

## Brand Due Diligence

As at 13.7.2016

Criterion	Attributes	Importance	Fulfillment by strong brands	Fulfillment by weak brands	No brand
<b>Customer-related factors</b>					
Target group definition	Target groups are clear and defined by a process mix; a regular comparison has been made with the development of the catchment area	+++	≥ 90%	≤ 50%	≤ 30%
Competition analysis	There is a systematic, detailed and updated analysis of the competition, including relevant key figures, etc.	+++	≥ 90%	≤ 50%	≤ 30%
Positioning	Center's position within the competition environment is clearly defined in a concept and has been realized; differentiation from the competition is defined and monitored; USP defined and present	+++	≥ 90%	≤ 50%	≤ 30%
Leasing structure, segment mix/segment depth	The segment and tenant mix is precisely tailored to the needs of the target groups and the competition; tenant concepts are contemporary; the mix is balanced and adjusted; the ratio of large to small-scale tenants is balanced	++	≥ 90% Tenant structure corresponds to market requirements (customer needs, demarcated from competition)	≤ 50%	≤ 30%
Architectural design	Branding (see below); convenient access to the property, easily developed plot, center, etc. ; shopping comfortable with a baby carriage, wheelchair, etc.	+	≥ 90%	≤ 50%	≤ 30%
Quality of stay & service	Service offers tailored to target groups and available with the necessary quality; adequate resting areas, toilets, etc. available and easy to find; easily visible, easy-to-recognize wayfinding system for customers, etc.	+	≥ 90%	≤ 50%	≤ 30%
Brand communication	Logo (legal trademark) created; target group-oriented positioning concept is continuously and stringently implemented with all marketing measures; advertising campaign has a uniform CD that is adhered to, the USP is clearly formulated and communicated	++	≥ 90%	≤ 50%	≤ 30%
Branding	There is a detailed and fully-implemented branding concept including storybook; the concept fits to the product and consumer preference; center and tenant signaling are well integrated into the branding in kind and extent	++	≥ 90%	≤ 50%	≤ 30%
Brand performance	Regular survey of customers and non-customers on the brand, history of brand recognition exists; systematic comparison to competition; measures derived and implemented	++	≥ 90%	≤ 50%	≤ 30%
Building & grounds	Evaluation of condition and function of buildings (technical DD), development, parking situation, systems for traffic and parking management and customer wayfinding, space and mall structure	++	≥ 90%	≤ 50%	≤ 30%
Product & center brand	Overall product is coherent and future-oriented; location is established as a brand, clearly positioned against the competition and differentiated by a clear product profile; active, integrated center marketing is in effect	++	≥ 90% of the product meets customer & market requirements, established center brand; active, comprehensive center marketing	≤ 50% of the product meets customer & market requirements, center brand not well maintained; reduced / spotty center marketing	≤ 30% of the product meets customer & market requirements; center brand non-existent; max. rudimentary center marketing

+ = low'

Factor has a rather long-term or subordinate influence on a center's development, can be postponed through individual or smaller measures

++ = medium'

Factor has a medium-term perceptible or direct influence on a center's development; can only be left off in combination with larger measures

+++ = high'

Factor has a clearly perceptible or direct, short- to medium-term influence on a center's development; can only be put off in combination with comprehensive measures