



# COLD KITCHEN

Empty food courts, declining sales figures, and stricter hygiene regulations have created problems for gastronomy operators in shopping centers. Alternative concepts are therefore in high demand.

**INTERVIEW** JOANNA FISHER TALKS ABOUT THE NEW ECE GROUP

**DEVELOPMENT** SUPERNOVA LJUBLJANA RUDNIK BECOMES ONE OF SLOVENIA'S BIGGEST MALLS

**DESIGNER OUTLETS** THE SWISS MARKET IS SATURATED AND FIERCELY COMPETITIVE

## DEAR READER,

When we developed this latest issue of ACROSS (4/2020), we planned to do a cover story about the recovery curve during as well as of the Covid-19 crisis. It was supposed to say that the pandemic is more or less under control and how the economy and therefore the place-making industry gradually finds its way out of this crisis. The dramatic increase of infections all over Europe, which resulted in restrictions and variations of lockdowns, thwarted this plan.

Instead, we take a closer look at food and beverage providers, who are particularly affected by the Covid-19 crisis. As you know, restaurant areas have been expanded massively in European retail properties throughout the last decade, from approximately five to 15 percent and more. After all, they were hailed as a ray of hope for the industry when combined with entertainment facilities, to compete with online retail. Innovative gastronomy and leisure concepts were supposed to increase the quality of stay and therefore make the mall the place to be. This approach may now backfire, as we have to keep our distance from people and particularly avoid gatherings in general. We asked what this means in practice and how the players could potentially make a virtue out of this necessity, since the food & beverage sector is still very much alive and kicking. It will definitely come back from this, and dining will continue to be a trend. Read our cover story to learn which opportunities are currently in play for the further development of exciting concepts.

We also report on the newly organized ECE Group in our latest issue. Joanna Fisher, who will manage the business segment ECE Marketplaces as its CEO, talks in her interview about current challenges and further strategies.

I hope our latest issue will be an informative and profitable read for you.

Stay healthy!

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IMAGE: ACROSS

## PREMIUM FASHION OUTLETS IN EUROPE



A LEADING PORTFOLIO OF 11 PREMIUM FASHION OUTLETS ACROSS EUROPE, CREATING BEAUTIFUL LOCAL EXPERIENCES FOR THE GUEST, SHOWCASING BRANDS AT THEIR BEST.

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PROJECTS & OPENINGS

- Forum Rotterdam** ..... 18  
The inner-city regeneration project opened its doors on September 24, 2020



IMAGE: MULTI

DEVELOPMENT

- Always a Cross-European Team Effort at Multi** ..... 24  
Asset Management Directors Diederik Bakker and Harold van Riel and their asset management teams work closely together at Multi Corporation. How do they maintain sustainable asset value in a health crisis such as the current Covid-19 pandemic?

DEVELOPMENT

- Need for Action—Refurbishments in CEE** ..... 28  
Chapman Taylor Group Board Director Jon Hale and Prague Studio Director Filip Pokorny examine how malls in CEE must adapt so that they can flourish in the coming years
- “The Future Will Be All About Technology-Based Convenience”** ..... 30  
Revitalization is absolutely essential when it comes to aligning retail locations with the “new normal”, emphasizes Christine Hager, Managing Director / Head of Shopping Center Asset Management at redos

- Urban Regeneration: Sustainable Solutions for Growth** ..... 34  
Urbanization is a global mega-trend. Therefore, urban regeneration projects have become increasingly relevant. The most successful projects will be those that incorporates work, life, shop, play, and access to services at inner-city locations

- Financing in Hand** ..... 38  
East Gate Mall in Skopje, North Macedonia, which features approximately 250 retail units, is scheduled to open its doors in fall 2021

- An Award for Łódź** ..... 39  
The award for Mipim’s “Best Mixed-use Project” went to Monopolis, which is owned by Polish company Virako

- Supernova Celebrates in the Slovenian Capital** ..... 40  
Following an investment in the amount of 70 million euros, Supernova Ljubljana Rudnik has entered a new phase of development, becoming one of the largest shopping centers in Slovenia



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Empty food courts, declining sales figures, stricter hygiene regulations, and shortened opening hours have created problems for gastronomy operators within shopping centers. As a result, alternative interim concepts are in high demand

- Seeking Alternatives** ..... 45  
Commentary by Chris Igwe

CENTER MANAGEMENT

- “Contemporary Concepts Do Not Grow on Trees”** ..... 46  
The recently created business segment ECE Marketplaces, part of the newly organized ECE Group, will be headed by Joanna Fisher, in her role as CEO, effective January 2021. The CEO-designate of ECE’s shopping center business discusses current challenges and future strategies

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Sustainable retail real estate is extremely popular with investors and operators these days. SES Spar European Shopping Centers is playing a pioneering role in this area throughout Europe

CENTER MANAGEMENT

- Tenants Want Flexibility** ..... 52  
Shopping Centers in the Baltics amid Covid-19: visitor footfall is down, though more is being spent per visit

DESIGNER OUTLETS

- Small Country, Saturated Market** ..... 54  
The Swiss have a relatively large number of designer outlets at their disposal. A project that has recently been abandoned for good does nothing to alter the situation

- “Remodeling, Remerchandising, and Remarketing”** ..... 55  
Since VIA Outlets acquired Landquart Fashion Outlet five years ago, the occupancy rate has risen to a strong 96 percent. Center Director Mathias Bommer explains the measures that have led to this development

- A New Shopping Destination in Northern Spain** ..... 58  
La Torre Outlet Zaragoza was opened recently. This venture is a joint project of Pikolin Group and GPA, managed by ROS Retail Outlet Shopping

- Amsterdam The Style Outlets to Open in Time for the Christmas Shopping Season** ..... 60  
Eduardo Ceballos, Asset Management Director Southern Europe & the Netherlands at Neinver, emphasizes the need for an outlet center in the economic heart of the Netherlands

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- C&A Flagship in Zurich Redeveloped** ..... 64  
Redevco has recently completed an extensive refurbishment of its C&A store in the city center of Zurich



IMAGE: DAVID BIBERT

- Living the Customer Experience** .... 65  
bonprix’s “fashion connect” Store Concept in Hamburg Has Won This Year’s “World Retail Award”

RETAIL TECHNOLOGY

- The Urgency of Getting “Localism on Steroids”** ..... 66  
Many on the European continent seem to think that we live in a free world, underpinned by free market economics, and that our comparative wealth is unassailable. But the market that we now operate in is anything but free. Retail is perhaps the sector in which this is most searingly obvious

- “You Just Have to Play Your Cards Right”** ..... 70  
Landlords have assets at their disposal that e-commerce lacks. That allows for a unique mix of services and experience under a single, local roof, says Markus Porvari, Founder of HyperIn

INVESTMENTS

- Ingka Centres’ First Acquisition in the USA** ..... 72  
The company has purchased the “6X6” building in downtown San Francisco

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- “Retail for Future”** ..... 74  
Five propositions regarding the potential of sustainable retail parks in Germany

- A Time of Retail Parks and Convenience Centers** ..... 77  
In Poland, 2020, a turbulent year, has brought about many changes in the retail market. Covid-19 has not so much initiated new trends as it has dynamized the existing ones. The increasing share of retail parks and convenience centers in retail sales also ranks as one of the key trends



IMAGE: SHOPPCITY

EVENTS

- Reboot** ..... 80  
The event takes place in Berlin on January 20, 2021



IMAGE: KOSMOS-BERLIN