m²	226,0	192,1		10
Telekommunikation	47,6	40,5		2
Bäckerei, Konditorei	200,7	170,6		9
Optiker	202,0	171,7		9
Buchhandlung	277,0	235,5		12
Textilgeschäft ab 1000m²	1.292,9	1.099,0	800,0	40
Uhren und Schmuck	122,6	104,2		5
Floristik	85,5	72,6		4
Tabak, Lotto, Zeitschriften	69,5	59,0		3
SB-Warenhaus	964,7	820,0	800,0	40
Apotheke	206,4	175,4		9
Optiker	128,9	109,6		5
Mallbereich 1. OG	786,0	786,0		39
Mallbereich EG	3.491,0	3.491,0		175
	34.751,1	29.538,4	maximale Kunde	1.170

Commercial operations measures



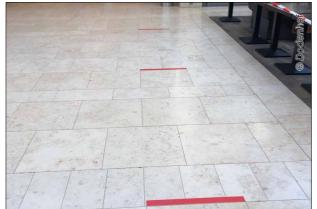


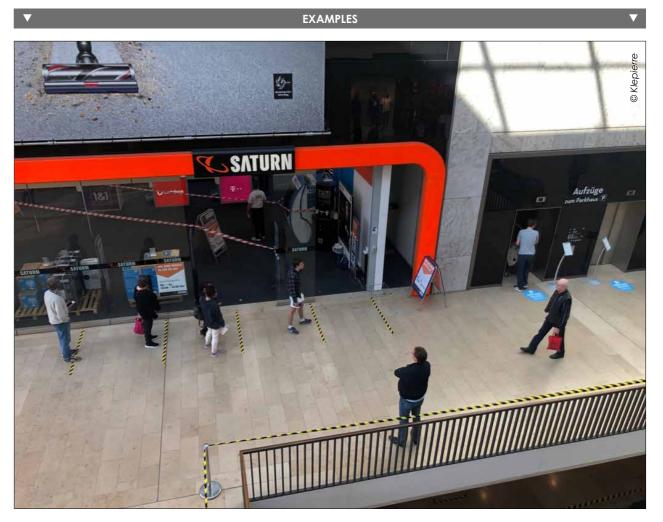
ACCESS CONTROL IN FRONT OF STORES

OBJECTIVE: TO COMPLY WITH THE PRESCRIBED SOCIAL DISTANCING RULES
AS WELL AS THE THOSE GOVERNING THE ALLOWABLE NUMBER OF PEOPLE PER
SQUARE METER

- distance marking lines on the floors of malls
- control carried out by personnel











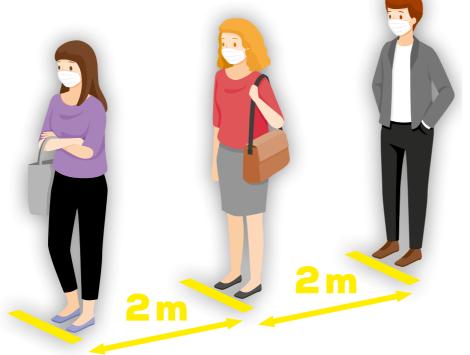


BARRIERS IN MALLS, IN STORES, AND AT COUNTERS

OBJECTIVE: TO PROVIDE SERVICE TO CUSTOMERS IN ACCORDANCE WITH THE SPECIFICATIONS BY MEANS OF SEPARATE ROUTING, TO ENSURE COMPLIANCE WITH RULES

MEASURES

- spacing markings on the floors of stores
- barriers at checkouts and service counters
- control carried out by personnel















ESTABLISHMENT OF SEPARATE ENTRANCES/EXITS

OBJECTIVE: TO AVOID CONTACT

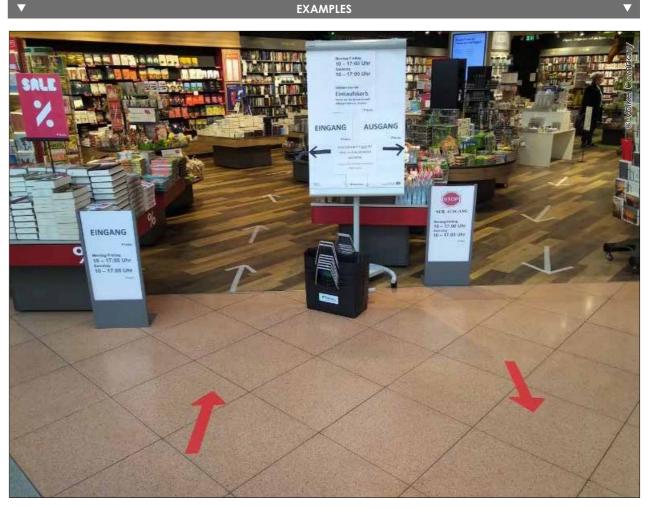
- guidance systems on floors
- installation of Tensator systems (people guidance systems)



Douglas example (baskets)



Deichmann example (chips)



Thalia example (baskets)





COMMUNICATION OF SOCIAL DISTANCING MEASURES IN SANITARY AREAS

OBJECTIVE: TO COMMUNICATE AND ENSURE ADHERENCE TO THE REQUIRED SOCIAL DISTANCING RULES AND HYGIENE REGULATIONS

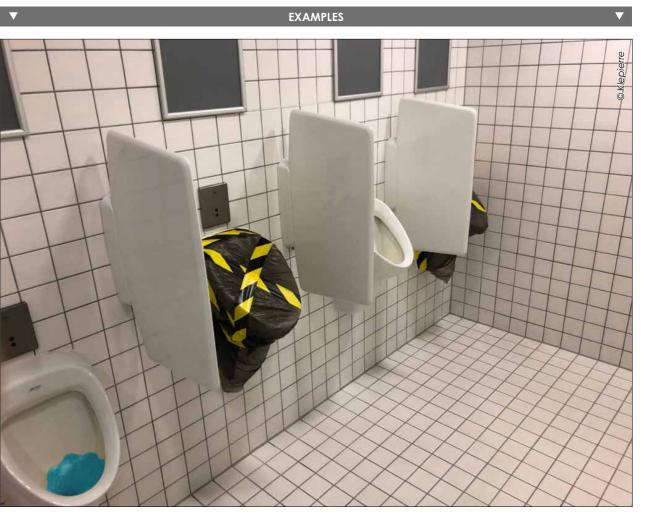
- barriers located at urinals and sinks
- installation of information boards



Notices posted on sink stands



Barriers for sinks



Barriers for urinals



LIMITATION OF STAY OPTIONS

OBJECTIVE: TO REDUCE THE LENGTH OF STAY AT MALLS AND IN STORES AND TO CREATE SPACE FOR MOVEMENT

MEASURES

- blocking of Wi-Fi
- blocking off of seating
- blocking off of massage chairs
- removal of product carriers
- removal of decorations















Blocking off of seating/lounge areas in malls to prevent the formation of groups





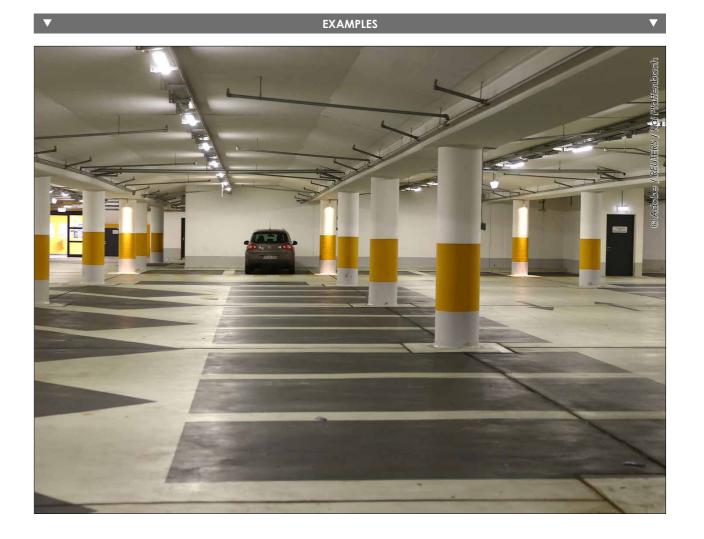
PARKING MANAGEMENT

OBJECTIVE: TO CONTROL THE TOTAL NUMBER OF VISITORS TO EACH CENTER VIA THE LIMITATION OF PARKING SPACES

- limited customer parking spaces as well as (partial) closure of parking decks; access to food discounters only with shopping carts, where applicable
- separated entrances and exits to shopping promenades to prevent direct, oncoming contact (revolving drum doors)
- separation of walking areas (in/out) by means of markings on floors, barrier tape, and signage in malls
- control of entries and exits by personnel (on days with high frequency), on both the center and the tenant side









SEPARATE MEASURES IN STORES TO ENSURE COMPLIANCE WITH SOCIAL DISTANCING RULES

OBJECTIVE: TO ENSURE THAT ALL REQUIREMENTS ARE MET WITHIN EACH STORE BY MEANS OF A SUITABLE HYGIENE AND ROUTE GUIDANCE CONCEPT















MEASURES IN STORES

OBJECTIVE: TO ENSURE THAT ALL RETAILERS TAKE APPROPRIATE MEASURES TO MEET THE REQUIRED HYGIENE STANDARDS; CENTERS CAN PROVIDE CENTRAL SUPPORT, FOR EXAMPLE, BY MAKING MOUTH-NOSE MASKS AVAILABLE





Spit guards made of Plexiglas



Mouth/nose masks



Spit guards and notices posted at checkout areas



Mouth/nose masks



DISINFECTION AT TOUCH POINTS

OBJECTIVE: TO PREVENT NEW INFECTIONS

MEASURES TO BE TAKEN BY CENTERS

- disinfection of doors / door handles at entrances and exits
- disinfection of restroom doors and entire restroom areas
- disinfection of escalator handrails
- disinfection of elevator buttons

MEASURES TO BE TAKEN BY STORES

- disinfection of keyboards (EC / credit card readers)
- disinfection of shopping carts and baskets







EXAMPLES

EXAMPLES



Disinfection of shopping cart handles



Hand disinfection at entrances and exits



Hand disinfection inside the mall



Hand disinfection in critical areas

Stündliche Desinfektion

Türgriffe, -klinken (Haupteingänge), Rolltreppenläufe, Knöpfen an Aufzügen, Kinderspielfläche, Mobillar Ruhezonen

	9:00 Uhr	10:00Uhr	11:00 Uhr	12:00 Uhr	13:00 Uhr	14:00 Uhr
Montag	Kalah	Kolok	(lotas	Alberteiske	some of whiteful	Kareles Walter
Dienstag	Koloch	"Colody	wood	Washnich	Wacherial	Wachrich
Mittwoch	tustaki	icolob,	4221	Kolosh	Ktog	KAUR
Donnerstag	Koloch	Los	uolas	udaly	KAUR	KAUR
Freitag	UXous	1/dos	Masouri	Carchingale	4. Koneleur	A. bGovelevske
Samstag	Wash	kdol	Lad	Wachney	(Dachwich	Walnied

	15:00 Uhr	16:00 Uhr	17:00 Uhr	18:00 Uhr	19:00 Uhr	20:00 Uhr	
Montag	Kovals Kingbyul	world interpret	KAUR	KHUR	KHOIS	PLAUR	
Dienstag	LAUR LAUR LAUR LAUR LAUR LAUR LAUR	KAUR	KAOR	MAOR	KAUR	MALR	
Mittwoch	LAUR	KAUR	KAUR	KAUR	KAUR	KAUR	
Donnerstag	LAUR	KAUR	KAUR	KAUR	KYTUR	KAUR	
Freitag	1. L. Anne	Carpy Constant	Mobies/Guilper	KAUR	KAUR	KAUA	
Samstag .		Electrifich "		Karl	KAUR	KHOR	

Documentation/control





EXAMPLES





Notices posted on sink stands



Hand disinfection in sanitary areas



Notices posted in the wash areas of restrooms







SPECIAL MEASURES FOR GASTRONOMY AREAS

STATUS: DUE TO LEGAL REQUIREMENTS, GASTRONOMIC AREAS CURRENTLY REMAIN

CLOSED. Out-of-home sales are only permitted in cases in which it is organizationally possible to do so in compliance with hygiene standards. As a result, seating areas in food courts shall remain cordoned off during the entire duration of all visits.

As soon as further easing of the measures becomes effective, additional documentation of the measures required will be provided.













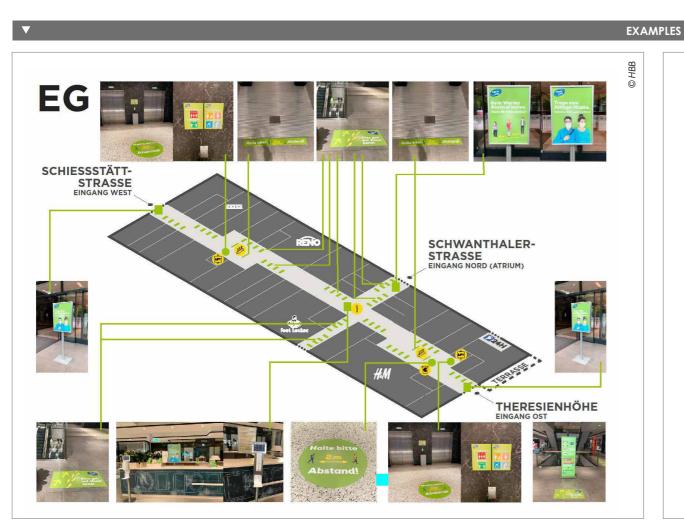
Closure of gastronomy areas

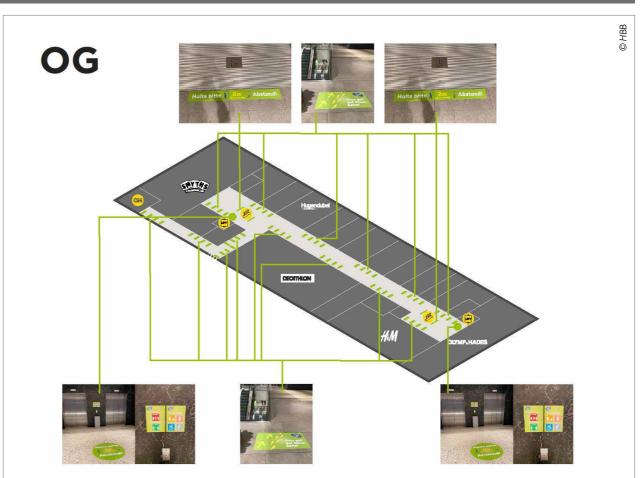






A SHOPPING CENTER PLAN ILLUSTRATES ALL MEASURES IN ORDER TO DEMONSTRATE THEIR EFFECT AS A WHOLE





Ground level Upper level







POTENTIAL IN THE EVENT OF INCREASED INFECTION RATES

Developments regarding the spread of the coronavirus are extremely dynamic, and, despite a growing pool of experience, it is currently impossible to predict whether the measures implemented will succeed in keeping the infection rate below a reproduction factor of one in the long term. Therefore, the approaches of all the measures described herein are geared toward reducing footfall and increasing the area per person in accordance with official requirements, which, as in the relaxation phase, will be performed quickly and in a controllable manner. The "shutting down" and "restarting" of entire retail real estate properties can be carried out exactly as required by the authorities.

For the most part, shopping centers remained in operation throughout the complete lockdown phase, as food retailers, pharmacies, and drugstores were able to continue to open in order to ensure basic supply for the public. The measures that have recently been implemented will allow centers to continue operating even though the authorities have imposed a reduction in footfall, without the need for the extensive closure of all retailers that are deemed non-essential to the system.

It has already become evident that controlling and actively influencing compliance with the agreed rules of conduct is significantly more successful in shopping centers than in the public arena.







PLANNING CHECKLIST

R	Communication of general hygiene and safety standards	in develop- ment	already implemented	unfeasible	Measures to limit the number of visitors	in develop- ment	development directly implemented	unfeasible
	in clearly visible locations				→ addition of security personnel			
	★ at entrances				→ digitally controlled access control systems	Ō		
	inside malls				➤ other measures taken			
	in sanitary areas							
B	Clear communication and presentation of measures to ensure compliance with guidelines				(number of sqm per customer)			
	► at entrances							
	➤ inside malls							
	➤ in sanitary areas				→ chip/card for customers			
	a in surmary areas	L			→ admission control system			
Ŕ	Dissemination of basic communication on measures				rop limitation of stay options			
	➤ via websites							
	➤ via social media		ā			<u> </u>		
	➤ via leaflets/flyers		$\overline{}$			<u></u>		
		_	-		snutdown of Wi-Fi	Interest to limit the number of visitors Interest to limit the number of visitors Interest to limit the number of customers on sales floors Interest to lim		
Ŕ	Routing				Parking management to control footfall, limitation of visitor			
	installation of separate entrances / exits to centers				footfall, and compliance with distance rules			
	➤ one-way traffic control established at centers				separate entrances and exits			
■ 22	Measures to ensure compliance with footfall-related admission				➤ separation of walking areas via floor markings		ā	
l Ing	regulations and access restrictions							
	→ addition of security personnel		П		control by personnel (on days with high frequency)		5	
	→ digitalized footfall counting				➤ limitation / (partial) blocking of customer parking spaces		5	
	➤ video surveillance							
			-	-				







Measures to ensure compliance with official regulations on sales areas	in develop- ment	already implemented	unfeasible	The cleaning staff is instructed to disinfect the following surfaces several times a day	in develop- ment	already implemented	∌d
★ signage				➤ doors / door handles at entrances and exits	П		
social distancing markings on floors		ā		➤ restroom doors and entire restroom areas			
Separate measures in stores to ensure compliance with social distancing rules and hygiene standards	The cleaning staff is instructed to disinfect the following surfaces several times a day ange ial distancing markings on floors ate measures in stores to ensure compliance with social lacing rules and hygiene standards armation boards allation of separate entrances / exits to stores andly visible route concept abilishment of advanced order zones riers in malls, in stores, and at counters guards installed in checkout areas uth/nose masks provided for customers sibility of hand disinfection at entrances and exits sibility of hand disinfection near shopping carts in a cores a toors / door handles at entrances and exits in restroom doors and entire restroom areas in restroom doors and entire restroom areas in restroom doors and entire restroom areas in escalator handrails in elevator buttons Barriers and communication of social distancing measures in sanitary areas in sanitary areas in anitary areas in access areas Secrical measures taken to close gastronomy facilities Services provided as footfall control measures and in support of at-risk groups in establishment of an order and delivery service in stablishment of a Click & Collect service						
→ information boards				Rarriers and communication of social distancing measures			
		ā		•			
				➤ at urinals and sinks			
establishment of advanced order zones				★ in access areas			
▲ barriers in malls, in stores, and at counters		ā				_	
Hygiene measures and protective measures for employees and stores				Services provided as footfall control measures and in			
➤ spit guards installed in checkout areas							
mouth/nose masks provided for customers				·			
Disinfection measures				* establishment of a click & collect service			
> possibility of hand disinfection at entrances and exits							
> possibility of hand disinfection in restrooms		ō					
> possibility of hand disinfection near shopping carts							
possibility of hand disinfection along the shopping promenade		ā					
		_	_				





THANKS

We would like to thank our members, especially those who comprise the active team of the extended GCSP Security Commission, which is represented by medium to large retailers, lawyers, and various service providers, together with the center management companies operating in Germany and their owners, for their outstanding dedication.



Special thanks are owed to the partner companies listed herein for their valuable contributions to the production of this handbook and for the friendly and unbureaucratic provision of the required image material.

Sample Handbook on Hygiene and Safety Measures, Using Shopping Centers in Germany as an Example A Tool for Cities, Municipalities, and Official Policy

A 1001 for Cities, Municipalities, and Official Policy Makers as well as Center Companies and Tenants

Version 1.0 / dated: 28 April 2020

Publisher

German Council of Shopping Centers e. V. Bahnhofstraße 29, D-71638 Ludwigsburg Germany www.gcsc.de

Contact person

Ingmar Behrens, Authorized Representative of the Executive Board ibehrens@gcsc.de Telephone: +49 (0)171/5139239

This only serves as a tool provided by the GCSP.

The German Council of Shopping Centers e.V. and
the authors of this document shall not be held liable for
any errors contained herein, despite the level of care
taken to ensure accuracy.























