



THE EUROPEAN PLACEMAKING MAGAZINE

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15  
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ANNIVERSARY  
YEAR

# DEVELOPMENT

# DESIGN



## ECSP AWARDS THE BEST EUROPEAN PROJECTS

**EXCELLENCY** WHY POSITIVE EXAMPLES ARE SO IMPORTANT FOR THE ENTIRE INDUSTRY

**FUTURE READY** THE FUTURE OF RETAIL AND THE IMPACT ON OUR SHOPPING MALLS

**CHALLENGE** HOW SHOPPING PLACES BECOME MORE EXCITING

## DEAR READER,

We are pleased to present our latest Online Special – a special one on design and development trends and outstanding projects from the ECSP Design and Development Awards 2023. The ECSP Awards are for new and refurbished shopping places of all kinds across Europe, ranging from new shopping centers to regeneration projects with a significant retail element. We are very proud to present the winners of this year.

We are delighted that the Design and Development Awards are finally back. Honoring prestigious in the field of European retail real estate and bringing international visibility and recognition to all finalists and winners is more important than ever.

Celebrating the Award is a great message to the industry: All entries of the Awards show in a very challenging time that our industry is creative, robust, and innovative. They are the evidence of massive resilience in our sector, with retail and leisure destinations maintaining innovation and striving to deliver positive experiences to their consumers despite all the economic pressures.

What greater example could we wish for?

We hope you enjoy reading about all the great projects mentioned in this Online Special.

Yours sincerely,

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IMAGE: ACROSS



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# IT WAS QUITE A CHALLENGE, BUT WE DID IT!

A long and meticulous selection process resulted in a grand ceremony: Christian Recalcati, Head of the organization team of the ECSP- Design and Development Awards, on how the Awards finally came back and set an example of excellence for the entire industry – now and in the future.

BY CHRISTIAN RECALCATI



From July 2021, we started working on relaunching two events that, until 2019, represented two moments of reference for the shopping center industry: the Solal Marketing Awards and the Design and Development Awards.

The Awards program has always been a must-have in the industry calendar; it represented the showcase of the best-practice and the recognition of all companies' efforts devoted to creating, developing, leasing, and managing shopping places.

Solal Marketing Awards had its critical moment about six months ago with the announcement of the winners of the 2022 edition. It was a huge success thanks to the participation of over 120 top-level projects from all over Europe, which again showed the vitality and the presence of innovative and winning ideas.

On May 15, the award ceremony of the Design and Development Awards was held in the prestigious setting of the Hotel Principe di Savoia in Milan. Thanks to the collaboration with the Italian National Council of Shopping Centers (CNCC) and the German one (GCSP), an exciting day of study was organized on the main topics of the commercial places industry, which saw the presence of influential opinion leaders and which culminated with the keynote speech by Ibrahim Ibrahim.

## LONG AND METICULOUS SELECTION PROCESS

This was followed by a glamorous gala ceremony, which saw the delivery of the Awards and Commendations to the



IMAGE: ECSP/SPORTIUM

*Christian Recalcati is Managing Director at Sportium and Head of the organization Team of the ECSP- Design and Development Awards.*

projects that stood out the most. The selection process of the 18 participants of this edition was long and meticulous. The ten judges first examined all 18 dossiers, evaluating the performances, design, operational and functional aspects, the mix of activities, and attention to the relevant aspects of CSR and ESG.





This process, which lasted about 45 days, led to the selection of 12 finalists, divided into the various categories, New Development and Refurbishment & Renovation, and related dimensional sub-categories. In February and March, all the Finalists were visited by groups of jurors who were able to verify everything reported in the presentation dossiers and explore specific aspects relating to strongly characterizing elements of each center.

At the end of the on-site visits, the jury met in a plenary session to define the winners in the various categories. It was a long and intense day, which saw an open confrontation, case by case, between all the judges (except those who, for various reasons, could be in conflict of interest in relation to a specific center) and which, in numerous instances, it made individual choices difficult.

In addition to their indisputable experience and competence, I want to underline the excellent availability of the judges. They often had to cross Europe, moving from Portugal to Poland or from Slovakia to Spain and passing through Germany in two days to visit the Finalists; I believe this is another sign of the outstanding commitment of the people involved in the organization and the reliability of the Design and Development Awards.

### **A HEALTHY AND CREATIVE INDUSTRY**

One of the aims of this edition of the Design and Development Awards was also to show the state of “health” of the industry after difficult years. In this sense, I must say that the signs have been more than positive. Despite the adversities related to the pandemic and the uncertainties of the economy, developers, investors, architects, and consultants have been able to implement projects with modern content that look to the future.

Many hard calls...in many cases, the final choice between an Award and a Commendation was based on details, but I would say that all the Finalists showed elements that can represent benchmarks for the sector. If I had to summarize the main recurring features of the various candidates, I would say that everything starts from a basic element: the centrality of the customers and knowledge of their habits. From this point, all have been translated into clear choices related to the main offer (definition and review of the ideal mix) and, above all, in the transformation of places to make them increasingly welcoming and functional no longer (only) in relation to shopping itself but for making them places for socializing. In practice, we have observed the growing importance of service activities that are more and more presented in malls (business centers, kindergartens, social, recreational spaces, fitness clubs, ...), the redefinition of the F&B offer, increasingly diversified, and incredible care for common areas more and more welcoming and functional as if they were, at times, living rooms.

### **THE AWARDS ARE BACK FOR GOOD**

We are already working to prepare the 2024 edition of the Design and Development Awards. We expect the launch of the new program in September and the celebration of the winners in the spring of 2024 as the critical moment of a conference day that we would like to organize together with one of the national councils of shopping places in Europe. We hope that the number of applications will increase next year and that the projects presented will continue to provide excellent ideas to all operators in the industry.

The best is (always) yet to come.





# “DOCUMENTING AND APPRECIATING THE HIGH-QUALITY STANDARDS OF THE INDUSTRY.”

Shopping Centers bear a great deal of responsibility, and so does the ECSP Design and Development Award. Christoph Andexlinger, CEO of SES and member of the ECSP Executive Board, on why the industry is more than ever in need of good and innovative examples.



**ACROSS: THE AWARDS MADE A REMARKABLE COMEBACK AFTER TWO YEARS: WHAT IS THE MESSAGE OF THE ECSP DESIGN AND DEVELOPMENT AWARDS, BEYOND WINNING AND CELEBRATING?**

**CHRISTOPH ANDEXLINGER:** Shopping centers were and are meeting places. They are important meeting points for the community and are constantly evolving. It is precisely this new and further development that the ECSP Design and Development Award focuses on and shows a broad audience how these were implemented. In particular, it is about documenting and appreciating the high-quality standards of the industry. In this year's new edition, sustainability is – once more – particularly important. Sustainability has been a key topic in our industry for decades and will be the industry's primary concern. That is why it is important to show and award good examples from which the industry can learn.

**ACROSS: WHAT CAN THE SHOPPING CENTER COMMUNITY LEARN FROM THE AWARDS AND PROJECTS?**

**ANDEXLINGER:** Shopping centers bear a great deal of responsibility. And so do the ECSP Design and Development Award because they honor the best projects. Shopping centers are so much more than shopping places. New projects develop living spaces, create meeting places, secure jobs, and are responsible for economic success. It is becoming increasingly important to think as a community. Our industry is no longer about the shopping center itself; the environment and the people have to be considered. The topic of sustainability is an example: Our buildings must also be usable and attractive for future generations.



IMAGE: ANDEXLINGER

*Christoph Andexlinger is CEO of SES and a member of the ECSP Executive Board*

**ACROSS: LET US TAKE A CLOSER LOOK AT THE DESIGN AWARD WINNERS AND ENTRIES THEMSELVES: WHAT IMPRESSED AND SURPRISED YOU THE MOST?**

**ANDEXLINGER:** We had to pause the awards for four years. It has been a difficult time for the industry, with many setbacks and changes. It was, therefore, quite surprising that there was so much interest in the awards after these years. But it is precisely this interest that shows how much is happening in the sector and how important it is to present good examples.





***ACROSS: WHAT WAS THE OVERALL QUALITY OF ENTRIES LIKE?***

Andexlinger: The entries were all of a very high standard. The concepts were all exciting – not just the final winners. The diversity was also impressive because they set very different priorities.

***ACROSS: WHAT WERE, ACCORDING TO YOU, THE MOST SIGNIFICANT CHALLENGES ALL THE PROJECTS HAD TO DEAL WITH IN THE LAST YEARS, AND HOW DID THEY FIND ANSWERS?***

Andexlinger: It was very impressive to see that almost all shopping centers found new ways and approaches to get out of the difficult situation of the last years. The restrictions during the pandemic have led to significant challenges, especially in terms of footfall, for the entire industry. What all shopping centers and the projects submitted for the award have in common is that they make significant contributions to strengthening stationary retail. This is all the truer for new and yet-to-be-established projects.

***ACROSS: WHAT INNOVATIVE APPROACHES DID YOU SEE?***

Andexlinger: We have exciting application examples of the "5th facade" in various projects. This has sometimes been neglected in the past. The entries included very high-quality food and beverage areas, but we also saw examples that did a lot to optimize energy consumption – which was very much in line with our sustainability criterion.

***ACROSS: WHAT ARE ECSPS' PLANS FOR FURTHER AWARDS? ARE THE DESIGN AWARDS WITH THIS GREAT CELEBRATION IN 2023 BACK FOR GOOD?***

Andexlinger: The ECSP Design and Development Awards are here to stay. They are a high-quality and highly valued indicator and source of information for the industry. And this is more important than ever, especially in uncertain times and times of change.



# THE ECSP DESIGN AND DEVELOPMENT AWARDS – THE BACKGROUND

The Design and Development Awards have been a must for the European shopping center industry for decades. After difficult years, ECSP is pleased to have re-launched the program.



The Design Awards recognize significant European projects which have the shopping experience at their heart, celebrating new and refurbished shopping places of all kinds. But the idea of the award goes far beyond just winning an award or distinction. The aim of the Award is to show that unconventional solutions can create value and how a long-term strategy based on constant proactive asset management can protect an investment. It is more than ever important that within the placemaking industry, information is shared and successful experiences are demonstrated.

For the Award 2023, the jury received 18 applications, which were divided into two main categories: New Development and Refurbishment. There were four size categories for entries, based on GLA:

- Category 1: Centers of up to 15,000 sq m
- Category 2: Centers of between 15,001 – 45,000 sq m
- Category 3: Centers of between 45,001 – 70,000 sq m
- Category 4: Centers of over 70,001 sq m

A group of ten jurors with various background from retailers to architects to leasing experts visited the finalists in person to finally nominate the winners. During the process of selecting the finalists, the jury focused on the analysis of five main areas: Innovation, Design+Concept+Layout, Performance, Sustainability, and Quality of Presentation. Finally, and most importantly, the applicant had to demonstrate a genuine commitment to ESG, backed up by plans and actions.



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# ECSP DESIGN AND DEVELOPMENT AWARDS 2023 – OVERVIEW FINALISTS AND WINNERS



## NEW SHOPPING CENTERS CENTER UP TO 15,000 SQ M

**Mercato:**



Corso Sardegna, GENOVA  
Owner: Mercato Corso Sardegna Srl  
Date Opened: 26 May 2022

## NEW SHOPPING CENTERS FROM 15,001 – 45,000 SQ M

**Aleja:**



Ljubljana, SLOVENIA  
Owner: SES Spar European Shopping Centers  
Date Opened: 8 May 2020

**BEO Shopping Center:**



Belgrade, SERBIA  
Owner: MPC Properties and Atterbury Europe  
Date Opened: 25 June 2020

**CANO Center:**

Singen, Baden-Württemberg, GERMANY  
Owner: CANO Singen GmbH & Co. KG – ECE Real Estate Partners  
Date Opened: 10 December 2020

## NEW SHOPPING CENTERS OVER 70,000 SQ M

**Nivy:**



Bratislava, SLOVAKIA  
Owner: HB Reavis  
Date Opened: 30 September 2021

**Lagoh:**



Sevilla, SPAIN  
Owner: LAR ESPAÑA REAL ESTATE SOCIMI  
Open Date: 27 September 2019





## RENOVATIONS & EXPANSIONS


### SHOPPING CENTERS BETWEEN 15,001 – 45,000 SQ M

**Galeria Łódzka:** Łódź – POLAND  
 Owner: Lodz Shopinvest KG – DWS / Familie Otto  
 Date Opened: 24 October 2020


**MyZeil Foodtopia:**  Frankfurt, GERMANY  
 Owner: Jewel MyZeil GmbH & Co. KG – DWS / Familie Otto  
 Date Opened: 24 October 2019


**Quarree Wandsbek:**  Hamburg, GERMANY  
 Owner: Union Investment  
 Date Opened: 4 March 2021

### SHOPPING CENTERS BETWEEN 45,001 – 70,000 SQ M

**Plaza Major:**  Malaga, SPAIN  
 Owner: Sierra Prime  
 Date Opened: 5 September 2019

### SHOPPING CENTERS OVER 70,000 SQ M

**Diagonal Mar:**  Barcelona, SPAIN  
 Owner: DWS-Alcampo  
 Date Opened: 22 November 2019

**Norte Shopping:**  MATOSINHOS, PORTUGAL  
 Owner: TIAA and Sierra Prime  
 Date Opened: 21 October 2020







# OPEN

TO BRAND NEW EXPERIENCES

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## NEW SHOPPING CENTER UP TO 15,000 SQ M

### MERCATO CORSO SARDEGNA, GENOVA



**Owner:** Mercato Corso Sardegna Srl  
**Open Date:** May 26, 2022

#### FROM THE DESIGN AND DEVELOPMENT AWARDS CEREMONY SPEECH

“The project is beautifully integrated into the daily life of the community it serves. The generous park space is an impressive amenity, offering relaxing as well as active spaces to enjoy. There is an engaging casual food and beverage tenant mix – and there are community orientated functions too, such as the health facility, fitness center, small animal clinic and supermarket. The integration between the historic building, the beautiful park space and the contemporary parking structure is very well-designed – making this an outstanding and successful combination of old and new.”



IMAGES: MERCATO CORSO SARDEGNA SRL

*The former Genoa General Fruit and Vegetable Market was originally built in 1926.*



*28 units of retail stores, cafes, restaurants, offices, a gym, a diagnostic medical center, professional services and a medium-sized grocery store*



*The Transformation also included the creation of a generous multi-functional landscaped space for neighborhood activities.*



*The original building has been carefully restored, and the new interventions are respectful of the historic context.*



## NEW SHOPPING CENTER FROM 15,001 – 45,000 SQ M

**ALEJA  
LJUBLJANA, SLOVENIA**



**Owner:** SES Spar European Shopping Centers  
**Open Date:** May 8, 2020

### FROM THE DESIGN AND DEVELOPMENT AWARDS CEREMONY SPEECH

“Inspired by the heraldic animal of the city – the Dragon – the innovative and eye-catching diamond shaped tiles cladding the center shimmer in a range of tones throughout the day. This successful center has 100% occupancy and has welcomed 5 million visitors in the last year. What makes Aleja truly unique and innovative is found on its rooftop – where a powerful zone of leisure, sport and recreational activities is on offer – and much enjoyed by its community. The leisure offer goes on to include a BMX trail and kids playground. All this in addition to the great food & beverage offer and strong retail mix makes Aleja an outstanding example of a modern shopping place.”



IMAGES: MPC PROPERTIES

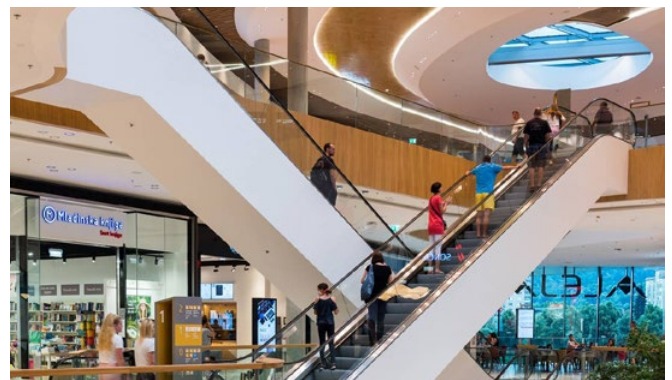
*Aleja It is one of the largest retail project developments in Slovenia in recent years.*



*It combines shopping, gastronomy, leisure facilities, and services.*



*The center boasts a high degree of natural light and an extensive rainwater collection system.*



*Three retail levels offer a GLA of 32,000 sq m and more than 80 international, Slovenian, and local stores and restaurants.*





## NEW SHOPPING CENTER FROM 15,001 – 45,000 SQ M

### BEO SHOPPING CENTRE BELGRADE, SERBIA



**Owner:** MPC Properties and Atterbury Europe  
**Open Date:** June 25, 2020

#### FROM THE DESIGN AND DEVELOPMENT AWARDS CEREMONY SPEECH

“BEO Shopping Centre, situated in the heart of Belgrade, offers a broad commercial mix with more than 130 global and regional brands - and features the first Peek & Cloppenburg in Serbia. The exterior architecture, the bright and welcoming interior design, plenty of natural light, generous malls and open spaces all contribute to a great visitor experience. The leisure component with its unique food court with terraces on the rooftop, 13 restaurants and an 8 screen multiplex is very impressive. Occupancy is nearly 100% and last year 5.5 million people visited the center.”



IMAGES: MPC PROPERTIES

*BEO covers a GLA of 44,528 sq m.*



*The center is equipped with a unique food court.*



*The center boasts an innovative architectural concept that features extensive open areas.*



*The Food Court provides excess to a terrace on the rooftop*





## NEW SHOPPING CENTER OVER 70,000 SQ M

**NIVY**  
**BRATISLAVA, SLOVAKIA**

**nivy®**

**Owner:** HB Reavis  
**Open Date:** June 25, 2020

### FROM THE DESIGN AND DEVELOPMENT AWARDS CEREMONY SPEECH

“Established on a brownfield site, this mixed use project plays a major part in the regeneration of the district. Nivy brings together a major public transportation hub, a modern office concept with the highest tower in Slovakia and four trading levels of retail. Nivy’s generous food court and the fantastically imagined roof concept with its wide range of unique features all make Nivy a major attraction for Slovakia's capital city, Bratislava.”



IMAGES: NIVY/HB REAVIS

*Nivy has become a key point in the revitalization of the entire Nivy Zone.*



*Nivy is spread across four retail levels and covers 70,000 sq m of GLA.*



*The concept combines modern and essential urban functions*





## NEW SHOPPING CENTER OVER 70,000 SQ M

**LAGOH**  
**SEVILLA, SPAIN**

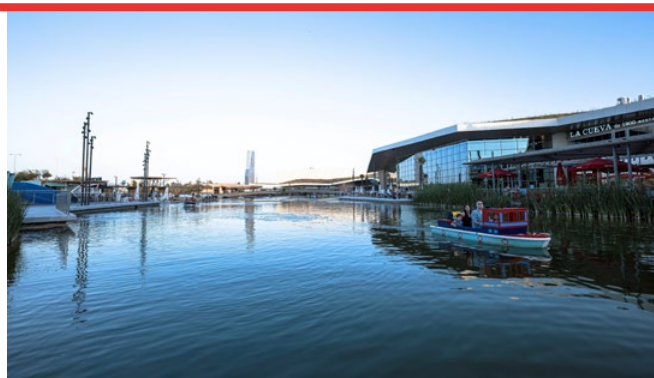


**Owner:** LAR ESPAÑA REAL ESTATE SOCIMI

**Open Date:** September 27, 2019

### FROM THE DESIGN AND DEVELOPMENT AWARDS CEREMONY SPEECH

“Lagoh Shopping Centre is a sustainability focused, well-designed mall with an iconic lake providing biodiversity and environmental benefits. It has an outstanding retail mix and imaginative entertainment facilities, such as a climbing wall, a multiscreen cinema and recreational area. The combination of architectural style, wide-ranging retail offers and customer-focused marketing makes this an impressive center.”



IMAGES: LAGOH/LAR ESPAÑA REAL ESTATE SOCIMI

*Lagoh is located on the south of Sevilla*



*Lagoh is the largest retail and leisure complex in Sevilla*



*Special Attention has been given to making the customer journey rich and varied*



*Lagoh hosts 200 international, national and local retailers.*



Yurdaer Kahraman CEO and Board Member mentioned that taking advantage of all the possibilities of technology at the current point of corporate life minimizes the share of error and risk, thus providing the companies with time and productivity.

Kahraman said that *"In the Robotic Automation Processes we transitioned in finance, every system and application in digital will be able to be operated by interconnecting. Technology will reduce our operational burden in large-volume, repetitive and predictable processes and enhance productivity of our business. Of course, it will leave the job to us and wait for our instructions in processes that require a high level of interpretation skills."*



# BUILDING PRODUCTIVITY

Fiba CP, a pioneering Commercial Properties company, has cemented its position as a leading industry player through its exclusive partnership with Microsoft for the Robotic Process Automation as the deployment of state-of-the-art fibotic technology. This innovative solution not only mitigates the risk of errors but also optimizes large-scale and repetitive processes, increasing productivity and accelerating operations by more than 21 times. By integrating fibotic into 16 processes, Fiba CP has significantly improved the accuracy of its operations, resulting in a remarkable surge in productivity. The future is ripe with possibilities for progress and innovation, and with the right mindset and technological advancements, Fiba CP can forge a brighter future for generations to come.

# AND EFFICIENCY



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## RENOVATIONS & EXPANSIONS SHOPPING CENTER BETWEEN 15,001 – 45,000 SQ M

### MYZEIL FOODTOPIA FRANKFURT, GERMANY



**Owner:** Jewel MyZeil GmbH & Co. KG – DWS / Familie Otto  
**Open Date:** October 24, 2019

#### FROM THE DESIGN AND DEVELOPMENT AWARDS CEREMONY SPEECH

“My Zeil Frankfurt showcases an outstanding range of Gastronomy & Entertainment through its highly innovative rooftop Foodtopia concept of restaurants, bars, entertainment – and Cinema. Foodtopia’s design approach results in a highly inspiring and engaging internal space with breathtaking views of the city by day and night in this iconic roof feature. The vertical circulation strategy successfully draws customers to the upper levels of this vertical mall and improves access to all levels of the shopping mall.”



IMAGES: JEWEL MYZEIL GMBH & CO. KG – DWS / FAMILIE OTTO

*The center is covering a total GLA of 44,333 sq m.*



*Foodtopia introduced an innovative and functional gastronomic concept.*



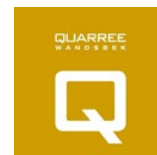
*The extensive renovation of the 6-level center features a new concept for gastronomy and leisure.*





## RENOVATIONS & EXPANSIONS SHOPPING CENTER BETWEEN 15,001 – 45,000 SQ M

**QUARREE WANDSBEK  
HAMBURG, GERMANY**



**Owner:** Union Investment  
**Open Date:** March 4, 2021

### FROM THE DESIGN AND DEVELOPMENT AWARDS CEREMONY SPEECH

“Quarree Wandsbek is a carefully integrated, community-focused retail offer and the refurbishment results in a modern, vibrant, and socially relevant market destination that clearly reflects the heritage of its urban quarter. Its new brand identity is embedded across all elements of its renovation – from its digitally enhanced external impression to the open market feel of its internal spaces. The project provides multiple offers that bring a strong sense of welcome, purpose and sense of belonging to its community.”



*The 4-level shopping center has a gross floor area of 35,000 sq m.*



*The center intended to create the feel of a neighborhood market.*



*The main focus was on ensuring that the values and comfort of the offer were maintained.*



*The new store fronts now feature an improved design.*



## RENOVATIONS & EXPANSIONS SHOPPING CENTER BETWEEN 45,001 – 70,000 SQ M

**PLAZA MAJOR  
MALAGA, SPAIN**



**Owner:** Sierra Prime

**Open Date:** September 5, 2019

### FROM THE DESIGN AND DEVELOPMENT AWARDS CEREMONY SPEECH

“The project features a series of attractive outdoor plazas enhanced by a successful range of food and beverage options. The center’s link to the public transport system was strengthened and improved, offering a very attractive arrival point for the customers. The connection to the adjacent Outlet Center is effective, creating a great mix of food and retail offerings. An impressive and unusual innovation is the substantial educational biodiversity garden, which appeals to a wide range of visitors. A real family place to eat, shop and learn!”



IMAGES: PLAZA MAYOR / SIERRA PRIME

*Plaza Mayor, which opened in 2002, is one of the main shopping centers in Andalusia*



*The center is offering a wide range of retail and leisure activities on a GLA of 53,000 sq m.*



*The renovation included the creation of a new high-quality gourmet area (Patio Gourmet) that complements the existing gastronomic offer.*



*The renovation has preserved the unique, local identity of the shopping center while introducing a new, modern, and contemporary style that provides a better and improved experience for customers.*





## RENOVATIONS & EXPANSIONS SHOPPING CENTER OVER 70,000 SQ M

**DIAGONAL MAR  
BARCELONA, SPAIN**

**Diagonal Mar**

**Owner:** DWS-Alcampo  
**Open Date:** November 22, 2019

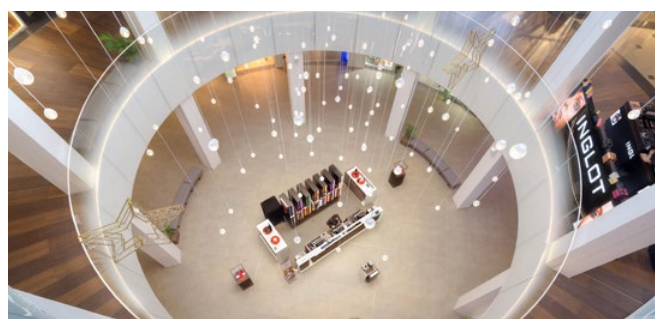
### FROM THE DESIGN AND DEVELOPMENT AWARDS CEREMONY SPEECH

“Diagonal Mar is a well-established center playing a dominant role in Barcelona since 2001. The renovation aimed to respond to customers’ changing needs and improve retail performance to strengthen its leadership. Customers can now benefit from a more attractive and comfortable shopping experience thanks to the presence of new retailers and a completely redeveloped upper floor. The refurbishment invested in many parts of the center: main squares were renovated, lighting of the malls was dramatically improved, as well as relaxation areas and restrooms. The new LED walls and digital media installations give the center an enjoyable, lively and contemporary environment. It is now a center where architecture, technology and the retail offer are extraordinarily well-combined to invite visitors to meet up, relax and socialize.”



IMAGES: DIAGONAL MAR/ DWS-ALCAMPO

*The center, which opened in 2001, covers three retail floors and has a GLA of 88,000 sq m.*



*The renovation aimed to improve performance by creating spaces for new retailers and adapting the center to the latest advances in technology, design, and sustainability.*



*The renovation included the creation of a new high-quality gourmet area (Patio Gourmet) that complements the existing gastronomic offer.*



*The top floor was redesigned into a new fashion center with double-height facades and excellent natural and artificial lighting, the movie theater was downsized, and the leisure anchor was relocated.*



## RENOVATIONS & EXPANSIONS SHOPPING CENTER OVER 70,000 SQ M

### NORTE SHOPPING MATOSINHOS, PORTUGAL



NORTESHOPPING

**Owner:** TIAA and Sierra Prime  
**Open Date:** October 21, 2020

#### FROM THE DESIGN AND DEVELOPMENT AWARDS CEREMONY SPEECH

„Norte shopping center is not just one shopping place – It is three shopping places in one. With a traditional center, the exclusive Galleria, and the Cook Book – the team behind Norte Shopping have developed a new way of thinking about shopping places. A well-planned redevelopment introduced 82 new brands, provided 15 extensions and relocated 63 stores creating a homogenous center with a clear vision. Norte is very well integrated with the local community and also features well executed services and experiences – Digital as well as physical. The center works closely with local businesses, and many smaller local operators are regularly invited into the Cook Book to give a truly local flavor to this imaginative center.“



IMAGES: NORTE SHOPPING/ TIAA AND SIERRA PRIME

*The center now features a retail GLA of 70,740 sq m on five retail levels*



*The renovation has introduced two new concepts that have increased the center's appeal to customers.*



*The Galleria is a redevelopment of the cinema space into a high-end, exclusive fashion concept that incorporates quality materials and decorations, thereby creating an elegant and sophisticated ambience and decor.*



*CookBook spans two floors, each with a different inspiration*



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## NEW SHOPPING CENTER FROM 15,001 – 45,000 SQ M

**CANO CENTER**  
**SINGEN, BADEN-WÜRTTEMBERG, GERMANY**



**Owner:** CANO Singen GmbH & Co. KG –  
ECE Real Estate Partners

**Open Date:** December 10, 2020

### FROM THE DESIGN AND DEVELOPMENT AWARDS CEREMONY SPEECH

“Thoughtful urban planning makes this center well integrated with the city. The careful location of entrances and passageways makes the center highly permeable in the fabric of the city. CANO provides 16,000 m<sup>2</sup> of GLA on three levels with parking for 479 cars, and is well-connected to main bus and train stations. The development team worked closely with the city to create high quality public spaces with seating and hard landscaping. Architectural features echo Singen’s industrial and volcanic heritage. Customers can enjoy the exquisite, wide-ranging gastronomy offer in the well-equipped food court, the restaurants and on various open terraces and balconies.”



IMAGE: CANO SINGEN GMBH & CO. KG / ECE REAL ESTATE PARTNERS

## RENOVATIONS & EXPANSIONS / SHOPPING CENTER BETWEEN 15,001 – 45,000 SQ M

**GALERIA ŁÓDZKA**  
**ŁÓDŹ, POLAND**



**Owner:** Lodz Shopinvest KG – DWS / Familie Otto

**Open Date:** October 24, 2020

### FROM THE DESIGN AND DEVELOPMENT AWARDS CEREMONY SPEECH

“The renovation of the 20-year-old Galeria Łódzka was inspired by beautifully designed boutique hotels. The food court was extensively refurbished and further developed the high-quality theme. The spacious entrances now welcome visitors with an impressive, modern flair. Lounge areas and large lamps in warm colors were introduced, providing spaces for relaxation among the refurbished retail space. Many new retailers were introduced during the renovation. An eye-catching new graphics package is throughout the center, and the exterior was upgraded with improved signage and awnings.”



IMAGE: LODZ SHOPINVEST KG – DWS / FAMILIE OTTO

# „WE EXPERIENCED PLACEMAKING AT ITS BEST.”

“To change perspective and to truly get into the heads of the professionals behind all the incredible work was very educational and satisfying,” states Marc Blum, Director Creative Design at ECE Group Services and judge of the ECSP Design and Development Awards. According to him, most projects provided more than just retail.

BY MARC BLUM



With great pleasure, I was honored to act as a Jury member for the distinguished ECSP Design Award 2023! It was an incredible journey to carefully review a diverse range of high-quality applications in a series of categories and try to understand the logic and reasoning of each of the thoroughly prepared applications. Every project has its individual strengths and challenges. To change perspective and to truly get “into the heads” of the professionals behind all the incredible work was very educational and satisfying. Following the review of the applications, we, as the Jury, conducted a very comprehensive and balanced discussion about all the aspects of these projects. We really took the time to make sure that all the nuances provided were understood and considered while analyzing each project. Our premise: to objectively judge each case.

As to be expected, the on-site visits to the projects which we had nominated opened our eyes to many more ideas behind the work of the teams. Very professionally conducted presentations and tours of the projects by the talented creators revealed more and more layers of intelligent, innovative, and creative retail- and urban planning.

Many of the currently most relevant design trends have been part of the schemes. We experienced placemaking at its best. Some projects provided much more than just



IMAGE: BLUM/ECE

*Marc Blum is Director Creative Design at ECE Group Services GmbH & Co. KG*

retail: places with a variety of uses inside and around, wonderful public space, and visible sustainability features. To be precise: Outdoor plazas with various food and beverage offerings executed in very warm and inspiring colors





and materials. Extensive outdoor gardens with lush landscaping and insect hotels to support bio-diversity and education for the young. Projects that weave seamlessly into the community and provide real value to the neighborhood. Building community, providing excellent and inspiring places that turn shopping into an experience and entertainment by adding alternative uses, all aiming at making people feel comfortable. To sum it up, the teams provided many of these crucial ideas in different and very creative ways, turning retail real estate into “third places.”

Overall, I was very impressed by the quality of the creative thinking. We saw great and thoughtful work; I learned a

lot, and it was a pleasure to collaborate with such a great team of professionals on the jury for this distinguished award! One suggestion and one wish: Next time, I would expect more ideas on how the digital and the real world might weave together. And it would be wonderful if applicants focused even more on every conceivable aspect of sustainable design – as a driver for the work. I hope there will be one project that will truly stand out and be a new landmark for sustainable design in the retail industry!

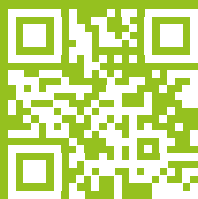


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# “DIGITALIZATION PUSHED US TO THINK DIFFERENT ABOUT RETAIL DESIGN.”

There is no definition of a great shopping center – there are trends that are increasingly important in terms of drawing in customers”, states Margarida Caldeira, Chair of the EMEA Board at Broadway Malyan and juror for the ECSP Design and Development Awards. Nevertheless, projects must respond to its own opportunities.

BY MARGARIDA CALDEIRA



Retail has always been such a fascinating space for designers. It is a sector that is in perpetual movement, continually evolving to meet the ever-changing demands of its customers. The digital revolution has revolutionized how we think about retail with myriad purchasing channels and unlimited opportunities at the click of a button, but the actual rather than the virtual remains an enticing proposition. At the heart of the future of retail is the transformation of major commercial centers into social spaces, anchored not just by an enhanced customer offer but also by placemaking, creating environments where people want to be and, in turn, enabling physical retail to thrive.

After a period of growth in new built shopping centers, retail in Europe is also experiencing a period of intense refurbishment aimed at fulfilling the changing needs of their customers and encouraging shoppers to return to shopping centers and leave their digital screens behind.

There was a time when shopping centers struggled to look beyond their core offer, and yet today they are ahead of the curve in terms of recognizing the changing future and adjusting to be much more like towns and cities.

## SCHEMES THAT TRULY UNDERSTAND PLACE

Whether new build or refurbishment, we are seeing the creation of dazzling gastronomic experiences and striking out-



*Margarida Caldeira is Chair of the EMEA Board at Broadway Malyan*

door areas, encouraging guests to spend their spare time at the mall and using leisure as a critical component of the commercial mix.

However, it is those schemes that truly understand the place that have the greatest opportunity to thrive. Context is so important when designing great retail and





authenticity is vital as customers respond to familiarity and can quickly see through a false narrative.

Great retail destinations have multiple layers so that visitors are continually uncovering new experiences with every visit, encouraging them to return again and again, something that clearly has not been lost on the projects involved in the ECSP Awards.

It is always a huge privilege to be involved in these awards, as they play a really vital role in not just celebrating the very best in current retail development, but also providing inspiration for all of us designers.

There is no definition of a great shopping center – there are trends that are increasingly important in terms of drawing in customers, but every project must respond to its own opportunities, and that is what was so clear from the two shopping centers I was lucky enough to visit as part of this process.

I visited Lagoh Sevilla and Nivy mall in Bratislava and while there were some fundamental similarities to the approach of the two centers, they were both clearly rooted within their location, oozing authenticity in terms of their design, materiality, colors and overall offer.

What I also found so impressive was the diversity of experience that was on offer at both shopping malls and while they were geographically very different, it was clear that these destinations were about so much more than just retail.

Another trend that was central to the experience in both of these projects – and something that has been a huge part of our retail design thinking – is a move towards open air and in less temperate climates, bringing the outside inside, utilizing the health and well-being benefits of fresh air and thoughtful biophilic design.

## CONNECTING THEIR CUSTOMERS WITH NATURE

Malayans award winning Galeria Mlociny scheme in Warsaw and the SFAX Mall, which is currently under construction in North Africa, are very different in many ways, but both embrace the opportunity of connecting their customers with nature and the outdoors.

What was very exciting to see is that this trend is being continually pushed forward with outside spaces becoming green roofs, urban farms, exercise and running areas and much, much more as a response to a more health-conscious population, particularly among the key Millennial and Generation X demographic.

The importance of community and connectivity is also an important element for any successful retail mall and this was particularly in evidence at the Nivy mall where the city bus terminal has been integrated within the mall.

If there was a single word that I would use to describe shopping center design today, it is innovation, and we can thank the advent of digital for that. It has driven us all to think differently about retail design and has unleashed a torrent of creative formats that has completely reinvented the shopping experience.

Retail will continue to react to changing moods, trends and the wider economy and while fresh approaches are relevant today, the picture tomorrow could be very different again. Urban and retail environments will continue to evolve to create entirely new scenarios, some of which we recognize from the natural progression of current trends and others that reflect the influence of greater social issues such as population growth and climate change.

The winds of change will continue to blow, continuing to challenge the sector along the way, but what is absolutely certain is that retail will continue to be an absolutely fascinating space for designers, whatever the future may hold.





# SHOPPING CENTERS AS PART OF THE LOCAL FABRIC

The standard of retail center design, development, and operation is at a high level across the many countries of Europe, and the entries for the Design and Development Awards 2023 are a great example of this. Robert Pierce, Architect and judge of the ECSP Design and Development Awards, about trends, challenges, and solutions he recognized.



**ACROSS: WHAT ARE, ACCORDING TO YOU, THE MOST RELEVANT DESIGN TRENDS AT THE MOMENT?**

**ROBERT PIERCE:** A first trend would be placemaking: Making a shopping center feel like part of the local fabric. The centers Plaza Mayor and Aleja are great examples of this. We have entries where new centers have taken great care in the scale, massing, and design to respect and respond to the city's fabric – and refurbishment centers with well-considered enhancements to the streetscape. Furthermore, we saw more imaginative architectural responses in these entries – building the relationship between the older historical aspects of the town or city and finding an expression in modern materials and forms – such as Aleja's shimmering cladding referencing the city's history. There are several examples where opportunities offered by the much-discussed 'fifth elevation' – the roofscape – have been well and truly celebrated with successful leisure uses, providing memorable experiences for the customers. Seeing great design like this, using and exploiting the roof, is refreshing.

**ACROSS: WHAT OTHER TRENDS DID YOU RECOGNIZE?**

**PIERCE:** Of course, the emphasis on sustainability is leading to more imaginative design responses – in some projects, it's reflected in the material selection, energy efficiency is being carefully considered in all projects, etc. There is also increasing recognition of the need to protect and enhance biodiversity, and several projects include green walls, well-considered landscaping, and even biodiversity gardens. Also, lighting in retail has always been important. Still, we see more emphasis on maximizing



*Robert Pierce, MA, RIBA, Consultant Architect*

natural light and using high-quality, efficient lighting – particularly noticeable when refurbishing existing centers is done to a great new standard. This all adds to a more comfortable experience for the customer. Furthermore, the food and beverage quality has been rising in importance for some time, and we are now seeing some outstanding design delivery. Great operators are in evidence across all the entries, and the dining environment is being designed and delivered to very high standards. Several entries have





assembled the F&B offer into a stunning feature area, acting as an irresistible customer destination. Finally, integrating retail projects with public transport is increasingly important. Many entries have made excellent connections to the city's transport links, and we see this trend getting even stronger in the future.

**ACROSS: WHAT IS, ACCORDING TO YOU, THE MESSAGE OF THE ECSP AWARDS FOR THE SHOPPING CENTER INDUSTRY?**

**PIERCE:** The ECSP Awards are unique as they consider all aspects of shopping places, including commercial performance, design, development, and operation. The standard of retail center design, development, and operation is at a high level across the many countries of Europe – which after the challenges of the last few years, is an impressive achievement.

**ACROSS: REGARDING THE ENTRIES AND WINNERS: WHAT IMPRESSED AND SURPRISED YOU THE MOST?**

**PIERCE:** What really impressed us was that despite all the challenges customers and retailers have faced over recent years with the Covid pandemic and all its consequential effects, we had such a great range of high-quality projects submitted. The industry is successfully adapting to changing needs and expectations and delivering attractive, engaging shopping places – in new and refurbished centers. Furthermore, we were pleasantly surprised to see the issue of Biodiversity being well handled and making a stronger presence in many entries. This aspect of sustainability has perhaps not had the focus of other initiatives in the past, but it is now clearly embraced by many in the industry.

**ACROSS: HOW DID THE ENTRIES DEAL WITH CURRENT CHALLENGES? WHAT ANSWERS DID THEY FIND?**

**PIERCE:** Projects increasingly need to get the combination

of retail tenants, leisure, and food & beverage operators “right” for the customer demand. This applies not just to the area allocation, but to the quality of space provided for each use – and the quality of operators. The entries show a range of skillful design and development responses to this challenge. They also show that there is not one solution that works everywhere, and that the proportion between the uses has to be tuned up or down depending on the local demands. A very present challenge across Europe is the energy crisis. The rise in energy costs has put even more focus on energy efficiency measures and is encouraging yet more focus on the sustainability agenda. Furthermore, integration with the community is being carefully considered – well-designed public spaces are included in many of the entries. Positive integration with the community extends into arranging and hosting events, all of which can contribute to the centers’ marketing. Additionally, especially in the refurbishment entries, we see a more comprehensive approach – including a vigorous review of tenant mix and retail/leisure/F&B allocation, thorough upgrades to all customer public spaces, high-quality lighting upgrades, and the introduction of the latest digital media.

**ACROSS: HOW WAS THE OVERALL QUALITY OF THE AWARD ENTRIES?**

**PIERCE:** Overall, we were very impressed with the entries. It may seem all too easy to say, but it was truly a demanding task to select finalists from the entries and identify winners and commendations from the finalist list. We think that the overall standard of these projects shows that across Europe, the industry is delivering an impressive offer for customers in new and refurbishment projects.



# FUTURE READY RETAIL: THE FUTURE OF RETAIL AND THE IMPACT ON OUR SHOPPING MALLS

Retail brands must deliver ‘fast’ experiences (hyper-convenient, automated, zero-touch, frictionless) as well as ‘slow’ experiences (hyper-personalized, enriching experiences), and our high streets and shopping malls need to respond accordingly, states Ibrahim Ibrahim Managing Director of Portland Design in his keynote for the ECSP Awards Conference.

BY IBRAHIM IBRAHIM



To regenerate our shopping malls, we need to consider both transactional retail space and ‘customer recruitment’ space, which behaves like a media platform, whereby the experience acts as catalysts for engagement on social platforms and downstream on-line sales.

We design these ‘media platforms’ to be modular, ‘open-cell’, and programmable to accommodate the curation of content to deliver an ever-changing blend of experiences. To make the most of this approach, shopping malls need new skills, this includes talent from the hospitality and entertainment sectors, curators, stage managers, story-tellers, social media specialists, data scientists, researchers etc...

Covid-19 has accelerated the wellness trend. Wellness is no longer a category; it must run through all aspects of shopping malls. Our audience will increasingly turn to places that are imbued with wellness. Additionally, the fragmentation of work and the working from (or near) home trend represents a great opportunity for places to develop a compelling range of places to work that respond to the ‘dip in-dip out’ culture of work that is now common

## REDUCE PROPORTION OF TRANSACTIONAL RETAIL

People the world over are turning their backs on ‘cookie-cutter’ brands, experiences and places. Imbuing shopping malls with a truly authentic ‘spirit of place’ will involve

*Ibrahim Ibrahim is a futurist, retail strategist, and designer. He is the Managing Director of Portland Design in London, UK, and a Member of the ACROSS Advisory Board.*



IMAGE: RARE ADVISE

bringing together a mix of unique brands and experiences that respond to the local audience. Shopping malls must reduce the proportion of transactional retail and blend local and international brands with community services, amenities as well as other uses such as co-working, health-care, education, maker spaces, hospitality and residential

The key will be to re-think old, siloed, disconnected ‘mixed-use’ and re-invent it as ‘blended-use’, which blends, connects and blurs the uses by defining the blending components of each use and blending them with retail, F&B, leisure and entertainment to activate the public realm

If we adopt this approach we will ensure that our shopping malls deliver an authentic spirit of place and a sense of belonging.



# CHALLENGE ACCEPTED: HOW SHOPPING PLACES BECOME MORE EXCITING

Our society is characterized by choice and alternatives. Consumers can choose when, where, how, how often, and whether to shop. Do this choice and the abundance of other options place unique demands on physical shopping places? How can they still inspire people? Reinhard Winiwarter discussed this with Angelus Bernreuther (Kaufland) from the (food)retailer's perspective, Gregory Fonseca (BDP) from the perspective of an architect, and Herman Kok (Kern) from the perspective of a market researcher.



What is needed to make them places that "magically" attract consumers and encourage them to spend money? How do you get the latest information about your customers? How to evaluate the catchment area on a constant level?

## FIND YOUR IDENTITY! - THE MARKET RESEARCHER'S PERSPECTIVE

Herman Kok, Director of Kern, states that stores that want to improve their attractiveness must focus on the four e's: Expertise, Emotion, Explore, and Experience. Shopping places are only relevant for visitors and buyers if they recognize that shopping is no longer a mono-activity. Shopping is combined with leisure, services, etc. Therefore, the profile of shopping places needs to be broader than shopping, and they need to search for optimized synergy: What goes well together? Where do we have to avoid conflict? Which functions can be in each other's way?

The profile shopping place must correspond with its main flow catchment area regarding demographics, income, and lifestyle. Choices have to be made based on these factors. An important learning and pre-condition for success is:



*Reinhard Winiwarter is the Managing Director of ACROSS Magazine*

Shopping places that want to serve many groups, but cannot serve all groups without losing their profile. They have to have a visible identity.

To gain this place, specific research and surveys are needed, and focus groups have to be built. As well as a - catch-







*"Challenge accepted! What do physical trading venues have to do these days to excite people?" this was the topic of the round table of Reinhard Winiwarter and his panelists Angelus Bernreuther, Head of IR at Kaufland Stiftung & Co. KG, Gregory Fonseca, Director of Architecture BDP and Herman Kok, Director of Kern, in Milan at the ECSP Award Conference 2023.*



ment area research needs to be done, including the analysis of DISC lifestyle indicators next to demographics and spending power indicators.

## MOVE TO "PHYGITAL" RETAIL - THE ARCHITECT'S PERSPECTIVE

According to Gregory Fonseca, the advantage of physical spaces is that they can bring people together in ways that websites or mobile apps can't. Therefore, the question is: How can we use a shop or SC to build communities? Fonseca gives the example of Solfire, an athleisure apparel retailer in Brooklyn. Solfire wanted to bring a sense of community to its store, so the team set up a juice and smoothie bar and a "fitness oasis" — a space for clubs to meet and classes to exercise. Solfire also added a community board to showcase all the studios, all the places people sweat, and all of that within the area around the store.

Another retailer that's doing similarly is Books@One, a bookshop in Ireland. You think that with e-books and Amazon, anyone would be crazy to venture into physical book sales. As Books@One proves, running a brick-and-mortar bookstore can be very rewarding. The secret: community. "Here, we don't just sell you a book. We're a place to visit and become immersed in, a place where you can participate in community events, find out what's going on in the area and the world, or relax and enjoy a coffee and a chat," states the owner.

## THE LEARNINGS:

- Phygital retail is the blurring of lines between physical retail and digital retail. This boils down to taking the best elements of each and using them to enhance the performance of both while delivering a better customer experience. Physical and digital have been considered and tackled as distinct channels for too long.
- Immersion involves making the customer part of the experience.
- Immediacy means shoppers get the right message at the right time and can choose how their order is fulfilled based on how quickly they want it.
- Interaction allows consumers to touch, feel, and engage with your products.
- Phygital Technologies are shaping the world of retail in ever more immersive ways. Retailers have moved beyond the integrated, omnichannel approach.
- Instead, retailers are pushing for strategies that blur the lines and keep the shoppers engaged for longer, or driving to purchase faster. What is phygital? It is a term that describes the bridge between the narrowing gap between the physical and digital worlds and - the physical, digital, and mobile experience.
- As the retail landscape undergoes disruptions, the formula for a successful mall must also evolve.





*Zuidplein Rotterdam, Netherlands, is an example of a well-developed identity: The center clearly chose to attract blue-collar consumers.*



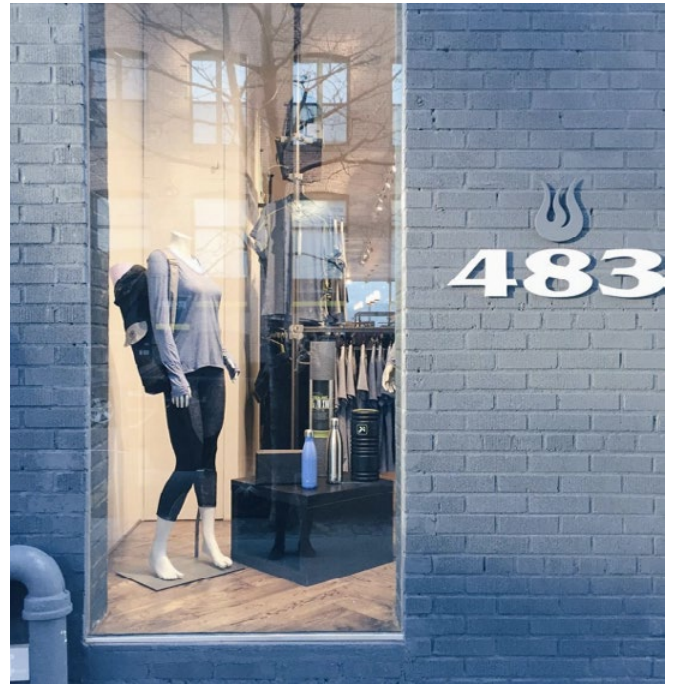
## BE RELEVANT! - THE (FOOD) RETAILER'S PERSPECTIVE

Angelus Bernreuther from Kaufland states that retail and the shopping center industry know how to deal with challenging situations, which will also be the case in the current situation. Nevertheless, successful players should follow the five following guidelines:

**Be relevant:** Why do people shop? Simply because they need something or are seduced into needing it. A simple story that is still true. But the options and interactions between customers and retailers are obviously faster, more numerous, and multi-optional. Relevance in customers' mindset plays a decisive role. The role of an anchor perhaps matters more than ever. As a food retailer, it is more than buying food. It is about being a central location for the customer to integrate into their lives.

**Be cooperative:** The tenant mix at many locations is changing. Shopping Centers formerly had a more fashion-dominated exposure, now turning more into leisure, F&B, and daily goods. The customer's needs often shifted, but also brought some new impulses for the locations. Innovative concepts nowadays often break up traditional schemes, which need the cooperation of tenants, landlords, and cities.

**Be integrative:** Shopping locations were often planned with a functional focus. To some extent, it has to be like



*According to Gregory Fonseca, the retailer Solfire and the bookstore Books@One are great examples of how shops can connect to their community.*

this, of course, being an operator property. But within the trend towards more urbanity and ambiance, retailers and landlords must be aware that they're always part of a local community, ideally, as one of the crystallization points in the neighborhood. This is always related to the local conditions and structures and can be a task for asset management or simply an adapted operation of the retailers' business.







**Be visible:** To create vibrant brick-and-mortar locations, that is the aim, of course. But don't neglect digitalization. It does not necessarily mean implementing an online sales channel. Digitalization is more than online trade. It is the entire customer journey, and this definitely is 24/7 on many channels. For locations and retailers, visibility online and offline towards the customers is key in the digitalization age.

**Be sustainable:** Sustainability has reached the public and economic discussion not only as a nice-to-have topic but a must-do necessity. This draws attention to how to present and operate stores and locations implicitly because the customer values more sustainable products and services, which is a competitive advantage when you hit their needs within the tenant mix and product range.



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# „EVERYONE ASKS FOR MORE FLEXIBLE RETAIL! ... SO LET'S GET STARTED.“

“There is the recognition that the traditional lease models in the retail real estate industry may no longer be suitable for the current market conditions,” states Klaus Striebich. Therefore, we need to discuss more flexible lease models. He started this discussion with Fabian Stutz, Peek & Cloppenburg International, Matteo Marzotto, Luxottica, and Silvia Segale, Savills Italia, in Milan at the ECSP Award Conference 2023.

BY KLAUS STRIEBICH



It is evident that living within tough and challenging times for the retail real estate industry, where landlords and tenants face higher costs, inflation, and lower sales and margins, there is massive pressure on the relationship and lease models. In the short term, immediate measures to reduce costs may look like a solution, but is this the case?

Energy saving by reducing lights and heating depends on the individual situation and even the weather situation, but you are very close to making the customer feel uncomfortable and unhappy. Same with the idea of reducing marketing costs. When shopping malls have fewer marketing activities or reduce efforts to attract shoppers, they will lose traffic and footfall. When retailers downsize their marketing and advertising to compensate for other cost increases, they will leave sales and margin, as there is always competition around the corner.

## FINDING THE BALANCE

The dilemma is understandable in times of high inflation, higher interest rates, and cost increases. The challenge will be finding the ideal balance for all parties involved and not passing a border to gain adverse effects. In addition, everyone should be innovative and flexible enough to create something new and helpful. The requirement is that



IMAGE: RARE ADVISE

*Klaus Striebich is the Managing Director of RaRE Advise and a Member of the ACROSS Advisory Board*

both are willing and able to organize this in a foresighted and collaborative manner.

A retailer's business aims to gain and increase sales and margins. In times of high-interest rates and costs, the rental income –the landlord's sale –also needs to improve.





As we have signed long-term fixed leases, have we reached a dead-end situation?

In times of bankruptcies, insolvencies, and no longer existing high demand for retail spaces, it will be necessary to find ways of deal-making. How could we manage the crossing point for offer and demand when there are much fewer players on the market, or even only one? How should we evaluate new locations without experience or a shaky outlook? How could the overall risk of new locations or openings be managed, as it is increasingly difficult to predict future sales, customer behavior, or even exogen shocks?

### QUESTIONS ARE NOT NEW

Our industry has been faced with these questions already decades ago. The usage of turnover-based rental agreements has been established in times of developing brand-new locations and retail formats (by the way: that was the start of leasing out shopping centers as a new and unknown retail format). The definition of step-rents, with an open and reasonable prediction of future sales, would fit much better with the calculations of landlords and retailers.

Risk-sharing models have started to evolve with capital or fit-out contributions and have led to a model of “revenue sharing,” which is often used with temporary stores or pop-up models – again: as a new and unknown retail format. When talking about the lease length, one of the most difficult topics, we must also involve the finance industry.

All parties involved must accept that the ongoing discussion is not about rental levels, but much more about evaluating risk structures and how to organize and manage them to fit everyone's needs. In the retail real estate industry, we are still talking about “managed and operated” real estate. Every industry has its dependencies, difficulties, and specifics, as do retail and retail real estate.

Overall, there is a recognition that the traditional lease models in the retail real estate industry may no longer be suitable for the current market conditions. As such, there is a need for new lease models that are better aligned with the requirements of both landlords and tenants in today's evolving retail landscapes.

We started this discussion at the ECSP Awards Conference 2023 in Milano, and I am sure there is more to come.



*“Cost Cutting vs. Rental Increase – How could that work or do we need new Lease Models” – this was the topic of the round table of Klaus Striebich with his panelists Fabian Stutz, Real Estate & Construction Director at Peek & Cloppenburg International, Matteo Marzotto, Business Development Retail Europe Director at Luxottica, and Silvia Segale, Head of Leasing, Leasing Department Milan - Commerciale Savills Italia, in Milan at the ECSP Award Conference 2023.*



# NEIL SLATER TO SUCCEED ANDREW VAUGHAN AS CEO OF REDEVCO

COFRA Holding AG, Redevco's shareholder, announced today that Neil Slater has been appointed Chief Executive Officer of Redevco, effective from October 1, 2023. Slater will join Redevco from abrdn, where he is Global Head of Real Estate and Real Assets.



IMAGE: REDEVCO

*Andrew Vaughan and Neil Slater*



Andrew Vaughan is stepping down as Chief Executive Officer after a successful career at Redevco, spanning more than two decades. Under Andrew's leadership, Redevco introduced its liveable cities strategy which resulted in greater diversification and, for the first time, the addition of third-party capital. Last year, he led Redevco's acquisition of a majority stake in redos, the Hamburg-based firm, creating one of Europe's largest Retail Warehouse Park platforms.

Boudewijn Beerkens, CEO of COFRA Holding AG, commented: "I am pleased to welcome Neil as Redevco's new CEO. Neil has a proven track record of growing assets under management and attracting external investors in a multi-asset environment, which fits with COFRA's strategy to attract more like-minded third-party capital to







our investment strategies. I want to thank Andrew for his contribution to Redevco's growth and success since joining in 2000. He has been a wonderful and inspirational colleague. Under his leadership, Redevco has grown substantially to become a trusted partner in creating more sustainable and liveable cities, proving that purpose and performance can go hand in hand. We wish him every success in the future."

Slater will join Redevco from abrdn where, as Global Head of Real Estate and Real Assets, he leads a real assets business that grew assets under management to £50bn. He has held leadership roles in London, Zurich, Tokyo, and Edinburgh with abrdn, Standard Life and Man Group.

"I am proud to join Redevco at such a pivotal moment in its growth trajectory. As the world's population continues to grow, and climate change impacts our environment, Redevco through both its capabilities and the wider

COFRA group, has a crucial role in making cities and urban areas healthier, more sustainable, and liveable", states Neil, the new CEO of Redevco. "I passionately believe that purpose and performance must go together, so I am thrilled to be joining a company that is dedicated to aligning its clients' interests with a mission to effect positive change."

Andrew Vaughan, current CEO of Redevco, commented: "I feel incredibly privileged to have led Redevco, and I want to thank everyone at COFRA and Redevco for their support since I joined the company in 2000. After almost 12 years as CEO, with major milestones behind us and having repositioned Redevco as a multi-client, multi-strategy real estate manager, now is the right time to hand over to Neil, who I am convinced will do a superb job in steering Redevco forward."



# EFFECTIVE TENANT-LANDLORD COMMUNICATION: THE CORNERSTONE OF COMMERCIAL PROPERTY MANAGEMENT



Clear and efficient communication is the foundation of any successful relationship, including the one between tenants and landlords.

In today's digital world, digital communication plays a significant role in maintaining a positive relationship between tenants and landlords in commercial properties.

But, in practice, effective communication can be challenging. To overcome these challenges, you need to establish clear communication channels and use digital communication wisely.

## ONE CLEAR COMMUNICATION CHANNEL IS BETTER THAN SEVERAL DISPARATE ONES

The first step to improving tenant-landlord communication is if communication channels can cause confusion, with records scattered across different text messages, emails, and phone calls.

Chainels is the perfect solution to this challenge. It offers an intuitive source of truth where tenants can contact you instantly through a simple chat interface. With Chainels, all your communication is kept in one place, and tenants can send direct messages to property and community managers, as well as other tenants.

For more general communication, like messages that apply to an entire building or property, you can post on Chainels' timeline feature. This way, having a clear and consistent communication channel makes it easier to resolve issues quickly, which can have a big impact on tenant retention.

## PROMPTNESS IS EVERYTHING

Promptness is another essential aspect of digital communication. Whether it's an email or a text message, try to respond as soon as possible.

Chainels' chat feature allows for a timely response to enquiries, complaints, and reports. Your tenants can message you directly, and you can respond quickly.

## PUT TENANTS IN CONTROL

Communication overload poses significant challenges to tenant-landlord communication in commercial properties. When renters receive an excessive amount of information, it can quickly lead to frustration and abandonment of the communication channel altogether. However, with a tenant experience app like Chainels, this issue can be mitigated.

Chainels allows for targeted communication, so tenants only receive content that's relevant to them. By tailoring the information to specific users, you reduce the risk of overwhelming renters with unnecessary notifications. Commercial tenants can also opt-out of certain communications, giving them control over how frequently they wish to engage.

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## BETTER COMMUNICATION LEADS TO HAPPIER PROPERTIES

In conclusion, digital communication can greatly enhance tenant-landlord relationships if used correctly. By establishing clear communication channels, being prompt in responding, being clear and concise, using visual aids, automating where possible, and fostering a positive relationship, you can create a healthy and productive digital communication channel that benefits everyone involved. Choose Chainels for the ultimate tenant experience platform and improve your tenant-landlord communication today.

## OUTLET CENTER DEVELOPMENT FASHION OUTLET VILLAGE SLOVENIA: “WE SEE A HIGH INTEREST FROM INTERNATIONAL BRANDS.”

Slovenia's first Fashion Outlet Village is scheduled to open in 2024/2025. The HG Invest investor group around the Tyrolean company Huter Invest is developing it. Nikolaus Huter, Managing Director of Huter Invest, spoke to ACROSS about the development, the advantages of locations close to the border, and why more and more offline shopping locations should be converted to outlet centers.



IMAGE: HUTER INVEST

*Nikolaus Huter is Managing Director of Huter Invest, the investor of FOC Slovenia*



**ACROSS: WHAT IS THE CURRENT STATUS OF THE FASHION OUTLET VILLAGE SLOVENIA?**

**NIKOLAUS HUTER:** Preparations for the realization of the Fashion Outlet Village Slovenia are in full swing. The most critical steps have already been taken: The property is already purchased, the zoning plan is approved, and the submission process is in progress. Leasing is also in full

swing. We are negotiating with internationally known casual, sports equipment, and fashion brands. The Center Management is planned to be taken over by FOC Retail Service Ltd.

**ACROSS: WHAT INFLUENCE DOES THE CURRENT GLOBAL ECONOMIC CRISIS HAVE ON THE PROJECT?**







**HUTER:** Despite the globally challenging situation, we do not see any negative influences, as the interest of international brands in outlet centers is high. The leasing situation in continental Europe, and especially in the German-speaking countries, is even more stable than during the Covid-19 crisis. Building permission procedures are still highly restrictive in the previously mentioned area. The Fashion Outlet Village Slovenia, located 30 minutes south of Graz but already on Slovenian territory, is a unique opportunity for outlet center developers. Greenfield developments are generally speaking very difficult, and our center represents a unique opportunity.

**ACROSS: FASHION OUTLET VILLAGE SLOVENIA IS THE FIRST OUTLET CENTER IN THE COUNTRY, NEAR THE AUSTRIAN BORDER AND NOT FAR FROM CROATIA. WHO IS THE PRIMARY TARGET GROUP OF THE PROJECT?**

**HUTER:** We want to attract fashion and sports equipment shoppers living in the surrounding catchment area, as well as day and overnight tourists. The catchment has 2.5 million residents and includes the cities of Graz and Maribor. It is located in a solid touristic area at the “Weinstraße” and the “Vulkanregion” in the adjacent Austrian province of Styria, with approximately 13 million overnight stays, and those of Slovenia with approx. sixteen million yearly overnight stays. The nearby Šentilj casino resort offers entertainment and overnight accommodation for 400,000 visitors annually, mainly from Austria. This location is unique when it comes to international transit and visitors. The Fashion Outlet Village Slovenia is next to a transit route, which sees 8.5 million cars every year. Furthermore, we attract shoppers from Croatia, Serbia, and Hungary.

**ACROSS: HOW WOULD YOU DESCRIBE THE FASHION OUTLET VILLAGE'S BRAND MIX?**

**HUTER:** The category mix is based on our international experience in the outlet center sector. It will primarily include casual, sports fashion, and fashion brands. The segments outdoor, shoes & accessories, home, and kidswear will complete the broad brand mix. Of course, bringing new brands to the region is also a considerable change, and we are definitely doing this. So far, the names of the brand partners are still confidential, but will be released when we launch the opening campaign. This international brand atmosphere is integrated into a very “Slovene feeling.” The architecture will reflect Slovenian culture and the traditional Habsburg architectural style.

**ACROSS: ESG IS ONE OF THE INDUSTRY'S BIGGEST CHALLENGES. WHAT EFFECTS DOES IT HAVE ON THE BUILDING PROJECT?**

**HUTER:** The building will be ESG certified. Maximum sustainability is an important goal for our development.

**ACROSS: THE OTHER BIG TOPIC IS E-COMMERCE. ARE THERE ANY OMNICHANNEL ACTIVITIES PLANNED?**

**HUTER:** Since the dynamics of e-commerce are very high, omnichannel activities are on our to-do list, but there are no concrete plans at this point. We aim to reach customers on all channels and actively promote our brands and products. Marketing communication will take place at the POS, offline, and online. The customers will find a unique shopping atmosphere in the new Fashion Outlet Village that will ensure an enjoyable stay. Our greatest goal is that the center's visit will be an excellent experience for every customer. And each marketing activity will be checked individually to see if it contributes to this goal.

**ACROSS: APART FROM THE FASHION OUTLET VILLAGE SLOVENIA: WHAT OTHER PROJECTS DO YOU HAVE IN YOUR PIPELINE?**

**HUTER:** Huter Invest develops several Central European real estate and touristic projects. The company can develop projects on the greenfield and manage the centers with our team. One of the references of Huter Invest is the Outlet Center Brenner, which opened in 2007. It is located in Italy, directly on the Italian-Austrian state border, and looks back on a successful development. The Outlet Center Brenner was the first newly built outlet center in the Alpine region and today joins the ranks of the most successful outlet centers in Europe. Seventy shops with 350 new jobs have been created over 15,000 sq m. Around two million visitors stop by the center every year. International brands such as Hugo Boss, Tommy Hilfiger, and Puma are among its anchor tenants. Many components of this project are comparable to the new project in Slovenia.

**ACROSS: WHICH COUNTRIES/REGIONS ARE YOU FOCUSING ON?**

**HUTER:** Austria is our home base, and we approach new projects from here. This way, we and our partners benefit optimally from our market knowledge. Therefore, our clear focus is on Austria and its surrounding countries.





**ACROSS: WHAT ARE THE MOST CRITICAL TRENDS IN THE OUTLET CENTER INDUSTRY AT THE MOMENT?**

**HUTER:** First, it is all about creating unique offline shopping experiences for the customers. Enlarging existing offline outlet centers is way more promising than developing new projects. The outlet model has proven its strengths and success; therefore, I also see a clear trend or strategy in converting offline shopping centers to outlet centers or hybrid entities. On the other hand, the focus of full-price retail should be on online channels.

**Slovenia's first Fashion Outlet Village** is being developed by HG Invest in cooperation with FOC Retail Service GmbH and Outlet Evolution Services. On an area of more than 20,000 sq m, 70 shops and several hundred new jobs will be created in two phases. Its first phase will be opened in 2025, phase two is scheduled for 2028. The Village will be located directly next to the highway exit for Šentilj on the Austrian border in the northeast of Slovenia. It is only 30 driving minutes south of Graz, the second-largest city in Austria and about 15 driving minutes north of Maribor. Find out more: [www.fashionoutletslovenia.com](http://www.fashionoutletslovenia.com)



## VIA OUTLETS BRAND SALES RISE 20% IN Q1 2023 ACROSS PAN-EUROPEAN FASHION OUTLETS

VIA Outlets recorded a 20% like-for-like increase in brand sales across its 11 pan-European centers in the first quarter of 2023 versus Q1 2022, driven mainly by a post-pandemic resurgence in tourism, multiple new brand openings and higher net spending per visitor.



Otto Ambagtsheer, CEO of VIA Outlets (left), Batavia Stad Fashion Outlet in Amsterdam (right)



Total footfall rose by 13.3% in Q1 over the first three months of last year, while slightly lagging the same pre-Covid period of 2019. But guest spend per visit jumped 21.4% between January to March this year over the comparable first quarter of 2019 and was up 6.2% on Q1 2022.

VIA Outlets is solely owned by Dutch institutional investor APG and has fashion outlets in the Netherlands, Germany,

Portugal, Spain, Czech Republic, Norway, Poland, Sweden and Switzerland, with the portfolio valued at approximately €1.8 billion at the end of last year. Total brand sales across these outlet centers were a record €1.2 billion in 2022, an increase of 3% over pre-pandemic 2019.







“VIA Outlets had a very strong start to 2023. We had 6.2 million guests visit our pan-European centers in the first three months of this year, finding a growing number of new brands there to welcome them. This year has, so far, been notable for the continuation of the resurgence in brand sales we saw during the fourth quarter of 2022. It’s clear that the rapid recovery has been supported by the competitive prices our guests can find in our outlets, particularly during periods of economic downturn. But also due to the continuing intensive investment we have made in our 3R-Strategy of remerchandising, remodeling, and remarketing over the course of the pandemic, which has played its part in the record brand sales we’re experiencing currently. We have also had several new extensions opening, or are planned in the pipeline, at our centers to provide a revitalized experience for guests, including the many tourists from Europe and beyond coming to our fashion outlets again”, says Otto Ambagtsheer, CEO of VIA Outlets.

Tourism is an important contributor to VIA Outlet’s performance, with tourists spending on average six times more

than local visitors in its centers. From outside Europe, North American guests as well as visitors from Israel, Egypt, Turkey and the GCC led Q1 sales, replacing pre-pandemic leaders China and Russia. At Freeport Lisboa Fashion Outlet in Portugal, payment technology showed that 92 different nationalities visited in the first quarter.

Over 66 remerchandising deals, including upsizes and new store openings representing nine brands and 1,343 sq m of GLA, started to trade or expanded in the VIA Outlets portfolio during the first quarter of 2023. At Batavia Stad Fashion Outlet in the Netherlands alone, newcomers included an inaugural outlet store for Ace & Tate opening alongside Dutch fashion retailers Catwalk Junkie and No Label, US clothing brand The North Face as well as Belgian eyewear and watch designer, Komono.

The company intends to increase GLA by 7,500 sq m by 2025 through its pipeline of development opportunities, starting with extensions at Landquart Fashion Outlet, Zurich and Villa do Conde Porto Fashion Outlet for which it expects to achieve permitting in 2023.



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# NEINVER BRAND SALES RISE 21%, REACHING RECORD-BREAKING €329 MILLION IN Q1

NEINVER has closed Q1 2023 with sales of €329 million across the 21 centers operated by the company in Europe, up 21% year-on-year. The results obtained for the month of March were especially strong, with centers seeing sales rise by 24% compared to 2022.



IMAGE: LA CONSULTORA

*Vicolungo The Style Outlets is one of NEINVER's many outlet malls.*



Looking just at the results of its outlet centers, sales grew 23.5% year-on-year. These are record figures for the company, and a trend which it expects to extend into the second quarter.

In terms of footfall, the Spanish multinational welcomed 15.9 million visitors during the first three months of the year, a 16% year-on-year increase in the centers it manages across Europe.

“We have closed the first quarter with exceptional results that have exceeded all our expectations. The upward trend that we have been seeing across all our centers continues to take hold, underlining the success of our business strategy and model, which is designed to offer growth opportunities for brands. A model that is also renowned for





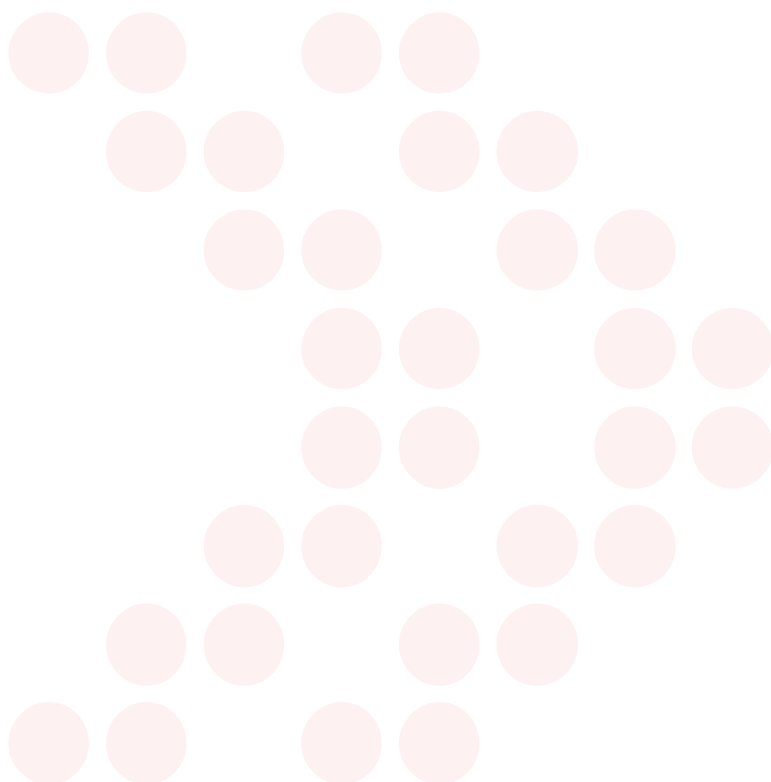
# NEINVER



its flexibility and for the expertise offered by our teams, who continue to work tirelessly to maximize results for the brands that place their trust in NEINVER”, comments Daniel Losantos, CEO of NEINVER.

Throughout the first quarter, NEINVER has continued to increase the retail mix on offer at its centers. The company

has signed agreements with brands such as Levi’s in Amsterdam, Rituals in France, Hugo Boss in Poland and with Dockers, L’Oreal and Tommy Hilfiger in Italy. In Germany, new deals have been signed also with Tommy Hilfiger as well as with, Camp David and Only. Meanwhile, brands such as Puma and Jack & Jones in Spain, along with Adidas in Poland have upsized their stores.



# HBB TAKES OVER CENTER MANAGEMENT AND LEASING FOR FLORAPARK MAGDEBURG

As of April 1, HBB has taken over the leasing and the sub-mandate of the center management for FLORAPARK Magdeburg.



IMAGE: FLORAPARK, HBB



A total of around 70,000 sq m of leasable space with over 70 tenants in the retail, gastronomy, and service sectors and over 2,700 free parking spaces make FLORAPARK one of the largest hybrid shopping centers in Germany. FLORAPARK is located in the northwest of the city of Magdeburg about 140 kilometers west of Berlin and about 130 kilometers east of Hanover. On the site of what was once Magdeburg's largest greenhouse, FLORAPARK with its U-shaped structure opened in 1993 as the first

shopping center in Saxony-Anhalt's state capital. Since then, the center has acted as a retail hub in the northwest of the city with supraregional appeal and has anchor tenants such as Mein Real, Roller, TK Maxx and Decathlon. Other well-known tenants include Rossmann, dm, Aldi and Intersport Hübner.

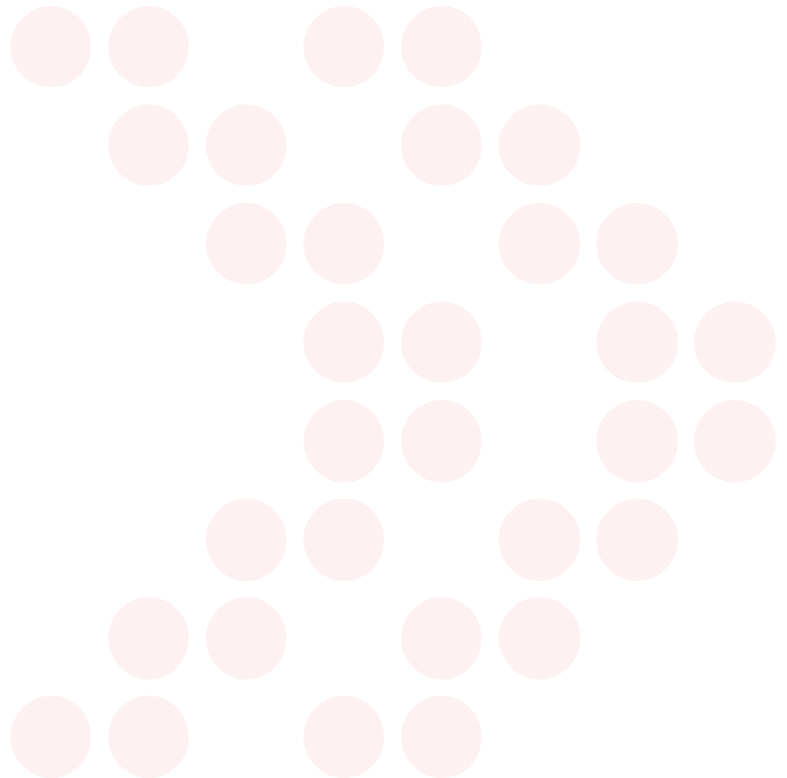




Between 2015 and 2022, modernization and renovation measures were carried out inside and outside FLORAPARK. All these further developments were aimed at creating a family-friendly and relaxed atmosphere. In close cooperation with the appointed asset manager PATRIZIA and the appointed property manager Valon, HBB will lead FLORAPARK into a successful future. The main tasks are to optimize the tenant and sector mix, to further enhance the quality of stay and the shopping experience, and to

make FLORAPARK even more sustainable and thus future-proof as part of further modernization.

In addition to shopping centers, HBB also manages retail parks and is a specialist in the repositioning and restructuring of retail properties. This expertise will now also benefit FLORAPARK.





# LVMH OPENS “THE LANDMARK”, THE WORLD’S LARGEST LUXURY BOUTIQUE IN NEW YORK CITY, USA

After four years of renovation, the largest jewelry store in the world, the 10-story, 10220 sq m historic flagship store of Tiffany&Co – renamed “The Landmark” after 186 years – opened on April 28, 2023, at 5th Ave in New York City.

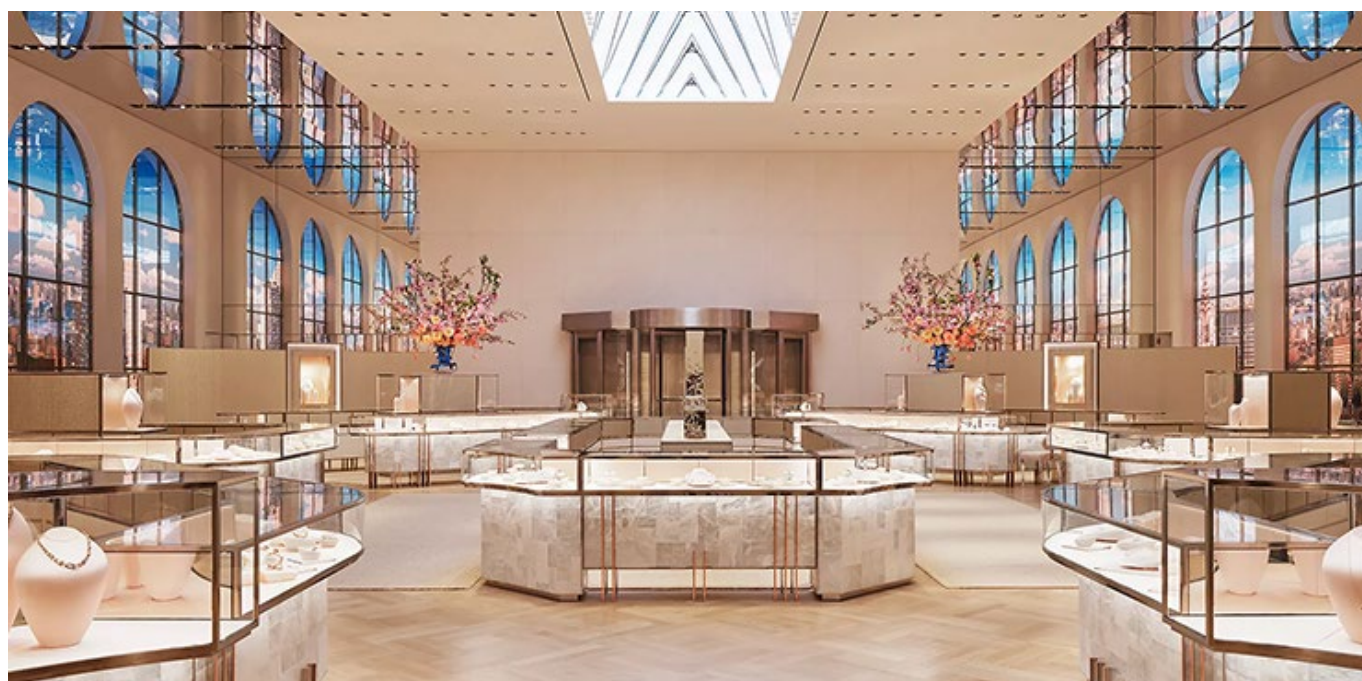


IMAGE: TIFFANY&CO



The Landmark showcases Tiffany’s entire product range, features high-end contemporary art, a café and an experiential exhibition that transports customers into the world of Audrey Hepburn and “Breakfast at Tiffany’s”.

Bloomberg reports that the renovation cost at least 230 million Euro. LVMH again relied on architect Peter Marino, who also redesigned the recently opened Louis Vuitton flagship store on Vienna’s Graben, for the renovation. OMA was responsible for the three-story glass area called “Diamonds on the Roof”. This glass, glittering cube is the headquarters for Landmark’s VIP events and customer

activities. The top floor houses four VIP sales lounges and a private dining room for up to 60 people.

## LAYOUT OF THE NEW LANDMARK FLAGSHIP STORE

The world of Tiffany shows the best-selling products – designed like the movie “Breakfast at Tiffany’s”. Projections show Central Park and the Manhattan skyline, transmitted via floor-to-ceiling screens. Floral arrangements of





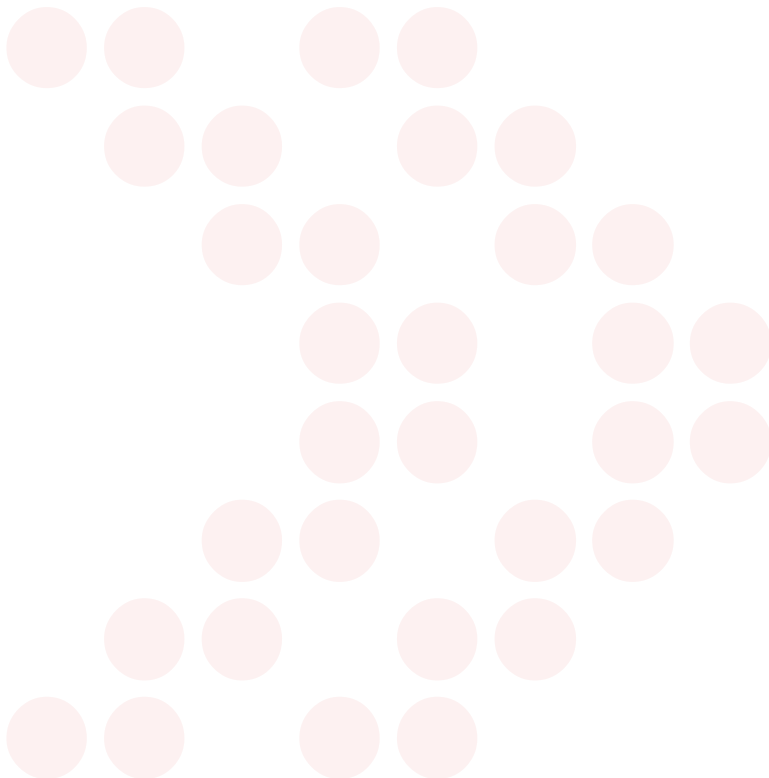
Tiffany rose, apple blossom and wisteria complete the shopping experience.

- The second floor houses its own restaurant for the approximately 150 employees, with healthy meals that can be ordered in advance via a specially developed app.
- The third floor is all about love. An intimate retail experience has been created for couples to experience in private salons.
- The next floor houses three boutiques: One room for watches, another for Paloma Picasso, and the third showcases Elsa Peretti's product range. Peter Marino designed

Peretti's flat back in the 70s, using mostly natural materials such as cork and sisal.

- All lovers of silver jewelry are in good hands on the fifth floor; Jewelry can also be personalized here.
- On the floor above is the Blue Box Cafe, which offers breakfast as well as menus for the entire day.
- The 7th floor houses the most expensive pieces and provides access to the glass cube.

Tiffany's sales were 5.1 billion Euro in 2022 and are expected to reach 7.4 billion Euro in 2025, according to HSBC.





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# G CITY EUROPE COMPLETES PURCHASE IN PRAGUE

G City Europe Limited, has completed the purchase of a remaining 25% stake in the Arkady Pankrac Shopping Center in Prague, Czech Republic for a consideration of 60.5 million euros.



IMAGE: G CITY EUROPE



The Company financed the transaction with UniCredit Bank Czech Republic and Slovakia and raised 112 million euros secured loan with tenor of five years. The remaining part of the proceeds will be used to repay G City's current debt.

Considering that G City has previously acquired a 75% ownership back in 2015, with this new acquisition it consolidates its ownership, and following this transaction the company will own 100% of the Center.

Arkády Pankrác opened in 2008 and is a prime modern shopping center comprising 38,700 sq m of retail GLA,

as well as 1,030 sq m of office GLA, along with parking for 1,100 cars. The center is well established as one of the principal shopping centers in Prague and leased 96%. It is very well served by public transportation, including an existing metro stop and will in due course benefit from the opening of an interchange stop on the second metro line currently under construction. The transaction includes the adjacent land plot of 5,400 sq m with building rights of 22,500 sq m.

ECE Projektmanagement Praha s.r.o. will continue managing Arkády Pankrác.



# H&M OPENS NEW BEAUTY CONCEPT IN OSLO

The new beauty concept is being created on an area of around 300 sq m, among the brands launching are Huda Beauty, WISHFUL, KAYALI, Smashbox, Anastasia Beverly Hills, KVD, Origins and Emma S.



IMAGE: H&M



Spas and cocktail bars served as a source of inspiration for the design of the new store concept – new products can be discovered and tried out in a pleasant, relaxed atmosphere. Physical experiences are combined with the digital beauty universe, and customers are to be inspired to the maximum. The two H&M Beauty Shops are each located in H&M stores and have their own entrance.

“We are pleased that we can now offer our customers a well-curated beauty assortment that goes hand-in-hand with

the fashion we offer. Our goal is to inspire every customer who enters a H&M store, or who shops online at hm.com, to leave with a complete look across fashion and beauty”, says Cathrine Wigzell, General Manager, H&M Beauty.

H&M Beauty’s first flagship store will open its doors on May 4, 2023 in Oslo, Karl Johans gate 14, the second store will open on May 25, 2023 in Oslo City.





## THE COUNTDOWN IS RUNNING: EUROVEA OPENING IS ON MAY 25TH

The expanded Eurovea will soon become the largest shopping center in Slovakia when it opens on May 25 – and with 95% retail space occupancy, shoppers can look forward to exciting new brands and innovative concepts. The original Eurovea opened 13 years ago.



IMAGE: EUROVEA



### STORE-BY-STORE

The first part of shops and services will welcome customers before the official opening. On the existing ground floor of the shopping center, stylish American fashion brands Calvin Klein Jeans and Calvin Klein Underwear are opening, as well as natural Czech cosmetics store Manufaktura, and Spanish brand Desigual will present a new concept. The service range expands on the lower ground floor with Čedok, TIP travel, and SUN & FUN HOLIDAYS. Hodinár and B&B service will relocate to the service area in the new part,

Nekonečno.sk comics store is expanding, and Smarty.sk smart electronics and gaming will open on the same floor.

### NEW BRANDS & CONCEPTS

The biggest attraction in the new part will be a two-floor Primark, the Irish fashion chain's first venture into the Slovak market. The exclusive representation of fashion







boutiques and brand stores will now also include the largest Nike store (600 sq m) in Slovakia, and the British JD Sports is also entering the Slovak market with branded clothing and footwear.

The popular Mango will be enlarged and relocated to the new part, where it will introduce a new concept – exclusive to Eurovea – that includes Mango Man. Czech design brand Vuch will open its first pop-up in Slovakia focused on fashion accessories such as backpacks, handbags, wallets and other practical items. Bargain HalfPrice will showcase clothing, shoes, cosmetics, household, sports, and pets on the largest area in Slovakia. One of the three largest e-shops in Europe, Alensa.sk, will also open its first store in Slovakia at Eurovea with a wide range of sunglasses and prescription glasses, contact lenses, and eye care accessories. Home innovations can be found in the first Tefal store in Slovakia, and confectionary aficionados will enjoy Swiss chocolate manufacturer Lindt's sweet boutique. Eurovea's services will be complemented by a new Slovenská sporiteľňa bank concept, and a visually impressive and innovative Tesco Express.

The new shopping centre will welcome other well-known names such as the leading Polish brand 4F on the ground floor, which kits out Olympic teams and sells high-quality sport and trekking gear, Sport Vision – the largest European retailer of sports shoes and clothing, Vinotéka Matyšák quality Slovak wine, ŠEVT stationery, and Benu pharmacy. Established tenants are also moving to the new section with larger stores such as FaxCopy on the first floor, and Sofia Jewelry and Lotsi ground floor boutiques. Unrivalled retail

In June eobuv and Modivo – previously solely e-shops in Slovakia – will showcase a unique shopping experience by combining shops with the digital environment: shelves will be replaced by wide-screen range displays, tablets to search/order over 500 brands, and super-comfy interactive booths with three-minute delivery from the in-house store. The existing shopping centre will be stylishly complemented in June on the lower ground floor by YOYOSO's reasonably-priced design accessories for home and lifestyle. Online Notino perfumery will open its largest shop at the end of summer on the ground floor, as will premium

Hugo and Boss. Sports Direct will again welcome customers after its three-month refit.

## SLOVAKIA'S FIRST CINEMA CITY MEGAPLEX

The latest high-definition projection technology will show popular blockbusters at 17 screens from August. Megaplex will have eight new screens with new ergonomic seats, as well as four VIP screens with 300-capacity luxury seating. VIP refreshments (unique in Slovakia) will enable film lovers to order and be brought snacks and drinks to their seats: movies with munchies – the perfect combination.

**Eurovea** will be the largest and widest-ranging shopping center in Slovakia with 320 shops, restaurants, bars, and cafes covering 85,000 sq m. A key new two-floor tenant will be Irish fashion chain Primark, opening its very first outlet in this country. The largest gastronomic destination in Slovakia will comprise an eating area doubled in size to 1,156 seats, a stylish food hall, and 16 restaurants along the Danube promenade. Cinema City will increase to 17 screens and a completely new VIP concept after the reconstruction. The shopping center has dry-foot connection to EUROVEA TOWER (the first Slovak skyscraper), PRIBINOVA 34 office building (with BREEAM Excellent green certificate), and the Danube-facing RIVERSIDE residences. As well as those buildings, Eurovea2 also includes the modern PRIBINOVA 40 (BREEAM Outstanding sustainability certificate) office building near Apollo Bridge, with a 4,000-car two-story underground garage. The project also includes an extended waterfront promenade, Pribinova boulevard (with preparation for a tram link), and public spaces, playgrounds, and sport areas that will add to Bratislava's newly emerging Eurovea City downtown area. Beth Galí – the internationally renowned architect and urban planner – conceptually designed Pribinova boulevard and the attractive public spaces.



# LACOSTE'S LARGEST BRITISH FLAGSHIP STORE HAS OPENED ON REGENT STREET IN LONDON

After the opening of the Paris flagship store on Av. des Champs-Élysées last year, the opening of a flagship in central London was on the agenda in the year of the brand's 90th anniversary!



IMAGE: LACOSTE



Much emphasis was placed on providing customers with an unforgettable experience. In addition to tennis and golf collections for women, men and children, there is also a large shoe department and an area for fitness collections. Likewise, products can be personalized with special colors and monograms. In the center of the flagship store is an exclusive work of art by the Japanese artist HAYU.

“As we did with Lacoste Arena in Paris, 182 Regent Street reflects our ambition to reinvent the customer experience, offering our communities unique experiences in exceptional and unifying locations. In the same spirit, we are also planning to open a new space in New York in 2024 and in Asia”, said Catherine Spindler, deputy CEO of Lacoste.







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## BERLIN: THE LOCATION OF CHOICE FOR UK BRANDS SEEKING INTERNATIONAL GROWTH

As the capital of Europe's strongest economy, it should come as no surprise that UK operators are eyeing up – and indeed committing to – Berlin, often to kickstart international expansion, argues Arabella Dalloz, Head of Leisure at CACI.

BY ARABELLA DALLOZ, HEAD OF LEISURE AT CACI



IMAGE: AVER

Arabella Dalloz, Head of Leisure at CACI (left), Berlin (right)



The city has long been considered attractive and unique, with a vibrant culture scene to match. Beyond just reputational value, it manages to tick every box when looking for the foundations every business needs to see, to be confident of success.

Berlin is after all a growing and evolving city, attracting over 13.5 million visitors a year, but clearly prides itself on being just as accessible and interesting for local people. Apart from the obvious factors which are pulling F&B

operators into the capital – its resilient economy, cultural significance, and affordability – there are some key reasons why Berlin is seen as a solid, strategic decision for international growth, fuelled by a thriving catchment with burgeoning spend potential.

When zooming in, we see Potsdamer Platz as seemingly the go-to place for UK, and indeed European, operators.





The centuries old landmark square boasts obvious strength at street level, attracting high footfall from nearby stations and offices, with bars, cafes, restaurants, theatres, cinemas, hotels, and casinos. So, it seems a no-brainer; Potsdamer Platz is a great location when looking from a macro-level, whether you specialize in casual or fine dining, or have a unique and sought-after leisure offer. However, it's not just about the location, but the people in it, and it's important to get to the root of why opening there is beneficial for a predominantly UK-based company.

There are over 4 million people living within the catchment of Potsdamer Platz, and our Retail Markets model points to over €50 million in potential catering expenditure being drawn to the site by these people. The key finding: pre-family couples and singles constitute the majority of this catchment at 64%, compared to the German average of about 28%, representing a massive over-index. This highlights a great opportunity – these groups are perfect targets for a vibrant and eclectic hospitality offer and are likely to have a higher propensity to spend on food and drink. Add this to a fantastic international tourist population, and you can start to see why major operators have decided that this is the location for them.

That all sounds ideal for any growing brand, but why specifically does it work for UK-based operators? In short, Potsdamer Platz attracts a very similar demographic and visitor profile to London's West End. Both leisure markets are very similar, dominated by a mix of mass market and 'accessible premium' brands. Also, both destinations gain significant tourist income, the West End achieving almost a 50% uplift in spend from this source, and both benefit from nearby workers, from prominent corporate headquarters nearby. The catchment pull of similar locations in the West End may be larger than Potsdamer Platz, but with just over half of its visitors forming part of the consumer groups

that really drive leisure spend, there's another clear affinity with the Central Berlin audience.

It seems UK businesses have noticed the potential and similarities. KERB, a London native currently operating the buzzing Seven Dials Market, announced earlier this year that it will be opening its first international location in Berlin, housed within the Sony Centre in Potsdamer Platz. Creative bar concept The Alchemist, which started life in Manchester but now has five sites in London including one in Covent Garden, is also set to open there in spring 2023. Success in London's hospitality core may or may not be their main motivation for the move, but the numbers suggest it certainly could be.

Berlin is not just pinching the best of Covent Garden, however. Manifesto Market opened the largest food hub in Europe within Potsdamer Platz in January following its success across Prague, with Jamie Oliver also joining forces with BMB Gruppe to open more than 30 hospitality venues in Berlin with a franchisee model, its first site planned for summer 2023. The opportunities are there for a wide range of concepts.

Numerous operators are attracted to Berlin, and quite rightly, with Potsdamer Platz radiating confidence in its catchment and location. The data shows that this move is solid in its foundations and exciting in its potential, and it comes as no surprise that UK businesses looking to make the hop overseas have recently gravitated to Berlin. It simply combines a cool character with value in growth and familiarity in its visitors. If your F&B offer works for the West End visitor, you've got a good chance in Berlin.

With the German capital's thriving tourism and vibrant catchment, there seems no better time than the present to make the move.



# 3PM SERVICES TAKES OVER PROPERTY MANAGEMENT OF 63,000 SQ M LHI RETAIL PORTFOLIO

3PM Services took over the retail and technical Property Management of LHI Group's 63,855 sq m, nationwide retail portfolio in Munich.



IMAGE: 3PM SERVICES



The portfolio comprises 14 supermarkets, Discounts and drug stores, with more than half being situated in and around Berlin. Other locations include, Dresden, Leipzig, Rostock, Essen and the area close to Fulda and Regensburg.

Property Management tasks taken over by 3PM Services include lease management, service charge settlements, insurance and receivables management, property management accounting, regulatory reporting, as well as technical

supervision. 3PM Services was also made responsible for the leasing of some properties.

“We are delighted to receive this exciting follow-up assignment from the LHI Group. We were able to show our regional strengths with the portfolio in and around Berlin, as well as our perennial expertise in supervising retail properties all over Germany,” comments Antje Lubitz, Founder & Partner Executive Managing Director bei 3PM Services.





# 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:



IMAGE: RARE ADVISE

**KLAUS STRIEBICH**  
Managing Director  
of RaRE Advise



IMAGE: KAUFUND

**ANGELUS BERNREUTHER**  
Head of IR at Kaufland  
Stiftung & Co. KG



IMAGE: KAUFUND

**JEAN-CHRISTOPHE BRETXA**  
Managing Director and  
Chairman of METRO  
PROPERTIES Mall & Highstreet



IMAGE: CONIQ

**BEN CHESSE**  
Founder and CEO of Coniq



IMAGE: NEPI ROCKCASTLE

**RÜDIGER DANY**  
CEO of NEPI Rockcastle



IMAGE: ECE

**JOANNA FISHER**  
CEO of ECE Marketplaces



IMAGE: BDP

**GREGORY FONSECA**  
Director of Architecture BDP



IMAGE: UNW

**ANDREAS HOHLMANN**  
Managing Director  
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Rodamco-Westfield Group



IMAGE: PORTLAND

**IBRAHIM IBRAHIM**  
Managing Director of  
Portland Design



IMAGE: CHRIS IGWE INTERNATIONAL

**CHRIS IGWE**  
Global Retail Expert



IMAGE: FIBA

**YURDAER KAHRAMAN**  
CEO and Board Member  
of FIBA Commercial  
Properties



IMAGE: UMDASCH

**SILVIO KIRCHMAIR**  
CEO of umdasch The Store  
Makers Management GmbH



IMAGE: KERN

**HERMAN KOK**  
Director of Kern



IMAGE: MPC PROPERTIES

**MAXENCE LIAGRE**  
CEO of MPC Properties



IMAGE: NEINER

**DANIEL LOSANTOS**  
CEO of Neiner



IMAGE: PRIVATE

**HENRIK MADSEN**  
Founder of HMJ  
International



IMAGE: MK ILLUMINATION

**THOMAS MARK**  
President of MK  
Illumination Group



IMAGE: RIOJA ESTATES

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



IMAGE: HYPERIN

**MARKUS PORVARI**  
Founder of Hyperlin



IMAGE: ROS

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



IMAGE: IMMOFINANZ GROUP

**DIETMAR REINDL**  
Retail Real Estate Expert



IMAGE: MULTI

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



IMAGE: HMSNOST

**WALTER SEIB**  
CEO of HMSNost  
International



IMAGE: HBB

**ANDRÉ STROMEIER**  
Managing Director at HBB



IMAGE: SCSG

**JAN TANNER**  
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IMAGE: PLACEWISE

**PETER TONSTAD**  
CEO of Placewise Group



IMAGE: ???

**FRANCK VERSCHELLE**  
CEO & Founder of Advantail



IMAGE: UNION INVESTMENT

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



IMAGE: EWA TRUFF

**MARCUS WILD**  
Member of the Executive  
Board of Spar Group  
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IMAGE: MPC PROPERTIES

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



## BIG CEE

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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 the 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 10 active shopping centers – 9 in Serbia and 1 in Montenegro. In Serbia operates 6 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 become one of the leading retail real estate developers in Serbia and the Balkan region.



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



## CHRISTMASWORLD

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Christmasworld – Seasonal Decoration at its best – is the leading international trade fair for festive decorations. Exhibitors from all over the world present the latest trends and products for all festive occasions of the year, including innovative concepts for decorating large spaces and outdoor areas, such as shopping centers in Frankfurt am Main.



## CONIQ

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



## DFV CONFERENCE GROUP

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dfv Conference Group the event arm of dfv Media Group, develops, organizes and produces executive-level conferences and conventions about a variety of themes and across a wide range of sectors. As a relationship manager, it turns media and information into a hands-on experience, fostering professional exchange and networking throughout the business community. The majority of the delegates attending its events come from senior management and other top-ranking corporate positions.

# COMPANY LISTING



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EUROVEA mixed-use-development is part of the modern urban quarter in the vicinity of the historical center of Bratislava. It represents an entirely unique and dynamic destination with the riverside promenade. Eurovea broadens patterns of living, working and shopping as it provides the sort of downtown, high street shopping experience.



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



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HBB Group - based in Hamburg - has been active in the real estate industry as an investor and project developer for more than 50 years. Asset classes like retail, office, hotel, senior living and residential properties have been developed and built across Germany. HBB sees itself as a specialized investor with the aim of creating successful long-term value rather than short-term profit maximization. The focus of HBB is on sustainability and compatibility of their real estate projects. The company is owner operated and has a team of more than 140 highly skilled professionals. HBB Centermanagement GmbH & Co. KG manages shopping centers in Hanau, Frankfurt, Munich, Langenhagen, Gummersbach, Nidderau, Hamburg, Weiden, Essen, Wittenberg, Leipzig, Wuppertal, Ingelheim, Stein, Heiligenhaus, Langen and Lübbecke among others.



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



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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.



**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.



# COMPANY LISTING



## MAPIC ITALY

The Italian retail property event  
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<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

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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

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Messe Frankfurt is one of the world's leading trade fair organizers. 592,127 sq m of exhibition ground are currently home to ten exhibition halls and two congress 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  
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MIPIM, the premier real estate event, gathers the most influential players from all sectors of the international property industry, for four days of networking, learning and transaction through premium events, conferences and dedicated exhibition zones.



## MK ILLUMINATION

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MK Illumination is the leading provider of year-round festive lighting solutions, which form the cornerstone of powerful marketing, engagement, and visitor attraction campaigns. The family-owned business was founded in 1996 and has presence in more than 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

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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).

# COMPANY LISTING



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Multi Corporation is a leading pan-European integrated service platform for retail real estate assets, managing about 100 retail assets for institutional investors across Europe and Turkey. Multi Corporation offers a full spectrum of services, including active asset management, shopping center operations, redevelopment and refurbishment, leasing, legal guidance and compliance. Over the past few years, Multi's broad financial, commercial, and technical expertise has enabled them to outperform the industry in terms of occupancy, net rental income and state-of-the-art shopping center marketing. Multi's in-house studio for master-planning and architecture, TDesign, uses their fundamental knowledge of shopping center functionality to enhance the retail environments in their portfolio. In total, they welcome over 400 million customers annually, spending an estimated € 4 billion in over 6,000 stores, restaurants and leisure attractions. Multi's office network boasts a team of 650+ talented professionals in 14 countries: Belgium, Germany, Hungary, Ireland, Italy, Latvia, the Netherlands, Poland, Portugal, Slovakia, Spain, Ukraine, the United Kingdom and Turkey.



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



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Placewise is the global leader in retail real estate property tech, serving over 1,100 shopping centers, across 3 continents, through more than 1 billion digital shopper engagements every year. From the industry's first end to end ecommerce marketplace, to tenant communication and loyalty programs Placewise offers the only purpose-built solutions for shopping centers, designed to create long lasting digital relationships with shoppers, and unlock the power of retail properties to monetize beyond the square meter. Placewise has offices in Europe, the US, and Asia, and is backed by both venture and PE funds.



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REBEC is an acronym for Real Estate Belgrade Exhibition & Conference, premiered in June 2008. On the middle-distance business route between Vienna and Istanbul, Warsaw and Athens, and because of the venue, it is becoming increasingly important, ranking among the first-class and indispensable business development events in the SEE region. It is particularly recognized as a key regional re event, especially dedicated to the retail topics bringing together and connecting, decision makers as first-class speakers and leading professionals as industry leaders in their specialized fields.



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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.



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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.

# COMPANY LISTING



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ROS Retail Outlet Shopping, headquartered in Vienna, with partnerships in Poland, Italy and France, is an independent retail real estate consulting and center management company specialized in Designer Outlets and innovative shopping concepts across Europe. The founders Thomas Reichenauer and Gerhard Graf are both committed professionals with many years of experience, and knowledgeable about the European outlet market as well as recognized personalities in the industry. The portfolio of ROS Retail Outlet Shopping includes: Designer Outlet Soltau, City Outlet Geislingen, Brugnato 5Terre Outlet Village, Designer Outlet Warszawa, Designer Outlet Gdansk, Designer Outlet Sosnowiec, Premier Outlet Budapest, Designer Outlet Algarve, Designer Outlet Croatia, La Torre Outlet Zaragoza, M3 Outlet Polgar, Designer Outlet Luxembourg and further new developments in Europe.



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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.



**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.



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Unibail-Rodamco-Westfield is an owner, developer and operator of sustainable, high-quality real estate assets in the most dynamic cities. With the support of 2,700 professionals and an unparalleled track-record and know-how, Unibail-Rodamco-Westfield is ideally positioned to generate superior value and develop world-class projects. Unibail-Rodamco-Westfield distinguishes themselves by their Better Places 2030 agenda, which sets their ambition to create better places that respect the highest environmental standards, and contribute to better cities.



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Union Investment is a leading international real estate investment company specializing in open ended real estate funds for private and institutional clients. Union Investment has assets under management of some €51.0 billion. Active in the real estate investment business for more than 50 years, Union Investment operates today in 24 countries around the world. In addition to office space and business parks, the Hamburg-based company is investing in business hotels, logistics properties, residential buildings and retail properties. Union Investment's retail portfolio currently includes 83 assets in Europe and the US, with a market volume of some €10 bn.



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VIA Outlets was founded in 2014 to acquire existing outlet 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.



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