

THE EUROPEAN PLACEMAKING MAGAZINE

ONLINE SPECIAL | MAY 2024

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OUTSTANDING EUROPEAN PLACEMAKING PROJECTS

BEST IN PLACEMAKING THE ACROSS ADVISORY BOARD PRESENTS THE LIGHTHOUSE PROJECTS OF 2024
DEVELOPMENT JTRÉ'S PLANS FOR BRATISLAVA AND BEYOND
MARKETING SUCCESSFUL PLACES NEED SUCCESSFUL CAMPAIGNS, KNOWS 21MEDIA

DEAR READER,

We are pleased to present our latest online special to you.

We spend far too much effort discussing the industry's challenges and far too much time focusing on adverse developments. Yet our industry has so much to offer. For example, we recently returned from our ACROSS Study Tour to Istanbul. Over four days, we could visit fantastic shopping centers and learn about innovative retail models. We are still fascinated by the ongoing developments there - despite and precisely because of the undoubtedly significant economic difficulties that the country of Türkiye and its people are experiencing.

Our industry is strong and can achieve a lot. To emphasize this optimistic spirit, we want to do one thing above all else regarding this issue: showcase what our industry offers. Now more than ever, staying positive and celebrating all the great projects driving our industry forward is important. A lot is going on, so let's show it!

With the help of Klaus Striebich, Head of ACROSS Advisory Board, we asked our ACROSS Advisory Board members to tell us about their current favorite projects. When ACROSS Magazine established this great board of industry leaders and experts, the intention was to share knowledge and show what this great industry has to offer. Many members responded and showed us what is currently happening on the market and which all-time favorites there are. The result is a colorful and exciting collection of projects.

We also spoke to JTRE and Eurovea, who have not only developed one of the most exciting new shopping and mixed-use projects in Bratislava, Slovakia, but are also pursuing other major plans. In his interview on location marketing, Sebastian Guth from 21Media also describes how all the great projects on the market can be marketed accordingly.

We hope this ACROSS Online Special inspires, motivates, and entertains you.

Yours sincerely,

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IMAGE: ACROSS



IMAGE: ACROSS



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A CENTER LIKE EUROVEA STRENGTHENS THE COMMUNITY'S SENSE OF BELONGING

In 2023, Eurovea Shopping Center opened its doors. In Bratislava, Slovakia, a shopping center has been built to the latest standards as part of a district development. Since its opening, the large-scale project has kept all its promises and has been very popular. ACROSS spoke to the management of Eurovea about the first year of operation, its USP, and its meaning to the community. Eurovea shopping center shows that modern centers must serve people rather than just sell products.



ACROSS: THE EXPANDED EUROVEA SHOPPING CENTER WAS OPENED A YEAR AGO. HOW HAS THE RESPONSE BEEN SINCE THEN? DID THE FOOTFALL MEET YOUR EXPECTATIONS?

OLGA HAMMER: A year ago, we opened a new shopping arcade, and since then, we have received an extremely positive response, even winning first place in the category of shopping centers in Slovakia for 2023. Occupancy at the center has been sustained at 95% over the long term, and we have averaged an expected 60,000 visitors per day. In addition to the center's location, our strategic advantage is also its character. Visitors will find in one place, besides the shopping center, the largest cinema in Slovakia, including a VIP zone with an all-inclusive offer, an extensive fitness center with a terrace, the Sheraton Bratislava hotel, the most extensive gastro offer consisting of restaurants, cafés, and bars in the foodcourt and on the waterfront promenade. Office buildings and apartments also complement all this. The Eurovea complex currently consists of 85,000 sq m of shopping center, 47,000 sq m of waterfront promenade with a park, 76,800 sq m of offices, and 740 apartments directly above the shopping arcade.

ACROSS: WHAT DOES THE VISITOR STRUCTURE LOOK LIKE?

HAMMER: Since the extension's opening, we have seen a significant increase in traffic. At the same time, our



Katarína Paule is Leasing Manager at Eurovea.



Olga Hammer is Marketing and PR Manager at Eurovea.

IMAGES: EUROVEA





catchment area has also expanded. Due to our broad and comprehensive range of shopping, entertainment, dining, and leisure activities, we are currently reaching out to customers from the surrounding regions of Bratislava.

ACROSS: WHY IS IT IMPORTANT FOR A CITY LIKE BRATISLAVA TO FOLLOW A STRICTLY COMMUNITY-ORIENTATED APPROACH?

HAMMER: Eurovea has been connecting different communities and contributing to developing local and cultural life by organizing events for many years. It enables civic associations to present themselves free of charge, thus uniting the city's inhabitants and strengthening the sense of belonging. It takes diversity and acceptance into account in its marketing campaigns, such as the campaign featuring a transgender model who highlighted the values of tolerance. In the current spring campaign, we decided to use Generation Z's slang to communicate, bring people together, and contribute to mutual respect. In the mall and on online platforms, we explain specific Generation Z expressions, creating a bridge between generations that may speak a slightly different language but share an interest in current fashion trends. This way, Eurovea actively promotes a community approach while striving for mutual understanding and integration.

ACROSS: BRATISLAVA HAS AN EXTREMELY HIGH DENSITY OF MALLS. WHAT POSITIONING IS EUROVEA PURSUING? HOW DO CUSTOMERS SEE THE LOCATION?

HAMMER: After 14 years of operation, Eurovea has already established a solid position in the Bratislava market. Our center focuses on providing a comprehensive shopping, dining, and entertainment experience all in one. Our strategic location by the Danube River and proximity to the historic city center have made us a popular and attractive destination for domestic and international visitors who love to return. Eurovea is not limited to shopping but also offers cultural and social experiences through various events and activities. Customers perceive this location positively because we offer the largest selection of shops, restaurants and entertainment options in a pleasant environment in Slovakia. We strive to constantly innovate and adapt to changing customer needs and preferences to remain a leading destination in Bratislava's competitive shopping center environment.



The shopping center consists of 85,000 sq m and opened mid 2023.



With more than 50 gastronomic outlets, the Eurovea Shopping Mall is the leader in gastronomic offers in Slovakia.

ACROSS: HOW IMPORTANT ARE TOURISTS FOR EUROVEA?

HAMMER: Tourists are, of course, essential to us, as they contribute to increasing traffic and the diversity of the customer profile. We are the largest shopping center in Slovakia, which makes us an important destination for tourists looking to shop a wide range of products and brands in one place. Eurovea is a destination for tourists who come to the shopping center due to its attractiveness and convenient location near the waterfront promenade, which has been a tourist attraction in Bratislava for many years.





ACROSS: EUROVEA IS A STARTING POINT FOR MANY BRANDS TO EXPAND IN SLOVAKIA. HAS THAT BEEN PROVEN? WHICH BRAND INQUIRIES DO YOU REGISTER?

KATARINA PAULE: Eurovea is a strategic shopping center for many brands in Slovakia; therefore, you will find stores that are unavailable elsewhere. These include boutiques with luxury fashion and goods such as Hugo, Boss, COS, Furla, Twinset, and Halada. Still, at the same time, you can also find modern, more affordable concepts such as Primark, Modivo, eObuv, and HalfPrice. In May 2024, we are opening a large family entertainment center, Adventica, on an almost 2,000 sq m area.

ACROSS: WHAT NEW CONCEPTS DO YOU SEE ON THE MARKET, AND WOULD YOU LIKE TO INTEGRATE?

PAULE: We assess the current consumer mood as influenced by the growing trend towards smart shopping. We provide a unique combination of concepts that bring together the physical world and the digital environment. We are home to several brands that have previously operated only online and have their first brick-and-mortar locations with us. Instead of racks of clothes and shoes, customers will find large-format displays presenting the current offer in stores such as eObuv or Modivo, and tablets on which they can search for and order goods from the offers of more than 500 brands precisely according to their desired parameters in the comfort of their seats. We also monitor the needs of different customer segments and strive to offer them a diverse range of affordable products and brands that match their preferences. For example, we have the only Primark store in Slovakia on two floors and the only HalfPrice in Bratislava, where customers can buy branded products at favorably discounted prices.

ACROSS: HOW IS THE F&B AND LEISURE OFFER DEVELOPING AND RECEIVED BY THE CONSUMERS?



Eurovea is a strategic shopping center for many brands in Slovakia. Besides boutiques with luxury fashion and goods visitors can also find modern, more affordable concepts such as Primark.

AND WHAT ARE YOUR PLANS FOR THE REMAINING YEAR? WHAT EVENTS AND OPENINGS DO YOU PARTICULARLY PLAN?

PAULE: With more than 50 gastronomic outlets, we are the leader in gastronomic offers in Slovakia. Our diverse offer consists of cafés, bars, and restaurants located along the waterfront promenade, in the foodcourt and foodhall, and the center. We have the largest cinema in Slovakia, offering a VIP zone and an all-inclusive offer. We have a large fitness center, 365 Fit&Co, with an outdoor exercise terrace and wellness zone, a family entertainment center, Adventica, on almost 20.000 sq m, indoor and outdoor playgrounds for children. In the neighborhood, the Slovak National Theatre is connected to us by a large square, where we regularly cooperate on various activities. During the year, we organize approximately 300 indoor and outdoor events. Sports lovers can enjoy multiple marathons, tournaments, and competitions; gourmets can enjoy culinary festivals, and art lovers can enjoy theater performances, concerts, exhibitions, and various exhibitions.





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“MIXED-USE DEVELOPMENTS ARE KEY TO SUSTAINABLE PLACEMAKING AND URBAN DEVELOPMENT”

As an urban developer, JTRE is uniquely positioned in Slovakia due to its specialization in constructing whole city districts. JTRE is significantly changing the city of Bratislava. Recently, the company developed Eurovea, one of Europe's largest mixed-use projects. ACROSS spoke to Pavel Pelikan, Deputy Chairman of the Board and Executive Director, about JTRE’s plans, recent developments, and ways of doing business.



ACROSS: JTRE IS AN URBAN DEVELOPER WITH MORE THAN 25 YEARS OF INTERNATIONAL EXPERIENCE IN THE MARKET. PLEASE GIVE US AN OVERVIEW OF YOUR COMPANY.

PAVEL PELIKAN: Our approach is to develop cities’ potential responsibly by encouraging contemporary architecture and supporting sustainable urbanization. We focus on creating vibrant neighborhoods and integrated urban districts for life and living – providing employment, residences, entertainment, leisure, and active relaxation. JTRE offices are located in four countries. However, we have broad experience developing and managing a wide range of real estate projects in nine countries, totaling over 1 million sq m with a GDV of over 1.9 billion Euros. Another 3.9 million sq m with a value of 9.6 billion Euros is in the pipeline.

ACROSS: WHAT MARKETS ARE OF PARTICULAR INTEREST TO YOU?

PELIKAN: Our main focus remains our home city of Bratislava, where our pipeline consists of plots for significant developments for the next 20+ years, such as Nove Lido, which expands the city center on the right bank of the Danube, or the redevelopment of Pasienky area with many sports facilities. After completing Triptych Bankside and Appleby Blue, our first projects in London were honored with several prestigious awards, and we will continue with new developments. Last year we also entered the German market and started our new branch in Berlin.



IMAGE: JTRE

Pavel Pelikan is Deputy Chairman of the Board and Executive Director at JTRE

ACROSS: WHAT DOES YOUR PROJECT PIPELINE LOOK LIKE? WHAT ARE YOUR LIGHTHOUSE PROJECTS?

PELIKAN: Our new lighthouse project in Bratislava is Downtown Yards. This green urban district will provide a colorful balance of living, working, relaxing, amenities, and public spaces. It will form a gateway to Bratislava’s growing modern city center and harmoniously connect with the existing urban area. Before the summer, we will also start constructing the boutique mixed-use Ganz House with residences and offices in Eurovea City, just next to the recently finished Eurovea Tower and shopping center. Our





London branch acquired a new project, 220 Blackfriars Road. The mixed-use scheme will provide two towers set among attractive landscaped gardens and landscaping: a 21-story office building, and a 15-story Almshouse with a charity hub and community hall. We are also starting our first project in Berlin – Nordhafen Living & Office – an urban block with housing for long-term rent, offices, retail, and gastronomy.

ACROSS: AS A MAGAZINE WITH A STRONG RETAIL REAL ESTATE BACKGROUND, WE ARE CURIOUS: WHAT ROLE DOES RETAIL PLAY IN THESE DEVELOPMENTS?

PELIKAN: For our finished developments within almost 30 years, retail has around 4% share, with offices and residences being the main focus. However, with the completion of extensions of Eperia and Eurovea shopping malls, retail has been a significant part of our development over the last five years. Retail is part of all current mixed-use projects, such as Downtown Yards, Ganz House, River Park 2, Ovocne sady Trnavka, and London and Berlin projects, usually as part of a portfolio of residential and office buildings.

ACROSS: JTRE FOCUSES ON MIXED-USE DEVELOPMENTS AND NEIGHBORHOOD DEVELOPMENTS. WHAT ARE THE ADVANTAGES AND CHALLENGES OF THIS FOCUS?

PELIKAN: Mixed-use developments are key to sustainable placemaking, urban development, and improving the city's livability. The right mix of functions – living, working, retail, gastronomy and other services, culture and leisure opportunities, and green areas – creates complex spaces for life and reduces the need for transport. Planning and building the whole neighborhood under one roof enables the creation of the needed mix. On the other hand, such complex developments require a long time to plan, approve, and build significant financial resources, and large teams of experts. Coordinating such complex projects is challenging.

ACROSS: YOU HAVE BEEN DEVELOPING ONE OF EUROPE'S LARGEST MIXED-USE PROJECTS IN BRATISLAVA. WHAT WAS AND IS THE VISION FOR EUROVEA?

PELIKAN: Just after Easter, we started to hand over apartments in Eurovea Tower to new owners, which marks the last step in the five-year process of building and



Downtown Yards' elegant and timeless architecture embodies a London character and will incorporate various residences, an active parterre with shops, services and eating options from the busy Košická Street side, and open courtyards with both sunny and shaded areas, plentiful trees, green areas, and water features along quiet Plátenická Street.



IMAGES: JTRE

Landmark projects are defined by landmark buildings: introducing the 168-meter Eurovea Tower – Slovakia's first true skyscraper. The city's panorama will be stylishly complemented by this elegant construction with graceful curves – highlighted by day with light reflecting on the façade, and strikingly illuminated by night.

finishing this flagship project. Eurovea extension is part of the waterfront district of Eurovea City, which forms the heart of the emerging modern city center of Bratislava, popularly called the Bratislava downtown. The first phase of Eurovea returned the Danube River to the people of Bratislava by improving their access to the river. We built on this phenomenon and extended the popular waterfront promenade, highlighting it with a new iconic artwork. Our





vision is to help Bratislava become a city on the river rather than a city next to it, as it has been for decades. Part of this is transforming a former industrial zone into a lively urban district, Eurovea City, and expanding the modern center of Bratislava to the other bank of the Danube - in Nove Lido, where we aim for a carbon-neutral city district.

ACROSS: WHAT FEEDBACK HAVE YOU RECEIVED SINCE THE OPENING OF THE SHOPPING MALL EXTENSION?

PELIKAN: Eurovea established itself in Bratislava as one of the most popular destinations for shopping, dining, and leisure, and the whole idea of the extension is aimed at strengthening this position. People responded positively to the new possibilities and public spaces and came back to Eurovea after the pandemic despite the even greater competition that grew in Bratislava.

ACROSS: WHAT WAS THE MOST SIGNIFICANT LESSON DURING THE CHALLENGING EUROVEA JOURNEY, ESPECIALLY WITH SO MANY DIFFERENT STAKEHOLDERS INVOLVED?

PELIKAN: It was our biggest project so far regarding area and investment volume. Construction near the Danube also has its technical specifics, but we already had experience with that. However, we were building the first skyscraper in Slovakia (150+ m), and building such a tall tower was a real challenge that pushed us forward again. From the beginning, the construction of Eurovea Tower attracted a lot of attention and interest from experts and the public. The whole process, therefore, included several excursions for architects, builders, and students of these disciplines. The firemen also asked for the opportunity to practice an intervention. We organized an open day for the public to enjoy a new, unique view of Bratislava. The project also caught the attention of filmmakers, who shot a documentary about constructing the first Slovak skyscraper. Of course, it can be challenging to simultaneously address residential, office, and retail clients and the public using the Danube embankment.

ACROSS: HOW DID YOU INVOLVE ALL PARTIES, INCLUDING THE LOCAL COMMUNITY, DURING THE DEVELOPMENT?

PELIKAN: The involvement of the local community in larger projects is required by the municipality and the city districts themselves, and we, as responsible developers, do not



The quarter Nove Lido located on the Petržalka bank of the Danube between Old Bridge and Apollo Bridge will complement Bratislava's centre, creating balance and becoming a natural city gateway. Its concept is based on five public spaces - composing a functional unit that will enliven the neighbourhood all day. In their design, we draw on the underlying urban principles upon which we aim to build an attractive district where people will love returning and spending time.



IMAGES: JTRC

Triptych Bankside is a mixed-use development designed by renowned London architects Squire & Partners comprises two residential towers, a low-rise office building, retail and cultural facilities. Centrally located Triptych Bankside offers excellent connectivity, stunning views and plenty of private amenities as well as world-renowned landmarks and attractions in the immediate vicinity.

avoid this. As I said before, we did numerous events for the public. After all, our clients are primarily people who live and work in Bratislava.

ACROSS: A LOT IS BEING BUILT IN BRATISLAVA. YOUR CURRENT BIG PROJECT IS DOWNTOWN YARDS. LET US KNOW MORE ABOUT THE SPECIFICS OF THIS PROJECT AND WHY BRATISLAVA IS SUCH AN EXCITING MARKET FOR URBAN DEVELOPMENT.



OUTSTANDING PROJECTS



PELIKAN: Downtown Yards form an interface between the modern city center, Bratislava's downtown, and the calm, original neighborhood with green yards next to it. So, the blocks facing the downtown have a cosmopolitan atmosphere and larger scale, but the other side features green public courtyards and low-rise buildings.

Bratislava still offers extensive development areas near the city center, which is unique among European capitals. Its

advantage is its unique location between the Carpathian Mountains and the Danube River, near the borders of three countries and their capitals. The city has a severe housing shortage, and high demand will continue for some time. This fact is partly due to the lengthy and complicated zoning and construction permit processes, which slow the transformation of unused former industrial zones.



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The real estate market is truly gaining pace after two years of slowdown. New buildings in Bratislava city center have maintained relatively stable price levels despite interest rate hikes, and the combination of a recovering segment and an exceptional project can present a promising investment opportunity. As investors have historically found, purchasing a new apartment in Bratislava prior to construction will reap returns, states Peter Piš, JTRE's commercial director.



Located in Bratislava city center, Downtown Yards "High Fashion of Living" is sure to appreciate in value, and this reliable and high-quality project by leading developer J&T Real Estate (JTRE) will be a sought-after downtown destination.

Situated beside a quiet neighbourhood with detached houses, this unique place in the city center blends the calmness of urbanity with the bustle of a vibrant business center by harmonizing smaller-scale buildings and contemporary-timeless architecture. "Downtown Yards - which is JTRE's greenest residential project - is both the project name and its location. The revitalized tree avenue on Plátenická Street will be extended along Prístavná Street to create a welcoming green shade on both sides of the street up to the large park with a children's playground, benches and rain pond," says Peter Piš, JTRE's commercial director. The distinctive public spaces, courtyards and outdoor areas were designed by the leading Labak architectural studio (whose projects include the successful restoration of Freedom Square, including Slovakia's largest fountain). The technical standard of the project for energy certification A0 with standard air recuperation, rainwater retention tanks, and passive-design high-efficiency kindergartens guarantee that Downtown Yards will be one of the most sustainable projects.

Downtown Yards' residences celebrate contemporary expectations through well considered four-room apartments with day and night rooms. Standard fittings use quality materials, habitable rooms include ceiling cooling, apartments



Peter Piš is JTRE's Commercial Director

receive fresh air ventilation that is conditioned and humidified in the building's main vertical distribution (preheated in winter, precooled in summer), preparations for intelligent control, and habitable rooms' controls are connected to the heat bus system (to enable SMART installation). Exterior areas will be protected from the elements by remote-controlled wind-strengthened window shading.

This has been a unique development project. "It was essential to identify our target audience: young and successful people and their families who want city center living while enjoying the tranquillity of courtyards," adds





Piš. Such a purchasing segment seeks the benefits of quality infrastructure in and around the project while prioritizing quality space to spend time with family and friends. Many such individuals also strive to live with their elderly parents, who can provide childcare and enjoy the Danube promenade for rest and relaxation.

"The Nine Elms and Battersea projects in London inspired us. We led a design/project/business workshop for our London and Bratislava professionals about two years ago. We visited Triptych Bankside, Nine Elms and Battersea projects, and other key London projects with similar benchmarking", explains Piš. Hence, Downtown Yards was inspired by the London projects' Community Hub vision - designed for residents, this provides a welcoming social space for meetings and workshops, a community library, game zone, film hall, yoga room, and gym. Inspiration also encouraged environmental transport: well-equipped bike stands with smooth connections to the city's main cycle routes. Handy everyday services will be provided alongside familiar restaurants and cafés. "We sought universal concepts with a unique local touch: high-quality pub, friendly bistro, bakery with patisserie, great coffee, pharmacy and grocery store. And more will come as the service range incrementally increases." Downtown Yards will also feature one of the first passive-build timber kindergartens.

"Architects and the project team brought our vision to life by applying the 'placemaking' approach - together, we suggested and fine-tuned the design's visual aspect. It was a pleasure to watch the team increasingly buy into the concept and bolster the project", adds Piš. "Few city center residential projects can boast only 20 or 30 neighbors. That's Downtown Yards' USP. Smaller buildings have stand-alone amenities with the opportunity to enjoy the wider project's benefits, too, all while having relatively few neighbors. Some apartments also have spacious terraces - a rarity in the city.". Downtown Yards is also the perfect choice for those who prefer lower-rise buildings - optimal safety and security are ensured with automatic extinguishers, sprinklers, 24/7 reception, and a designated area for deliveries. Car wash services and reserved visitor parking will also be provided. This luxury project also fully embraced the sometimes neglected issue of intelligent, efficient, and environmental residential building waste management - as a core part of JTRE's ESG principles. "Our



"Strong sales of our London-inspired Downtown Yards will underline our confidence", states Peter Piš, JTRE's Commercial Director



Located in Bratislava city center, Downtown Yards "High Fashion of Living" is sure to appreciate in value.



Piš states: "Architects and the project team brought our vision to life by applying the 'placemaking' approach - together we suggested and fine-tuned the design's visual aspect. It was a pleasure to watch the team increasingly buy in to the concept and bolster the project."



IMAGES: JTRE

OUTSTANDING

PROJECTS



clients are market-savvy. They know that high interest rates of 4.5% are short- rather than long-term, and that they'll only need a mortgage in two-to-three years because their success and focus gives them financial muscle. They demand more than what our market competitors can offer (three-room 65 sq m apartment or four-room 90 sqm apartment). They want more living space - and we provide: well-planned four-room 110 sq m apartments, as well as spacious layouts with 130 sq m and 160 sq m," explains Piš. Downtown Yards were inspired by JTRE's London properties: smaller homes translate to lower purchasing cost, but also lower quality. And

the developer's target buyers have no reason to compromise on comfort. "Among the developers in Bratislava's downtown, JTRE's 28 years on the market have earned the company an excellent reputation and high brand recognition based on our commitment to outstanding build quality and punctuality. The best example is Slovakia's first skyscraper, Eurovea Tower: homeowners are receiving their keys right on time despite three years' construction that included the covid pandemic and energy/raw material price surges," concludes Piš.



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OUTSTANDING PLACEMAKING PROJECTS

Recommended by Reinhard Winiwarter (ACROSS)



GREEN, MODERN, MIXED-USED: ZORLU IN ISTANBUL RAISES SHOPPING CENTER STANDARDS TO A NEW LEVEL

LIGHTHOUSE PROJECT BY REINHARD WINIWARTER, PUBLISHER AND MANAGING PARTNER OF ACROSS

“Zorlu Center was my biggest surprise during our study tour to Istanbul in April this year. Istanbul has more than 120 shopping malls, but Zorlu Center is one of the outstanding ones. The center features a luxurious shopping center, a center for performance arts, a 5-star hotel, offices, and residences. However, it is not only designed as a mixed-use concept; it is absolutely tangible, as different areas merge and enrich each other. As such, it serves its community. It is centrally located at a transport hub with good public transport connections and forms a green lung. The project aims to design Zorlu Center as an alternative urban space for Istanbul. The Zorlu Green Roofs filter dust and pollutants from the air and improve the microclimate. The Zorlu Center exhibits a stately 120,000 sq m of green area. Almost 60% of the total area (around 72,000 sq m) is

located on roofs, most noticeably on the topography of the 45,000 sq m ample ring-formed green space, which rises from ground level up to 33 meters in height. A large main square of 10,000 sq m opens to the city and the Bosphorus in the middle.

Zorlu Shopping Mall is home to approximately 180 different stores. Apple introduced the iconic cube store concept, which is unique to New York, in its first store in Turkey. Beymen, located in an area of 9.600 sq m, introduces a brand new concept to the visitors of Zorlu Shopping Mall. Brooks Brothers, Industrie Denim, Cos, Lanvin, Pomellato, Stella McCartney, and Superdry are other brands that prefer Zorlu Shopping Mall as their first store in Turkey. Besides numerous luxury brands, it also hosts the largest H&M store in Turkey, on an area of 3.000 sq m. Zorlu Shopping Mall creates a difference with its gourmet concept. International Restaurants Eataly,



Zorlu Center, located in the heart of the city on the European side, is easy to reach by metro and other forms of public transportation from many parts of the city.



Zorlu Shopping Mall is home to approximately 180 different stores.

IMAGES: ZORLU



OUTSTANDING



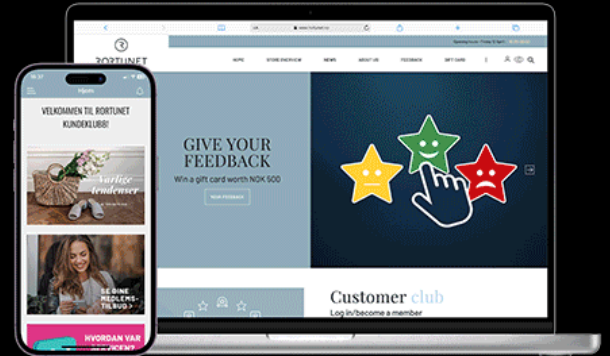
Jamie's Italian, Tom's Kitchen and Morini are introduced here to the Turkish market for the first time. Local restaurants such as Köşebaşı, Günaydın, Far East and Welldone designed brand new concepts for Zorlu Shopping Mall. Moreover, Zorlu Shopping Mall offers an extraordinary movie experience to cinephiles with a total of 14 movie theaters opened by Cinemaximum with a capacity of 1.600, and two of them being VIP theaters. Zorlu Performing Arts Center is a giant masterpiece with a capacity of 3500 people. The new venue for performing arts and modern art welcomes world famous performance groups and artists on its stages. The center is home to various performing arts including Broadway and West End musicals, dance, Istanbul musical theater shows, pop, classical, opera and jazz music. Last but not least, the Raffles Istanbul hotel offers 132 guestrooms and 49 suites.”



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OUTSTANDING PLACEMAKING PROJECTS

Recommended by Klaus Striebich (RaRE Advise)



GALLERIA VITTORIO EMANUELE II. IN MILANO, ITALY: LOCATION WITH A 'WOW-EFFECT' THAT LASTED FOR GENERATIONS

The Galleria Vittorio Emanuele II, sometimes nicknamed "Milan's drawing room," is an elegant nineteenth-century shopping arcade. Built between 1865 and 1877, it consists of two arcades shaped like a Latin cross covered by a glass and iron dome. The Galleria is located between two of Milan's main monuments: the Duomo and the Teatro alla Scala.

The Galleria Vittorio Emanuele II contains brands such as Prada, Gucci, Louis Vuitton, and other high-end boutiques. It also houses numerous well-decorated restaurants, including some of Milan's oldest establishments, such as Café Biffi, founded in 1867. Surprisingly, visitors can also find a McDonald's in the Gallery. This fast-food restaurant is also beautifully decorated with black columns and gold decorations to blend in with the other establishments.

LIGHTHOUSE PROJECT BY KLAUS STRIEBICH, MANAGING DIRECTOR OF RARE ADVISE:

"For more than 150 years it symbolizes perfectly the objectives of a long-term sustainable and successful asset.

- 1. The design, architecture, material and fit-out is still outstanding and keeps it 'wow-effect' over generations.
2. The location is perfectly chosen between major places (Duomo and Teatro alla Scala) and links these places.
3. The branch- and tenant mix combines well-known international brands as well as domestic top-players.
4. The usage is 'mixed' with retail, hotel, offices, and others, always depending on the customers' needs.

For me : At every visit to the city of Milan, I pass by, enjoy the offers and atmosphere and have a Campari drink at 'Camparino'."



IMAGES: KLAUS STRIEBICH

The mix is constantly changing to meet the needs of consumers.

Galleria Vittorio Emanuele II. houses numerous well-equipped restaurants of all price ranges to stop and enjoy the atmosphere and elegance of this stunning building





OUTSTANDING PLACEMAKING PROJECTS

*Recommended by Yurdaer Kahraman
(FIBA Commercial Properties)*



**GALATAPORT ISTANBUL:
A REGENERATION STORY**

The aim of Galataport was nothing less than transforming Istanbul's historic port into a vibrant hub for gastronomy, art, culture, and shopping through innovative engineering and architectural works. It was constructed in 2016 and opened in 2021. Galataport Istanbul stands out since it transformed 1.2 kilometers of the Bosphorus coastline, closed to access since the late 19th century, into a favorite gathering point while preserving the region's historical and cultural heritage.

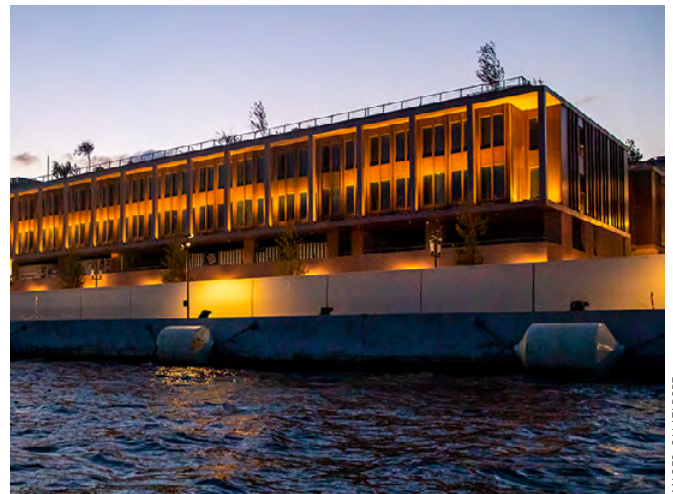
With a total investment of 1.7 billion US dollars, Galataport Istanbul is a monumental mega project seamlessly woven into the fabric of the city. Its urban planning approach, characterized by low-rise buildings and thoughtfully designed squares and streets, ensures a seamless integration with the surrounding urban landscape. It is located in Karakoy, one of Istanbul's oldest neighborhoods, and has an enchanting view of the Historical Peninsula.

The unique hatch system at Galataport plays a pivotal role transforming of the coastline. When a ship docks, it creates a temporary customs area, and once the ship departs, the coastline seamlessly converts back into a promenade. This innovative system is central to Galataport's design. All cruise operations take place within the world's first underground cruise terminal, spanning 29,000 sq m and connected to the temporary customs area through ramps. This groundbreaking approach ensures that Karaköy's unique coastline, excluding the customs area separated by hatches where the ship docks, remains accessible to guests. It has quickly become one of the city's most distinctive promenades.

Galataport Istanbul received 13.5 million visitors in the first year. It hosted free festivals, concerts, and exhibitions attended by more than 500,000 people. Galataport Istanbul provides a 72 percent increase in the arts & culture events



Galataport is a 400,000 sq m mixed-use development located along a 1.2 kilometer long part of the shore in the Karaköy, formerly called Galata, neighborhood of Istanbul.



Galataport Istanbul creates innovative and experience-oriented setups for visitors to spend quality time safely with their families.



IMAGES: GALATAPORT



in the nearby region as well. The shore area connecting the main part of the cruise terminal to the Karaköy ferry terminal and the Galata Bridge has also been redeveloped as part of the Galataport project. Situated on a total area of 112,000 sq m, the stores at Galataport Istanbul range from 20 sq m to 3,000 sq m. The total leasable area allocated to shopping and dining units is about 52,000 sq m. The occupancy rate at Galataport Istanbul has already reached 90 percent in the first year, with 230 retail and dining points. With a 40-percent dining rate, Galataport Istanbul has become the city's gastronomy center. There are 250 shops, restaurants, and other food service outlets.

**LIGHTHOUSE PROJECT BY YURDAER KAHRAMAN,
CEO AND BOARD MEMBER OF FİBA COMMERCIAL
PROPERTIES**

"Concerning having a favorite project, there are outstanding examples globally. Since 26 years in business and being

responsible in over 20 countries, I have seen fascinating projects worldwide in retail and commercial properties. From this year's experience, I want to emphasize the multi-faceted development of Galataport Istanbul. Sitting on the European side of the city, visitors can enjoy looking at the Asian side of the cosmopolitan city by browsing the latest collections of local and international designers and brands or while dining leisurely in fantastic waterside restaurants and enjoying alluring sunsets over the old city or the beautiful Topkapi Palace on the historical Peninsula. Expecting 250-300 cruise ships per year, Galataport also welcomes the world to Istanbul. The Istanbul Modern Museum, designed by Renzo Piano, is a must! Such a project's symbiosis of history and present art, culture, gastronomy, and innovation is worth mentioning. Last but not least, Galataport invites visitors to a delightful walk along approximately 2 km of the Bosphorus coastline."



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OUTSTANDING PLACEMAKING PROJECTS

Recommended by Gregory Fonseca (BDP)



IKEA @ LONDON'S OXFORD CIRCUS: HIGH STREET BRANDS THAT BECOME MORE THAN JUST SHOPS SELLING GOODS

LIGHTHOUSE PROJECT BY GREGORY FONSECA, DIRECTOR OF ARCHITECTURE BDP

"Few homes in the world can claim they don't own a thing from IKEA, so pervasive is the brand and global reach of the company. Yet, to make sure no home is left out, IKEA has radically departed from its historic retail business model to something that I call an 'evolution revolution.' By moving away from their 'blue box' suburban showrooms to investing in prime real estate in major city centers, IKEA retail is evolving and revolutionizing the shopping experience. The Swedish furniture giant is known for its out-of-town warehouses where driving is required to visit them. A few years ago, IKEA made the decision to shift their expansion investment into offering urban communities an alternative environment that is something more than shopping. With its increased digital online purchasing and delivery capabilities, coupled with a physical urban presence, they are creating a more cost-

conscious and sustainable expansion approach. There is an 'evolution revolution' taking place within the retail industry where high street brands are evolving to become more than just shops selling goods. IKEA is a prime example of this experiential retail model.

In the last few years, IKEA's, Ingka Investments, has acquired two prime, mixed-use properties in Europe; one in Paris at Rue de Rivoli and another on London's Oxford Circus, the latter being my choice of a Lighthouse Project. This Lighthouse Project finds BDP in collaboration with Ingka Investments, to reimagine one of the most prominent retail spots on London's most famous shopping street, thereby creating a new, central city home for the international furniture brand. What makes this project special for me is the radical departure from Ikea's circa 70 year held business model; the shift of their expansion philosophy based on building in suburbia to relocating to the heart of a major city! BDP has had the pleasure to be a part of their transformation by delivering IKEA's Hammersmith Livat store in west London and now, partnering on developing this iconic building on Oxford Circus.



IMAGE: IKEA/BDP

IKEA made the decision to shift their expansion investment into offering urban communities an alternative environment that is something more than shopping.

Peter van der Poel, Managing Director at Ingka Investments, said: 'When refurbishing this over 100-year-old historic landmark, it's important for us as an investor to treat the building with care and to preserve its characteristics and atmosphere.' What gives me pleasure is the combination of the meticulous restoration of the building's historic features with the modernisation of the building systems to today's technical standards, utilising the best possible sustainability measures. With a few stores in the heart of a major city centres developed globally to date, IKEA is preparing itself for the next 70 years!"





OUTSTANDING PLACEMAKING PROJECTS

Recommended by Susan Hagerty Bonsak (Placewise)



SEPPÄ SHOPPING CENTER: INVESTING IN TECHNOLOGY TO CONTINUE THE CENTER'S JOURNEY

Seppä is a 24,000 sq m shopping center built in 2017 in the Seppä area of Jyväskylä. Customers are served by a wide range of restaurants, almost 50 shops, a diverse fashion offering, and a heated parking garage. Seppä is the first Finnish shopping center to introduce a loyalty application, Seppä Klubi, which rewards loyal customers for their purchases and behavior. The Seppä Klub app provides shoppers quick and convenient access to the center's news, events, promotions and other helpful information in one place. For shoppers that sign up to the Seppä Klub, the app can be used to see their rewards balances, and view personal discounts and offers which can be tailored to their preferences, behaviors and interests. Seppä Klub members earn points for every purchase, including restaurant and service purchases that can be used to claim rewards and other benefits. In addition to purchases, Seppä Klub members earn points for things like joining the club, birthdays, redeeming coupons, and even just visiting the shopping center. In addition to offers and benefits, customers

receive news content that is more relevant to them, for example based on interests, fashion genres and even camping equipment tips.

Recently the center ended up in the top 3 of the NCSC Finland awards. NCSC Awards is an annual competition where the industry's most successful, innovative and creative efforts are celebrated. The competition starts with national competitions in each Nordic country. After this, the winners continue to compete against each other in the Nordic finals. Seppä Klubi set a clear statement in this nordic competition! The jury valued the revolutionary customer experience that led to more customers, a better brand recognition and more targeted communication by utilizing the latest trends and technologies.

Lighthouse project by Susan Hagerty Bonsak, CEO of Placewise

“The reason to use this example as a lighthouse story is that they have really optimized Placewise's solution. The Placewise software offers many opportunities for centers to increase footfall, loyalty, frequency and spend. Seppä has invested in mastering the possibilities and then promoting different aspects both internally and externally. Shopping centers globally need to take the next step in transformation – the pandemic changed the industry, forcing it to evolve for the better. Now the lighthouse examples are investing in technology to continue the journey. They have done a great job promoting the app in different channels. Internally, they have focused on getting their tenants onboard, binding the stores together so they all pull in one direction, towards one goal. Externally, they have created excitement among visitors and shoppers. The results are clear!”



IMAGE: SEPPÄ SHOPPING CENTER

Seppä is the first Finnish shopping center to introduce a loyalty application, Seppä Klubi, which rewards loyal customers for their purchases and behavior.





OUTSTANDING PLACEMAKING PROJECTS

Recommended by Elmar Schoonbrood (Multi)



FORUM PALERMO ENCAPSULATES A BEACON OF RETAIL, SUSTAINABILITY, AND COMMUNITY ENGAGEMENT

LIGHTHOUSE PROJECT BY ELMAR SCHOONBROOD, CO-CEO AND BOARD MEMBER AT MULTI

“Forum Palermo is the leading shopping center in northwest Sicily and stands out to me as an industry lighthouse project. It epitomizes how thriving retail destinations are created with great accessibility for target demographics, cutting-edge design, sustainability to stand the test of time, and a dynamic mix of tenants to delight visitors from near and far.

Multi Corporation developed Forum Palermo in 2009. We have managed it for the owners, Blackstone, ever since, leveraging three core elements to become one of the best-performing shopping centers in Italy:

➔ Excellent accessibility for local, regional and international visitors



IMAGES: MULTI

Multi Corporation developed Forum Palermo in 2009. It is the leading shopping center in northwest Sicily.

Situated in Sicily’s regional capital, Forum Palermo draws in 7.6 million visitors annually as a convenient location for the local community and an accessible destination for domestic and international travelers. Offering easy transport links to the city center, via train, tram and car, plus a proximity to popular tourism hotspots, the center’s sheer popularity and footfall make it an undeniable standout in the European retail landscape.

➔ Cutting-edge sustainability infrastructure and operations

What truly sets Forum Palermo apart is its unwavering commitment to sustainability. With a remarkable 100% reliance on renewable energy sources, 40% of its energy is sourced from photovoltaic cells. The inclusion of a Tesla supercharger station, equipped with 14 electric vehicle charging columns, further cements its role in catering to the needs of eco-conscious shoppers. It is by no means the most sustainable building in the world, but it sets an important benchmark for how the industry can develop and manage retail destinations with more regard for the natural environment and supporting tenants and visitors to meet their own sustainability commitments.

➔ Dynamic tenant mix and amenities for an outstanding visitor experience

Forum Palermo offers a curated combination of more than 130 retail stores, incorporating renowned international brands, such as Zara, Nike, H&M, New Yorker, UCI, and





Mediaworld, alongside popular independent brands that resonate with those seeking an authentic Sicilian shopping experience. Beyond retail, the shoppers of today are drawn to destinations where they can build a great day out – sharing food, drinks, and quality time with friends and family. The newly refurbished food court offers 20 diverse dining options to accommodate 2.000 diners, alongside a top

multiplex cinema and a bustling social community hub, providing a holistic and engaging destination for all.

Ultimately, these factors, combined with expert on-the-ground oversight from our teams and the asset owners, feed into a destination that encapsulates a beacon of retail, sustainability, and community engagement.”





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OUTSTANDING PLACEMAKING PROJECTS

Recommended by Thomas Mark (MK Illumination)



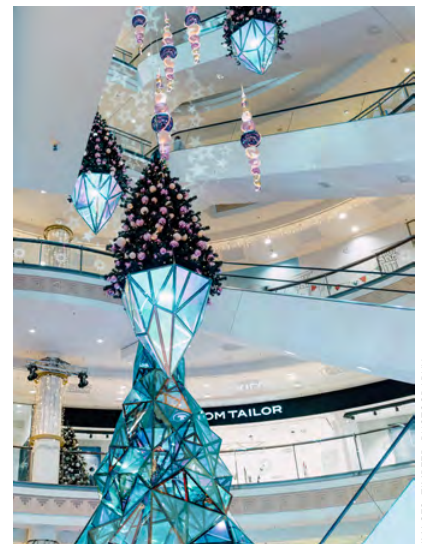
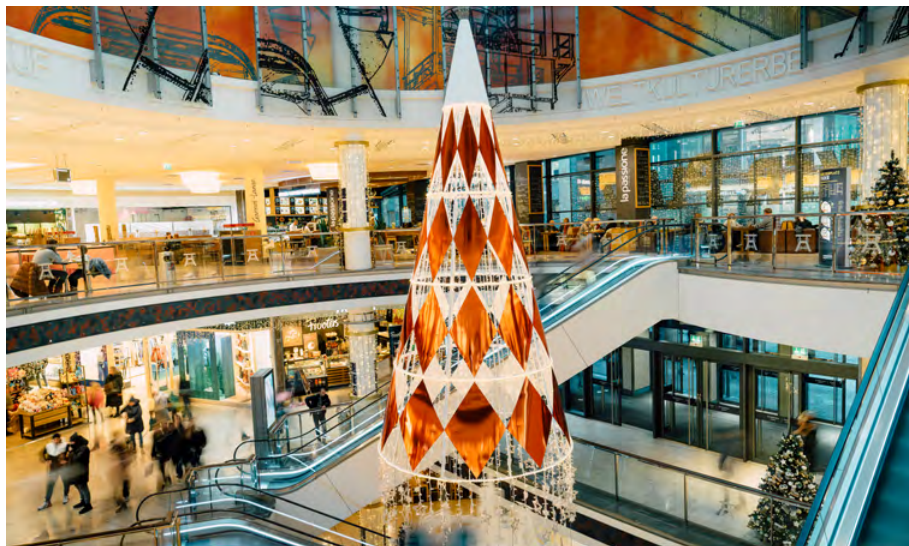
LIMBECKER PLATZ: A BEACON OF INNOVATION IN RETAIL REAL ESTATE PLACEMAKING

LIGHTHOUSE PROJECT BY THOMAS MARK, PRESIDENT OF MK ILLUMINATION GROUP:

"In the dynamic landscape of retail real estate, it is imperative to shine a spotlight on the groundbreaking and inventive initiatives that continually emerge, even amidst challenging times. Among these, the "Limbecker Platz" shopping center in Essen, Germany, stands out as a paragon of creativity and ingenuity. Situated in the heart of the city, it acts as a gravitational force for shoppers not only from the Ruhr region but also from far and wide, offering an unparalleled and unforgettable shopping experience. At Limbecker Platz, the visionary design concept known as the "Heart of the Ruhr Region" comes to life magnificently through its captivating Christmas illumination. Visitors are greeted with four spectacular highlights, each contributing to the enchanting atmosphere of the space.

One particularly striking feature is the flying Christmas tree, a musical carousel that gracefully spins amidst a backdrop portraying the wintry silhouette of Essen. Another mesmerizing sight is the kaleidoscope tree, adorned with reflective facets that shimmer alongside floating Christmas trees and decorative ornaments. In a separate rotunda, patrons can marvel at a majestic golden crystal chandelier fashioned in the like a Christmas tree. Lastly, a centerpiece featuring a heart of coal surrounded by radiant lights and festive wreaths adds the finishing touch to the holiday spectacle.

The incorporation of light courts and rotundas, coupled with the strategic placement of six distinct Christmas tree concepts throughout the center, underscores the meticulous attention to detail invested in the project. Furthermore, the seamless integration of historical and heritage-listed buildings with modern architecture underscores the



From the immense scale of the center to the tight timelines and intricate logistics, every aspect required meticulous consideration and unwavering dedication.

The incorporation of light courts and rotundas underscores the meticulous attention to detail invested in the project.



IMAGES: ZIMPFER PHOTOGRAPHY

CHALLENGES

RESULTS



complexity of the endeavor, requiring comprehensive planning and execution.

Yet, beyond the technical achievements lies a deeper narrative that resonates with the cultural and historical tapestry of the region. Positioned adjacent to the renowned Dresdner Striezel Markt in Dresden, the center's blend of tradition and modernity serves as a focal point for both locals and tourists alike.

The decision to enlist MK Illumination for this project stemmed from their established track record and unwavering commitment to excellence, as evidenced by their successful bid in an international tender process. "The close collaboration with ECE enabled us to bring to life a concept that not only dazzles the senses but also tells a compelling story," remarked Thomas Mark, President of MK Illumination.

The impact of these illuminations on the client's business success during the peak season coinciding with the Striezel Markt cannot be overstated. The surge in foot traffic and heightened consumer engagement certainly contributed to a substantial increase in revenue and overall market presence.

Undoubtedly, navigating the complexities of such a multifaceted project posed its fair share of challenges. From the immense scale of the center to the tight timelines and intricate logistics, every aspect required meticulous



IMAGE: ZIMPFER_PHOTOGRAPHY

Projects like Limbecker Platz show that innovation, collaboration, and a steadfast commitment to excellence are the cornerstones of success in the dynamic realm of retail real estate placemaking.

consideration and unwavering dedication. However, through careful planning, coordination, and sheer perseverance, the project emerged as a testament to collaboration and innovation within the industry.

In conclusion, 'A Beacon of Innovation in Retail Real Estate Placemaking' not only illuminates the cutting-edge advancements within the industry but also serves as a guiding light for future endeavors. As we reflect on the transformative impact of projects like Limbecker Platz, we are reminded that innovation, collaboration, and a steadfast commitment to excellence are the cornerstones of success in the dynamic realm of retail real estate placemaking."





OUTSTANDING PLACEMAKING PROJECTS

Recommended by Rüdiger Dany (NEPI Rockcastle)



INFINITY: AN EXEMPLAR OF MODERN DEVELOPMENT IN FUTURE.

LIGHTHOUSE PROJECT BY RÜDIGER DANY, CEO OF NEPI ROCKCASTLE

“My ‘lighthouse’ project is Infinity, a 350 million Euro multi-functional commercial scheme developed by AQ Acentor in Valencia, Spain. This 133,000 sq m retail and leisure development is the largest EU Next Generation economic recovery package project in the metropolitan region. Infinity, opening at the end of 2024, will form the commercial center of the city’s newest residential neighborhood, Turianova, which is emerging on a 380,000 sq m

site in the Fuente de San Luis district, providing 2,300 new homes, 65,000 sq m of parks and green spaces and 40,000 sq m of educational and cultural facilities. The scheme is also projected to become the dominant retail-led center in the Valencia region.

What makes this project so special?

Infinity lies at the heart of a regeneration project that is transforming an abandoned and deprived area of Valencia which, as the city’s vice mayor said: ‘had infrastructure burdens that made it very difficult for it to be made liveable and attractive.’ But with the help of EU NextGen funding, third-party investors, and other funding, together with a visionary developer, these financial and site constraints have been overcome. I believe that Infinity and the wider Turianova development will be seen as an exemplar of modern development in the future.

Why? Infinity is being developed as an open urban environment, merging seamlessly with a 33,000 sq m adjacent park. It’s people-friendly, with public walkways, squares, fountains and gardens, and is easy to navigate at three different levels, which include places to rest and interact. The architecture also encompasses terraces, pergolas and shading elements, offering protection from the local climate, where average daily temperatures can reach 30 degrees in the summer. Infinity will be delivering the essential commercial elements needed by a new residential district. Shops, cafes, restaurants, and leisure facilities that bring life and soul to any destination. The developers have incorporated a wide range of cutting-edge sustainable technologies and architectural techniques, with the



IMAGE: AQ ACENTOR

Infinity will become the dominant regional center of the Valencia Metropolitan Area, thanks to its size, location, accesses, quantity, and novelty of leisure concepts and a myriad of experiences.





aim of achieving emissions neutrality, through energy efficiency, responsible use of resources and recycling, within an overall green and extensively planted environment.

What makes it different?

Infinity will include a climbing wall, a 'geek zone', a 'beach club' and a pool with technology able to generate the largest continuous wave in Spain, allowing its users to practice and learn to surf every day of the year.

What fascinates you?

I have always been fascinated by real estate development projects, watching as underused, or poorly developed land, undergoes a transformation. I am confident that Infinity will add a thriving commercial center to Turianova which is creating a vibrant and green liveable neighborhood in this previously run-down part of Valencia.”

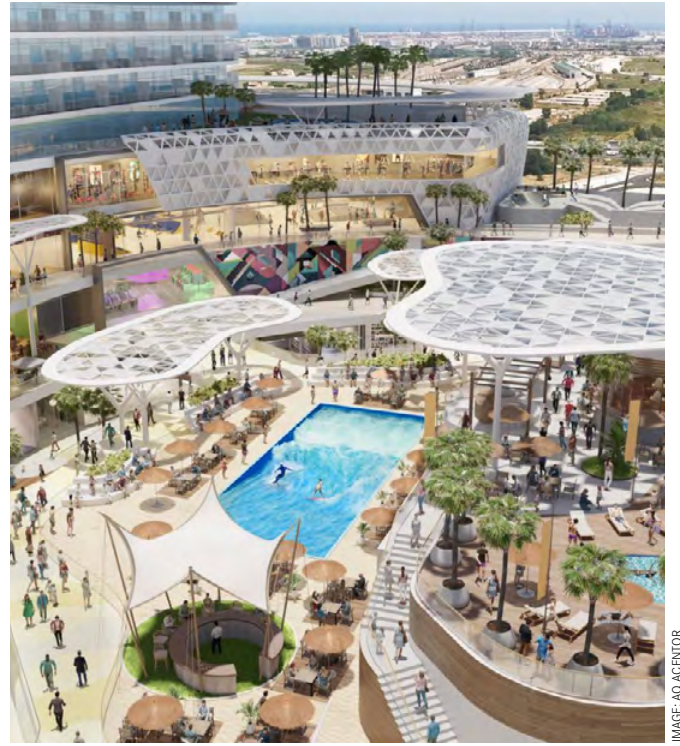


IMAGE: AQ AGENTOR

Infinity will include a climbing wall, a 'geek zone', a 'beach club' and a pool with technology able to generate the largest continuous wave in Spain.



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OUTSTANDING PLACEMAKING PROJECTS

Recommended by Angelus Bernreuther (Kaufland)



NIVY CENTER (BRATISLAVA), MERLATA BLOOM (MILANO) AND NORBLIN FACTORY (WARSAW): THREE LOCATIONS FOLLOWING A GREAT VISION

LIGHTHOUSE PROJECTS BY ANGELUS BERNREUTHER, HEAD OF IR AT KAUF LAND STIFTUNG & CO. KG

NIVY Center Bratislava, HB Reavis: “NIVY Center Bratislava is an outstanding multifunctional complex with a shopping center, bus hub and a rooftop public park”, says Angelus Bernreuther. The Nivy Mall in Bratislava opened in 2021 on the site of the former above-ground bus terminal. In addition to the mall, the concept includes the new underground bus station, an office tower and a green roof that is open to the public. Designed by British architect Benoy, the center serves a range of visitor interests all in one place and has enjoyed increasing popularity since its opening. With around 70,000 sq m of retail space

and around 250 shops, it is one of the largest shopping centers in Slovakia. The atrium is a popular meeting place. It can be used in a various ways, for example as a venue for concerts or a place to relax. There is also a children’s playground and a curved access ramp. The atrium leads to the green roof with half a kilometer of running track, training areas and zones for rest and relaxation.

Merlata Bloom Milano, Nhood: “Merlata Bloom is a shopping center of the newest generation with everything today’s placemaking industry has to offer”, explains Angelus Bernreuther. Merlata Bloom Milano is intended to be nothing less than the vibrant heart of one of the largest mixed-use areas in the first Urban Smart District of Milan, Italy. The basic idea is to combine technology and sustainability, entertainment, and services. Located in the northwest of Milan, the center aims to become the city’s first Smart Urban Business. The entire area follows a mixed-use concept that includes a mix of residential, green, technology, business, and retail. Roughly 103,000 people frequent the area daily, and 3.6 million residents live within an up to 25-minute drive. The main idea behind the center, in addition to creating a sustainable place for recreation, is to provide a well-connected place that meets people’s needs. The center is close to hospitals, universities, and large housing projects, and is well-connected to the airport, rail, and public transportation. Merlata Bloom Milano includes 150 spaces of innovative and experiential retail, five food & beverage areas, over 10,000 sq m of



IMAGE: NIVY CENTER

With around 70,000 sq m of retail space and around 250 shops, NIVY Center is one the largest shopping centers in Slovakia.



URBAN TRANSFORMATIONS

RETAIL



entertainment and culture, and 20,000 sq m of Sky Garden. Commercialization of Merlata Bloom's retail space, which has already reached 90 percent ahead of the center's opening, which is scheduled for the second half of 2023, is extremely successful. The more than 210 openings that have already been announced at Merlata Bloom Milano give substance to the extensive retail project, which goes beyond the traditional concept of a retail space thanks to its three floors of experience: It is set to become a 70,000 sq m center, of which 20,000 sq m will be dedicated to leisure, entertainment, and culture, including F&B and sports facilities.

Norblin Factory Warsaw, Capital Park Group: "For me, this is one of the best examples of the skillful revitalization of an existing factory into a vibrant mixed-use property", says Angelus Bernreuther. Norblin Factory is a 2-hectare site in Warsaw's Wola district filled with unique history. The area, which has been a neglected pearl of post-industrial architecture for years, is now a new part of the city with offices, shops, restaurants, cafés, Food Town, an eco-bazaar, a boutique cinema and an open-air museum commemorating the history of one of the largest industrial enterprises of the former Kingdom of Poland! Today, Norblin Factory is an award-winning, mixed-use, urban regeneration project and landmark in the heart of Warsaw. Following several years of intensive design, construction, and preservation work, it has regained its place on the map of Poland's capital. The multifunctional project covers a total GLA of more than 65,000 sq m. Norblin Factory visitors can also enjoy unique cultural, entertainment, and dining concepts, including the original KinoGram cinema, Bio Bazar organic market, Food Town, the largest food court in the capital, and a museum commemorating the history of the site. Norblin Factory is an example of a world-class revitalization project that was implemented

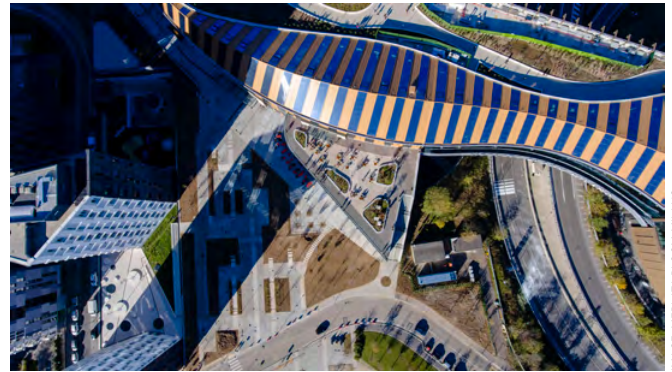


IMAGE: MERLATA BLOOM MILANO

Merlata Bloom Milano is intended to be nothing less than the vibrant heart of one of the largest mixed-use areas in the first Urban Smart District of Milan, Italy.



IMAGE: NORBLIN FACTORY

Norblin Factory visitors can also enjoy unique cultural, entertainment, and dining concepts.

with respect for the environment. It is a city-forming project that is consistent with the idea of a 15-minute city. It has contributed to the positive transformation of that particular area of the Wola district, which remained closed to the city and its residents for years.





OUTSTANDING PLACEMAKING PROJECTS

Recommended by Joanna Fisher (ECE Marketplaces)



“THE PLAYCE” AND “FOODGARDEN” @ MAIN-TAUNUS-ZENTRUM: TWO EXAMPLES OF SUCCESSFUL REPOSITIONING AND UPGRADING

LIGHTHOUSE PROJECTS BY JOANNA FISHER, CEO OF ECE MARKETPLACES

“For me, two current outstanding projects in the industry are the comprehensive repositioning of the former “Potsdamer Platz Arkaden” to “The Playce” as well as the upgrading of Main-Taunus-Zentrum by implementing the new “Foodgarden”.

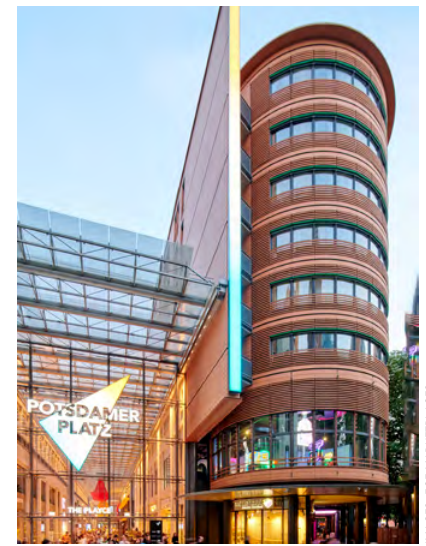
“The Playce” in Berlin: With the introduction of the new “The Playce” project, the owner, Brookfield Properties, has proven foresight, perseverance, and a great spirit of innovation in the planning, development, and realization of

this project. The Playce was conceived with a completely new approach, not as a classic mall, but as a mix of retail and entertainment. Following extensive refurbishment, renaming and repositioning, The Playce now stands out from the competition with a new concept and responds to changing customer needs. This is why it is a prime example of how a retail destination can be transformed for the future, and I am happy that Brookfield has chosen ECE Marketplaces as their partner to realize this outstanding repositioning project.

“Foodgarden” @ Main-Taunus-Zentrum: At Main-Taunus-Zentrum in Sulzbach near Frankfurt/Main the new „Foodgarden“ is being realized as a new center within the



The Playce Berlin: Together with Brookfield Properties, ECE created Berlin's new top address for gastronomy and shopping in the heart of the capital.



A new “Foodgarden” will enhance the Main-Taunus-Zentrum (MTZ), one of the largest and highest-turnover shopping centers in Germany.



IMAGES: ECE MARKETPLACES

OUTSTANDING

PROJECTS



center. This strategic redevelopment project will provide a high-quality, varied and completely new F&B experience on top of adding a new attraction and an increased gastronomic offering to one of the biggest, highest-turnover, and most successful centers in Germany. It is also a prime example of a new use instead of a former department store that had been closed down in 2020 and finally demolished, and thus is a great illustration of the flexibility and versatility of shopping centers as they constantly

change and adapt to the changing consumer needs and retail world. The owners, Deutsche Euroshop and a closed-end REIT, are investing MEUR into this project, which includes five free-standing restaurant buildings, open terraces, attractive green areas, and outstanding architecture. The new “Food-garden” is scheduled to open in spring 2025 – and already fully let.”



Project BPM, Rue de Rivoli, Paris

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OUTSTANDING PLACEMAKING PROJECTS

Recommended by Ibrahim Ibrahim (Portland Design)



SPITALFIELDS MARKET: A TRUELY COMMUNITY ORIENTED PLACE

Spitalfields Market is one of the most community-orientated retail places in London. “London may be changing all around us, but the spirit of one community endures”, is one of the guidelines for the management. It aims to create a memorable visit with stories visitors want to share. At its heart, Spitalfields ‘Traders’ Market is an uncompromising array of independent stall- holders, showcasing hand-crafted and hard-to-find pieces. The market is working to bring the traders and artists to the attention of the next generation. Next door, the historic Old Spitalfields Market also offers restaurants and fashion stores, along with some quirkier boutiques and less traditional market stalls.

LIGHTHOUSE PROJECT BY IBRAHIM IBRAHIM, MANAGING DIRECTOR OF PORTLAND DESIGN

“My ‘lighthouse’ project is Spitalfields Market in East London, and here are my reasons:

- Old and new components of the building have been integrated extremely well.



IMAGE: SPITALFIELDS MARKETS

Spitalfields Market is well integrated and connected to its surrounding community and streetscape.

- Visitors will find a good mix of small independent brands and familiar national and international brands.
- The offer is a great blend of retail and F&B, temporary and permanent offers, new and pre-loved offers, street food and permanent F&B.
- The market is changing constantly: Visitors will find a different market every few days with new things to discover.
- The development is totally integrated and connected to its surrounding community and streetscape. It is seamlessly integrated into the urban grain.
- The overall offer is very inclusive for all citizens and preferences, offering both premium and mainstream brands.
- Retail/F&B units look outwards as well as inwards, which attract customers and encourages them to explore.
- Spitalfields Market offers a great digital experience with a well-thought-out app.
- Although it is in a business/office district, it caters for all citizens and trades well during the day and evening; and week days as well as the weekends.
- The management is constantly introducing new brands and offers.

All in all: Spitalfields Market is a great public realm activation.”





OUTSTANDING PLACEMAKING PROJECTS

Recommended by Chris Igwe (Global Retail Expert)



BATTERSEA POWER STATION: A PLACE TO BE, TO IDENTIFY WITH AND TO BELONG

Battersea Power Station was opened to the public in October 2022 after an eight-year restoration, transformed into a one-of-a-kind, mixed-use destination with over 100 shops, bars, restaurants and leisure venues, 254 apartments and 52,500 sq m of office space, creating a new town center for Wandsworth. Nearly forty years after its closure, Battersea

Power Station is now London's most experiential retail and leisure destination. The building and new pedestrianized high street, Electric Boulevard, bring together an eclectic mix of British, international, and small independent brands, as well as unique leisure experiences, housed in and around the restored landmark.



IMAGE: BATTERSEA POWER STATION

Battersea Power Station has become the first-choice destination for brands to host large-scale, immersive activities.





LIGHTHOUSE PROJECT BY CHRIS IGWE, GLOBAL RETAIL EXPERT:

“As a mixed-use project, Battersea Power Station in London, is one of the best projects delivered in recent years because it combines so many aspects of what today’s resident, office worker, visitor or shopper is wanting – a place to be, to identify with and to belong.

As a Retail and Leisure destination, and not a shopping center, the project has recognized the importance of combining the changing habits of today, and a need to provide an environment where the visitors can shop, dine, be entertained, or simply sit and enjoy the external spaces.

The project has had so many challenges over the years, from planning approvals to changing the initial positioning from luxury before moving to premium; from extending the tube station on the Northern Line to creating Battersea Power Station arriving in front of the project; from attracting major international retailers and brands, such as Uniqlo, Nike or Apple to taking large units or attracting shoppers to discover the place and embrace the exciting range of offers.

The architecture is unique with the characteristic and iconic chimneys. Being a listed building comes with additional



IMAGE: BATTERSEA POWER STATION

The architecture of Battersea Power Station is unique with the characteristic and iconic chimneys.

challenges to be overcome, meaning that certain aspects are still being reviewed and assessed to improve the project.

Seeing this project successfully delivered over phases, over several years, is a testimony to the planning, coordination, and leasing strategies well executed. In a city where retail is already very dense, with a considerable range and offer from competing high streets, department stores, shopping centers and brands, it is to be acknowledged that Battersea Power Station sets the bar very high.”





OUTSTANDING PLACEMAKING PROJECTS

Recommended by Herman Kok (DISCvision)



BEURSTRAVERSE, ROTTERDAM, AND ELEKTROWNIA POŁISWE, WARSAW: ONE PROJECT WITH A SUBSTANTIAL HISTORY AND ONE NEW.

LIGHTHOUSE PROJECTS BY HERMAN KOK, ASSOCIATED PARTNER AT DISCVISION

“Beurstraverse in Rotterdam (built in 1996) informally named Koopgoot (Shopper Gutter) by Rotterdam citizens, was developed by Multi Vastgoed and is owned by CBRE GI. A retail led mixed-use project in the heart of Rotterdam, Beurstraverse is conceptualized as a shopping street. The city center of Rotterdam used to be split in two parts by a busy arterial road – Coolsingel - running north-south. The consequence was that Rotterdam had two inner-city retail halves, with limited communication between the two. For decades, there have been discussions about how to solve this problem – as a tunnel or a bridge were not preferred. The solution was found in creating a two-level

shopping street, of which the lower level would run underneath Coolsingel and connect directly with Rotterdam’s main underground station. The lower street, of which the façade was designed by Jerde, was brought to life with retail units, and the department stores and main fashion stores around got entrances on both the lower and the upper street level. In total, around a 60,000 sq m GLA retail space was added to the city center.

The scheme opened in 1996 and truly became part of Rotterdam’s prime pitch, which it still is to this day. There was also an indoor gallery, which was less successful, and converted into a flagship store space. Beurstraverse was extended by a later development, FORUM Rotterdam, also by Multi, after the former ABN AMRO Bank premises became available for redevelopment. Incorporated were a flagship bookstore, a Primark, gastronomy, offices and 103 apartments. A total GLA commercial (retail and offices) space of 64,000 sq m strengthened the area as a landmark in the city center. FORUM was opened in 2020. Some buildings as well as Coolsingel in the surroundings have been upgraded, and CBRE GI plans to make some changes in the connections between the scheme and the surrounding streets in combination with a refurbishment.



IMAGE: BEURSTRAVERSE

The Koopgoot, officially known as the Beurstraverse, is an iconic shopping arcade in the heart of Rotterdam.

Elektrownia Poliswe in Warsaw (built in 2020): The center is a repurposing of an old municipal electricity plant near the Vistula, built in 1904. After the successful repurpose



OUTSTANDING

PROJECTS



redevelopment by Tristan and White Star, it opened in 2020. Incorporated are a nice urban quarter consisting of renovated historic buildings with many references to the former functions, as well as new buildings with a contemporary design. The shopping center offers a high-quality public space with a nice mix of usage: 90 shops, 40 F&B and restaurants, including a food hall, as well as three office buildings and 90 apartments. Elektrownia Poliswe functions as a lively urban quarter because of the balanced mix of functions and counts as a place to be. The project triggered substantial upgrading in the surrounding neighborhoods.”



IMAGE: ELEKTROWNIA POLISWE

Located in the heart of Warsaw, Elektrownia Powiśle unites historical architecture, from over 100 years ago, with modernity.



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OUTSTANDING PLACEMAKING PROJECTS

Recommended by Giles Membrey (Rioja)



WHEN IT COMES TO EUROPEAN OUTLETS, METZINGEN IS THE BOSS

**LIGHTHOUSE PROJECT BY GILES MEMBREY,
MANAGING DIRECTOR OF RIOJA ESTATES LTD**

“My admiration for Metzingen Outlet City goes way beyond the fact that it has managed to establish itself as one of Europe’s leading outlet centers. To my mind, the story is not so much about its success, but how it got there.

What began as a small trading post has evolved into a retail powerhouse, drawing millions of visitors annually, with its success standing as a testament to entrepreneurship, strategic planning, and a commitment to delivering an exceptional shopping experience.

The roots of Metzingen Outlet City can be traced back to Hugo Ferdinand Boss, who founded a small tailoring business there in 1924. From this modest beginning, the Hugo Boss brand gradually gained prominence, evolving into the global luxury fashion brand that it is today. And, as the reputation of the Hugo Boss brand grew, so did that of

Metzingen as shoppers came searching for high-quality fashion at competitive prices.

The turning point for Metzingen came in the late 20th century when, under the leadership of the founder’s grandson, Hugo Boss expanded its operations to include outlet stores. Recognizing the potential to leverage the town’s heritage and proximity to Stuttgart - Germany’s automotive and fashion hub - Hugo Boss opened its first outlet store there in 1972, and this marked the birth of what would later become Metzingen Outlet City.

As Hugo Boss thrived, so other fashion brands took notice and followed suit, establishing their own outlet stores in Metzingen. The synergy created by this influx of top-tier brands has transformed Metzingen into a destination for consumers in search of quality and value for money. Today, Metzingen Outlet City is home to more than 380 brands, offering a diverse range of clothing, accessories, and lifestyle products from companies such as Nike, Tommy Hilfiger, Burberry, Furla, Hugo Boss, and many more.

Spanning 50,000 sq m, the architecture of the outlet is nothing short of spectacular. Sprawling across the town, the outlet manages to seamlessly integrate with offices and residential spaces above, creating a vibrant urban landscape. With over 2000 employees and drawing more than four and a half million visitors annually from 185 nationalities, it has become a beacon of commerce and cultural convergence. The meticulous design, featuring a diverse array of buildings with unique architectural styles, adds to its allure thanks to a blend of modern and traditional elements such as exposed timber beams, pitched roofs, and glass facades.



IMAGE: OUTLET CITY METZINGEN

Outletcity Metzingen: What began as a small trading post has evolved into a retail powerhouse.





One of the things I like most about Metzingen is that unlike some sprawling, labyrinthine outlets, it is designed with pedestrians in mind. Wide, cobbled walkways, open-air plazas, green spaces, and seating areas, provide plenty of opportunity for rest and relaxation, transforming shopping into a social experience.

Metzingen's strategic location has also played a major part in its success. Its position at the crossroads of major transportation routes - including the A8 motorway and Stuttgart airport - makes it easily accessible to domestic and international visitors alike, whilst its picturesque surroundings, with the Alps as a backdrop, provide a charming setting for a day of shopping and leisure. And it never stands still, continually reinventing itself in order to meet evolving trends and consumer preferences. In recent years, the introduction of upmarket dining options has elevated the overall shopping experience, thereby attracting a more discerning clientele. Additionally, the implementation of digital innovations such as online reservation systems and virtual shopping assistants has enhanced convenience and personalized the service available for shoppers.

Beyond its economic impact, the outlet has played a vital role in fostering a sense of community and cultural exchange. The annual late-night shopping evenings, featuring live music, entertainment, and exclusive discounts, have become traditional events that bring residents and visitors together. Furthermore, initiatives such as the Metzingen Outlet City Foundation, which supports local charities and cultural projects, further demonstrates a commitment to giving back to the community. This close collaboration with the local community, as well as businesses and local authorities, will undoubtedly have made securing planning consent for expansion that much more straightforward, including eight spacious car parks with nearly 4000 parking spaces plus electric charging points."

Although it is well within 90 minutes travelling time of Stuttgart and Munich, Metzingen Outlet City is a good 20 minutes away from the nearest major motorway junction, yet this distance has proven to be inconsequential. Visitors flock to take advantage of the quality and variety of brands on offer, and this goes a long way towards explaining why it is one of Europe's leading outlet centers."





OUTSTANDING PLACEMAKING PROJECTS

*Recommended by Will Odwarka
(Heartatwork Hospitality Consulting)*



F&B ROLE MODELS FROM THE MIDDLE EAST

LIGHTHOUSE PROJECTS BY WILL ODWARKA, FOUNDER AND CEO OF HEARTATWORK HOSPITALITY CONSULTING

“As a consultant based in Dubai, you might be keen to learn about our lighthouse projects or inspirations from the regions we are working in:

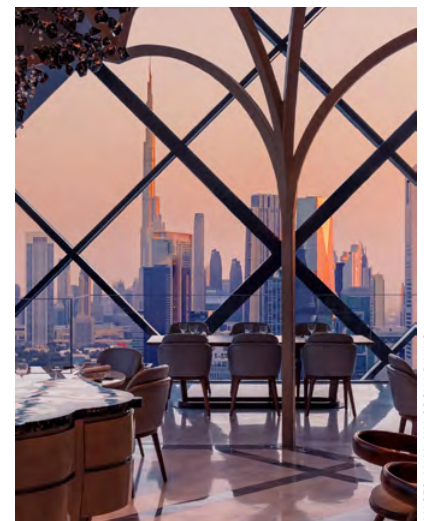
One & Only One Zabeel Hotel, Dubai – a combination of exceptional, award-winning architecture and breathtaking execution of F&B and leisure. One of the greatest and jaw-dropping developments in the region, a social dining experience called the link and the integration of several outstanding dining experiences that make other newsworthy developments just look average. The integration and delivery of F&B in such a high-end environment is exemplary for what we keep talking about in our column, podcasts, and other platforms. It is not about the state-of-the-art luxury,

which of course is one of the expected designators in this region, but about the apparent understanding of customer needs, hotel guest expectation without taking away comfort, style, and smoothness in its different areas. It does not hit you over the head, it smoothly drags you into a feeling of holistic care. For us, it is definitively a beacon and role model of perfection.

Al Mamlaka Social Dining, Kingdom Center, Riyadh, Saudi Arabia – following our article on market halls and Will & Johnny’s talk about the same topic, it’s a perfect example how a market hall can and frankly should look like in modern times. Beautifully executed by TGP and curated to perfection in a market which has just recently discovered the freedom of joint seating, entertainment and choosing experiences for a mixed gender society. With all the bad or half-considered examples out there, it shows you that the horizon we should look for is not what we see, it's much wider than that.”



The new home of dining in Dubai, One&Only One Za'abeel brings together the world's brightest culinary stars with 11 unique concepts.



An example how a market hall can and frankly should look like in modern times.



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OUTSTANDING PLACEMAKING PROJECTS

Recommended by Thomas Reichenauer (ROS Retail Outlet Shopping)



ALL GOOD THINGS COME IN THREES: DESIGNER OUTLET GDAŃSK, DESIGNER OUTLET ALGARVE AND DESIGNER OUTLET KRAKÓW.

LIGHTHOUSE PROJECTS BY THOMAS REICHENAUER, CO-FOUNDER AND MD OF ROS RETAIL OUTLET SHOPPING:

"A trio of new projects awaits us at ROS! Our upcoming center extensions and new developments are the greatest highlights for us at the moment: Designer Outlet Gdańsk, Designer Outlet Algarve and Designer Outlet Kraków.

Designer Outlet Gdańsk will kick off the wave of new projects across the ROS portfolio with its forthcoming center extension by the end of 2024 and will become the flagship outlet destination on Poland's Baltic coast. Located in a continuously developing region with a growing number of inhabitants, its expansion is therefore a natural and necessary step forward. Designer Outlet Gdańsk will host up to 20

additional stores and a brand-new designer food court, offering customers a new dimension of shopping experience.

The planning for Designer Outlet Algarve's center extension shows great progress. Thanks to our trading-up strategy, Designer Outlet Algarve has been undergoing an intensive premiumization in recent years, as shown with the arrival of Karl Lagerfeld, Boss, Invicta, Façonnable, Hackett London, Adolfo Dominguez, GANT and many more. The opening of the center extension is planned for 2025, adding 25 new stores to the current offer. Located in one of the most popular holiday destinations in Portugal and Europe with more than 5 million tourists a year, Designer Outlet Algarve is and will continue to be the perfect day-trip shopping destination for travelers from South Portugal and Spain as well as holidaymakers."



Designer Outlet Gdańsk's new food court, opening autumn 2024.



Designer Outlet Algarve, new plaza in the center extension, opening 2025.

IMAGES: ROS RETAIL OUTLET SHOPPING



DESIGNER OUTLET

KRAKÓW



Designer Outlet Kraków will be our fourth new project in Poland. With over 100 fashion and lifestyle stores and further cafés and restaurants on 20,000 sq m, Designer Outlet Kraków will be the new smart shopping destination for Kraków and the Lesser Poland region, which is the most popular tourist destination in the country. The construction of the center is progressing at a rapid pace, with the opening scheduled for 2025. As we keep observing, outlet malls and villages are attractive assets for our investors and are outperforming regular retail destinations. We are, therefore, very proud of our strong progress in Poland and Portugal.”



IMAGE: ROS RETAIL OUTLET SHOPPING

Designer Outlet Kraków will be the fourth new project in Poland for ROS Retail Outlet Shopping.





OUTSTANDING PLACEMAKING PROJECTS

Recommended by Jan Tanner (Bredella AG)



BREDELLA AREAL, PRATTELN: FROM GREY INDUSTRIAL ESTATE TO COLORFUL NEIGHBORHOOD

**LIGHTHOUSE PROJECT BY JAN TANNER,
MANAGING DIRECTOR BREDELLA AG FOR
IMPLENIA SWITZERLAND**

“Bredella sees itself as a new, lively urban quarter for Pratteln and is intended to become a symbol for a new understanding of living, working and leisure in the Basel area and for the reclaiming of privatized industrial areas. On the ground floors, small shops and catering units will provide a lively living space. Small service providers and commercial enterprises could optimally stage themselves in an attractive working environment in a well-connected location directly next to the railway station and close to the motorway. Bredella is easily and stress-free accessible from the city as well as from other parts of Switzerland.

The exceptional location directly on the border triangle with Germany and France also makes Bredella particularly attractive for expats. Bredella aims to cater specifically to different target groups – to understand their needs in terms of living space and, thanks to community building, to bind these people to their new home. We want to attract commercial uses from all sectors and branches. Only disturbing emissions such as noise, odors, light or inappropriate visual impressions should be avoided, as far as possible. As you can imagine, we do not want to generate excessive motorized traffic either. After all, Bredella is located right next to the railway station. It is best suited for those people who enjoy travelling by public transport and appreciate the traffic-calmed urban quarter for precisely that reason.



IMAGE: BREDELLA AG

Site area of Bredella is 87.100 sq m, floor area is approx. 170.000 sq m and green areas are approx. 21.700 sq m

It is about living, working and leisure, about how all of this harmonizes together and is redefined via Bredella. In the planning guidelines, you will find our basic conceptual ideas, which we sorted out a few years ago as an outline. Of course, sustainability goals are also important to us, as this is an important aspect of contemporary construction. As you can imagine, a high-rise building that uses less land, for example, produces a smaller ecological footprint. The valuable space should be able to be utilized to a high standard. The Pratteln residents' council is currently examining the neighborhood plan West, and we hope for approval by the end of June 2024. First infrastructural measures planned for 2025. Start of demolition in the west 2026.”





OUTSTANDING PLACEMAKING PROJECTS

Recommended by Franck Verschelle (Advantail)



THE BIG SWING! – WHAT THE LIGHTHOUSE PROJECT OF THE FUTURE NEEDS!

A FUTURE LIGHTHOUSE PROJECTS BY FRANCK VERSHELLE, CEO & FOUNDER OF ADVANTAIL

“Over the last 15 years, Advantail has accumulated many specific skills in the development, leasing, marketing and management of diversified retail places:

- Management of Outlet centers, retail parks and, more recently, shopping centers.
- Optimization and synergies between primary and large catchment areas, the capture of tourist flows, and digital marketing,
- and boosted by our Bcorp certification process: The management of responsible assets and the promotion of reasoned consumption...

My vision of the ideal project for the next few years would be the perfect use of all our skills. This would result in the



IMAGE: ADVANTAIL

Outlet Aubonne is the only outlet shopping center in French-speaking Switzerland. Under the direction of a new retail management company since early 2023, the shopping center is constantly innovating and adapting to the needs of its customers.

total conversion and repositioning of a regional shopping center to a new “Destination” that perfectly meets the new demand of customers, and its new larger catchment area: The offer will comprise:

- a regional hypermarket, which allows a weekly frequency
- a "classic" retail offer, with large access to the new DNVB and regional brands with a focus on tourism, creating a totally new offer from local existing competitors,
- an Outlet offer that meets the need for access to major brands with a proven price gain; the catchment potential will be enlarged to 1 or 2h; the customer profile will benefit from the tourists attracted by this offer,
- some key Soft discount players,
- a wide and varied food court offer, with the possibility of B2C and B2B evening events; where people can connect and engage with each other,
- a wide range of leisure and sports activities for children and adults, and potentially a Top regional exclusive attraction.
- Players in the second-hand and reconditioning sectors, to reinforce the sustainability orientation of the project.

What we call today “Hybridization”, is not just a simple re-adaptation of an existing retail offer, (developed and leased years ago and not entirely successful to the market reality), to something different! *

In the world of sailing, this is called a big swing!”



“WE CHANGE NAMES INTO PLACES, PLACES INTO DESTINATIONS, AND DESTINATIONS INTO BRANDS”

Social and geopolitical developments have dominated the placemaking industry in recent years. During these challenging times, important issues, such as location marketing, have been overshadowed by others – and not just in the media. While this may seem understandable at first glance, it has now become clear that companies that have continuously focused on the issues of market positioning and professional location marketing are more fit for the future. ACROSS spoke with Sebastian Guth, Managing Director of 21Media, about what good location campaigns look like, the differences between B2B and B2C campaigns, and why operators who fail to focus on marketing will lose out in the medium term.



ACROSS: 21MEDIA IS ONE OF THE FEW MARKETING AGENCIES THAT EXCLUSIVELY SPECIALIZES IN SHOPPING DESTINATIONS. HOW DID YOU BREAK INTO THE INDUSTRY?

SEBASTIAN GUTH: After studying economics, I landed my first job in the marketing department of the Centro Oberhausen project development company, about 9 months before opening. Three years later, I joined one of the agencies that was responsible for looking after Centro at that time. I honed my skills there for four years, and in 2002, I jumped at the opportunity to found 21Media, taking Centro with me as our first client. Our primary focus was on Centro Oberhausen in the early years.

ACROSS: THE OPENING OF CENTRO OBERHAUSEN IN 1996 WAS A MILESTONE FOR THE SHOPPING CENTER INDUSTRY. WHAT MADE IT SO SPECIAL FROM A MARKETING PERSPECTIVE?

GUTH: The sheer variety of issues and the scale of the tasks at hand – whether it came to working with major cooperation partners, such as Coca-Cola, staging major events, or exploiting the potential of the moving image. For example, right from day 1 we ran a fully digitalized television studio, producing a new presenter led

A RECENT ONE: EUROPA-GALERIE SAARBRÜCKEN

B2B: EUROPA-Galerie Saarbrücken recently announced the extension of the Bershka store and the acquisition of the new tenant Pull & Bear. To raise awareness, 21Media also used a LinkedIn B2B campaign that was inspired by transfer news from the world of soccer. The launch was the announcement of two important transfers from Spain and that created a suspenseful arc that ultimately culminated in the naming of the fashion brands – also stating more to come. Why shouldn't B2B campaigns be entertaining as well?

*Owned by Union Investment Real Estate;
Managed by Sonae Sierra*





entertainment program every week that was aired on a huge video wall in the Centro food court. Storytelling was the major theme because every week, we tried to tell the customers the content of Centro and its tenants from a new and exciting angle. It's research about what's going on what is in trend, combining facts and entertainment to create an exciting picture of the Center and how it wants to be positioned. Years later, I realized that proved to be valuable and significant training, because I believe in its core. This art of storytelling is the essence of destination marketing and branding.

ACROSS: WHAT SETS YOU APART AS AN AGENCY SPECIALIZING IN RETAIL REAL ESTATE?

GUTH: First of all, the agency is specialized in the same way that other agencies focus on consumer goods, for example. Besides creative minds, the determining factor as to whether or not an agency with such a focus is successful in the market is whether it understands both the individual location of a retail property and the general laws and special features of the sector. Cooperation with a wide variety of stakeholders is particularly beneficial. We are responsible for creating the umbrella brand of a shopping center. That's our job. The center itself serves as a platform for its tenants. So two things are crucial: the B2B area, that is, communication with potential tenants, and the incorporation of content from the tenant community into the marketing plan. Those are the challenges and expectations faced by an agency.

ACROSS: WHAT ROLE SHOULD MODERN LOCATION MARKETING PLAY FOR A RETAIL PROPERTY?

GUTH: The role of marketing has remained the same, or at least since I started working in 1996, although its importance has grown. We have two types of customers: potential tenants (B2B) on the one hand, and consumers (B2C) on the other. In the B2B area, our services provide leasing support to the sales department. The aim there is to present the center as a brand, attract tenants, and incorporate their brands into the marketing presence. The other area involves communicating with end customers on a daily basis and increasing footfall using appropriate campaigns. A real brand is created when we optimally combine both areas of responsibility. In essence: we change names into places, places into destinations, and destinations into brands.



IMAGE: 21MEDIA

SEBASTIAN GUTH

Sebastian Guth is the Managing Director of 21Media, a marketing agency that specializes in shopping destinations. The company was founded in Oberhausen (Germany) and boasts approximately 30 years of experience – from positioning, campaign conception, and implementation to providing support to owners and operators in the marketing of their properties and the development of their brands. In its early years, the agency was primarily responsible for Centro Oberhausen and was swiftly commissioned by Projekt Waterfront Bremen and mfi Management für Immobilien GmbH, now Unibail-Rodamco-Westfield Germany. Clients such as Sonae Sierra, Union Investment, and Deko followed thereafter. Today, 21Media employs 20 people at four locations. In Hamburg, the company is the lead agency for QUARREE Wandsbek. In Berlin, it is the lead agency for Alexa am Alexanderplatz. While in Oberhausen, it provides support to Westfield Centro, and in Munich, it is the lead agency for the Fünf Höfe neighborhood development.

ACROSS: WHY HAS ITS IMPORTANCE INCREASED SO MARKEDLY IN RECENT YEARS?

GUTH: There is considerably more competition these days. The number of centers has increased over the past two decades. Technology has also played a significant role, and E-commerce has become a further key catalyst. On the one hand, all of that has impacted competition as well as the expectations of end customers, not to mention our ability to address them. On the other hand, we are





currently operating in a tenant market, so we simply have to make more of an effort to attract tenants. The role of marketing has become increasingly important.

ACROSS: ONE CRITICISM THAT HAS BEEN VOICED BY CUSTOMERS CONCERNS THE UNIFORMITY OF THE TENANT MIX. HOW DOES CENTER POSITIONING WORK IF THE TENANTS ARE FREQUENTLY QUITE SIMILAR?

GUTH: Positioning in the classic sense refers to differentiation from the competition. It's not about a center positioning itself in the wide world of shopping centers, but about adapting to its catchment area. In terms of individual positioning, the most important thing to understand is that positioning is not static, but always dynamic, and must be successfully played out on a daily basis. That is hard work, especially when centers seem similar, but I personally think that over time a shopping place can become a local, regional, national, or even international brand.

ACROSS: WHAT DO YOU MEAN BY THAT?

GUTH: Working out the special features of a given location, be it accessibility, individual special tenants, an above-average regional offering, F&B, etc., is essential. After that, one question remains: Why should people and retail brands choose me? Once again, a distinction needs to be made between B2B and B2C. It's all about target group-specific storytelling. That's the essence of positioning: We have to keep an eye on what is happening in the catchment area as well as with our competitors every day; we then have to play up our USPs accordingly and communicate them in a target group-specific way.

ACROSS: WE REGULARLY RECEIVE FEEDBACK FROM RETAILERS THAT LOCATION MARKETING IS MORE EFFICIENT AT OUTLET CENTERS THAN AT SHOPPING CENTERS. YOU ARE A MALL SPECIALIST: IS THERE ANY TRUTH TO THAT CRITICISM FROM A RETAILER'S POINT OF VIEW?

GUTH: Yes, I understand the point that's being made. However, a certain degree of background information is vital. An outlet, unlike a shopping center, is inherently positioned. The term in itself implies that customers get high-quality brands at low prices. That alone gives them a reason to go to an outlet. The message is clear. The current task at hand is to balance the media mix according to the catchment area. For example: In 2022, we were



IMAGE: UNION INVESTMENT / SONAE SIERRA

ALEXA, BERLIN

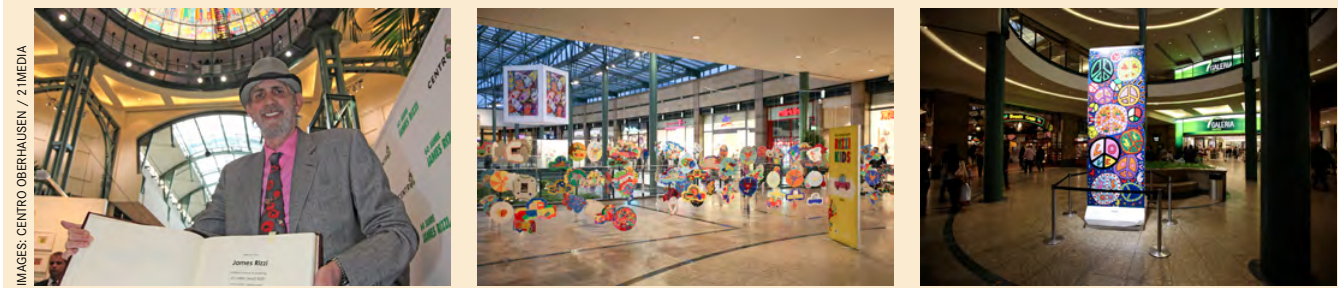
A Balance between International Appeal and a Large Local Catchment Area: “Alexa, Alexanderplatz Berlin – where else!” is the B2B slogan of Alexa shopping center in Berlin. It was intentionally written in English, as Alexa is one of the most international centers in Germany. Alexanderplatz, along with the Brandenburg Gate, is the most visited tourist site in Berlin. Prior to the COVID-19 pandemic, tourism accounted in certain periods for nearly 50 percent of footfall at Alexa. “Such information is crucial for brands that want to enter the German market; therefore, an international slogan is part of the marketing strategy,” says Guth. The population density around Alexa is also extremely high – a very unique mix within Europe. “Both aspects are equally relevant when it comes to defining Alexa’s unique selling point, and the process of truly defining it cannot be emphasized enough.”

*Owned by Union Investment Real Estate;
Managed by Sonae Sierra*

involved in the opening of the Drei Länder Galerie in Weil am Rhein, where Germany, Switzerland, and France meet. When it came to marketing on the Swiss side, we presented an outlet scenario, because the brands that the Swiss buy in Germany are simply cheaper. The message that we conveyed in Switzerland was more straightforward and quite clear: We drew attention to the brands and Germany as a location.

The challenge we faced in that case was finding the right media mix in an expanded catchment area. I'm not saying that outlets generally have it easier, but in terms of positioning, they have a clear initial advantage.





THE ALL TIME FAVORITE: CENTRO OBERHAUSEN GOES RIZZI – B2C

On the occasion of the 60th birthday of pop artist James Rizzi and the celebration of the Ruhr area as a cultural capital, a special exhibition took place at Centro Oberhausen in 2010: A colorful work of art covering 500 sq m illuminated the glass dome of the shopping center’s central dome. Rizzi’s work could also be found on large cubes, cylinders, pyramids, cars, and airplanes. Interaction with children and young people, in addition to the exhibition, was important to the New York artist. School classes visited the Centro to marvel at the works of art, and the students were able to become artistically engaged themselves. An specially developed app guided visitors through the exhibition, artworks were sold for charity, and the artist was connected live via Skype on a giant video wall for the opening press conference of the exhibition – which was quite innovative for 2010. “The Centro “Oberhausen goes Rizzi” campaign proved that good timing is essential for good marketing,” says Guth. “The coincidence of Rizzi’s birthday and the celebration of the Capital of Culture offered every opportunity for a successful campaign.”

ACROSS: HOW IS EFFICIENCY MEASURED IN THE AREA OF LOCATION MARKETING?

GUTH: The hard currency on the B2B side is occupancy rate; on the B2C side, it’s customer footfall. However, in the aftermath of the coronavirus, other KPIs have also become more prominent. We have seen total sales return to pre-pandemic levels much faster than footfall at many locations. In addition to footfall, key figures include “total sales” and “sales by segment” as well as digital conversion rates, for example, from social media.

ACROSS: IN THE B2C SECTOR, IN PARTICULAR, A LARGE NUMBER OF COMMUNICATION CHANNELS HAVE BEEN ADDED IN RECENT YEARS. WHAT OPPORTUNITIES AND CHALLENGES EXIST IN THAT RESPECT?

GUTH: The appealing thing about social media is that it provides us with an interactive channel through which we can communicate directly. At the same time, weighing how much of our budget should be allocated to which channel has become more complex. In addition, the pace of things has increased, which always brings me back to the fact that we should never think or act in a fixed way. Instagrammable content is rarely created for eternity. Customers have become more demanding due to increased competition. On Tik Tok for example, you need to get your potential customer within the first 1.5 seconds.

ACROSS: WHAT DOES THAT CHANGE MEAN FOR EVENTS, WHICH HAVE ALWAYS PLAYED AN IMPORTANT ROLE IN THE MARKETING MIX OF SHOPPING CENTERS?

GUTH: We used to do a fashion show in the spring and a fashion show in the fall. Nowadays, a fashion show might be a micro influencer campaign. In addition, events are no longer clearly defined. At Fünf Höfe, for example, we work in cooperation with the Munich Film Festival. We created an exhibition featuring stars who have been photographed over the last 10 years, which wound up having the air of an event. Maybe we can say its more about ongoing entertainment than the classical birthday event or fashion show.

ACROSS: HAS COOPERATION WITH LARGE PARTNERS THAT EXPLORE TRANSNATIONAL THEMES AND PLAN EVENTS BECOME MORE IMPORTANT?

GUTH: One example was the rebranding of Centro Oberhausen as Westfield Centro, which was celebrated in 2021 with the broadcast of a Lady Gaga concert. A single mall simply cannot secure a contract with Lady Gaga. The same is true for leasing marketing. When Westfield acts as a group, more opportunities arise on the brand side.



LOCATION



ACROSS: DOES THAT MEAN THAT SIZE ALONE IS THE DECISIVE FACTOR?

GUTH: The quality counts. At “Fünf Höfe” in Munich we work in cooperation with the film festival, as well as with the opera. Such collaborations take place on several levels and are very different in terms of content. Cooperation efforts are geared towards “community marketing”, and regionality plays at least as big a role as size. As previously stated: Competition is fierce, and budgets do not always increase in proportion. If you want to network within a community, you have to define exactly who your partners are and how they can be mutually beneficial. Properly designed regional cooperations, in particular, keep budgets on track.



IMAGE: FÜNF HÖFE

FÜNF HÖFE, MUNICH

Uniqueness as a unique selling point in the tenant mix: The evaluation of Fünf Höfe’s unique selling point revealed that 40 of the 60 premium brands represented at Fünf Höfe had no other stores in Munich.

*Owned by Union Investment Real Estate;
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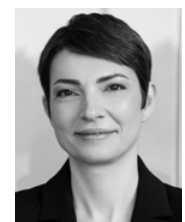


IMAGE: MPC PROPERTIES

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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.



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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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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.



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



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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.



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



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



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



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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.



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



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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.



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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.



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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.



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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.



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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).



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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.



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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 shopping center property tech, serving more than 1,050 shopping centers, across 4 continents and 20 countries. Placewise has offices in Europe, the USA, and Asia, covered by both venture and PE funds. Placewise offers the only solution purpose-built for shopping centers to create long lasting digital relationships with shoppers – unlocking the power to monetize retail properties beyond the square meter.



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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.



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



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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.



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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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