



THE EUROPEAN PLACEMAKING MAGAZINE

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THINK BIG



WHY NOW IS A GOOD TIME TO THINK
BIGGER ABOUT PROJECTS.
WE HAVE SOME NOTABLE EXAMPLES.

EXPANSION BIG CEE IS RAPIDLY GROWING IN THE BALKANS AND POLAND

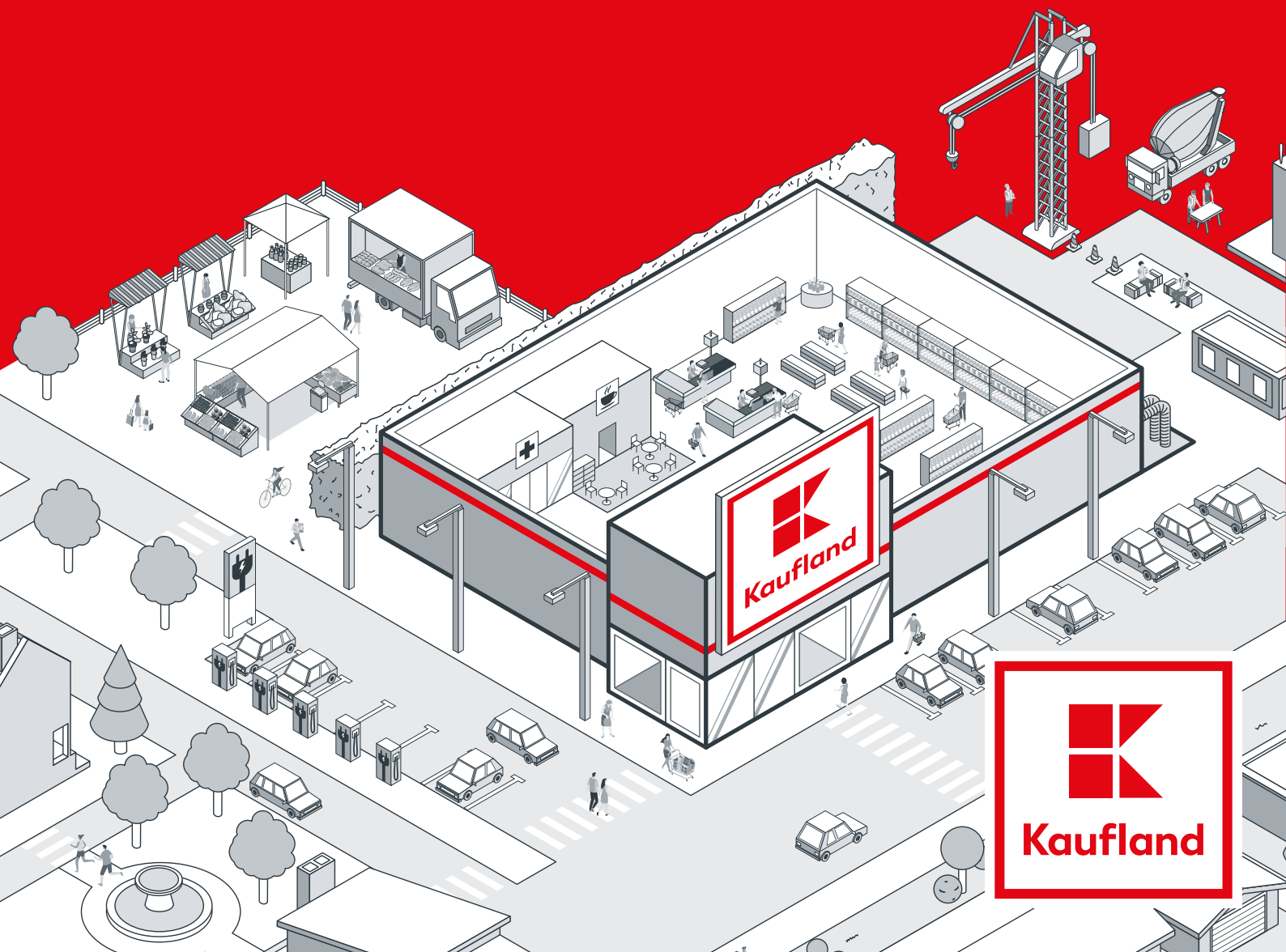
FREY & ROS BOLDLY RESHAPING EUROPE'S OUTLET FUTURE

URBAN DEVELOPMENT ECE MAKE MALLS VIBRANT HUBS OF CITY LIFE

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EDITORIAL

DEAR READER,

When the headlines are dominated by inflation, geopolitical instability, and slowing consumer demand, it is tempting for businesses to retreat, to think smaller, and to focus on survival rather than ambition. Yet history has shown that the companies that dare to think big in difficult times are often the ones that emerge strongest when the storm clears.

Retail real estate, perhaps more than any other sector, embodies this paradox. On the one hand, it is directly exposed to consumer sentiment, disposable income, and macroeconomic cycles. On the other, it has the unique power to shape lifestyles, communities, and entire cityscapes. That combination of vulnerability and opportunity makes it essential for leaders in this industry not to shrink their ambitions in the face of crisis, but to amplify them.

Winston Churchill once remarked, "Never waste a good crisis." For retail real estate companies, crises are not only a test of resilience, they are a springboard for reinvention.

This is the reason why in this issue of ACROSS we not only want to think big, but above all want to show who has managed to turn big thinking into big action. What's exciting here is that it's not always necessarily the biggest players, but often those from the mid-sized or even smaller segment who show greater courage, especially when the big ones hesitate. The result: particularly in times of crisis, they grow big. BIG CEE (page 17), NEPI (page 12), and FREY & ROS (page 27) are examples that demonstrate this in our cover story.

We broaden our view further: In this issue, beyond the cover story, CC Real (page 62) presents its gastronomy strategy, ECE (page 56) shows how cities and centers can be optimally connected, and Avi Alkas (page 74) highlights the potential lying dormant in the Turkish shopping center market.

Enjoy reading this issue of ACROSS!

Yours sincerely,

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COVERSTORY

Thinking Big: Why Retail Real Estate Needs Bold Vision Now 6
Crisis can be a catalyst for retail real estate, where bold thinking, quality investment, and innovation turn uncertainty into opportunity and shape the future.

M&A, Expansion, and Resilience: The Forces Shaping Europe’s Shopping Destinations 8
Bold moves and landmark deals are ushering in a new investment cycle in European retail real estate, with companies expanding and redefining long-term opportunities.



NEPI Rockcastle: “A Strong Germany Is Essential for Our Region” 12
NEPI Rockcastle reports strong growth with rising income, near-full occupancy, and a focus on retail parks, photovoltaics, and mixed-use projects shaping CEE’s retail future.



Thinking BIG: From the Balkans to Poland 17
BIG CEE is expanding rapidly in the Balkans and Poland, building a strong retail brand through malls, parks, and lifestyle centers focused on growth and community.

FREY & ROS SEPCIAL: Shaping Europe’s Most Desirable Outlet Destinations 27
This special showcases how FREY and ROS, by uniting outlet expertise with financial power and vision, are boldly reshaping the European outlet industry and setting new standards for growth and sustainability.

URBAN DEVELOPMENT

Urban Marketplaces: Shopping Centers as an Integral Part of Modern Urban Development 56
ECE’s shopping centers exemplify how diverse tenant mixes and services turn malls into vibrant marketplaces that shape city and district life.

FOOD & BEVERAGES

CC Real’s Gastronomy Strategy: “Hands-on Management Instead of Standard Solutions” 62
At CC Real, gastronomy is a strategic driver of shopping center appeal and dwell time, though leaders stress it is a differentiator, not a cure-all.

MANAGEMENT

Shopping, Playing, Enjoying: How SCS Has Positioned Itself as One of Austria’s Most Modern Leisure and Retail Destinations 66
Westfield Shopping City Süd sets new benchmarks by combining top brands, premium retail, diverse dining, and entertainment to create an all-ages destination beyond shopping.



INNOVATION

A “Future of Place” Innovation Day for Your Team 70
The Future of Place Innovation Day equips retail leaders with foresight, data-driven insights, and collaborative tools to keep shopping destinations relevant and future-ready.

MARKET UPDATE

“Türkiye’s Retail Real Estate Outlook for 2025” 74
Türkiye’s retail market is transforming with selective growth, record prime rents, global-local brand expansion, and new urban destinations redefining city life.



RETAIL

How Generations Shop: Regional Trends and Retail Implications in Europe 76
A recent NIQ Geomarketing study shows that Europe’s retailers must tailor strategies to generational and regional differences, from Boomers’ price focus to Millennials’ digital and sustainable preferences.

SUSTAINABILITY

Green Construction, Healthy Spaces: MPC Properties’ Sustainability Journey 80
MPC Properties is redefining real estate in Serbia by pioneering green construction, energy efficiency, and community engagement to create healthier, more sustainable spaces.



PROPTech

The Value of Partnership: The New Landlord-Tenant-Tech Alliance 84
Data is transforming retail real estate as shared insights and AI-driven platforms turn fragmented spaces into connected, growth-focused experiences.

Holiday Retail in Europe: How Sales Collection and Tech Automation Are Driving Smarter Operations 88
As Europe enters its crucial retail quarter, automation in sales tracking and reporting is transforming holiday trading into a data-driven advantage.

A New Digital Era for Retail: How Placewise and Cushman & Wakefield Spain Are Forging the Future of Asset Management 90
Today, every other shopper visiting one of the Cushman & Wakefield managed shopping centers in Spain, is a loyalty club member. Here’s how it all began;

From Experiences to Insights, From Insights to Growth: The Modern CRE Algorithm 94
While much of Europe’s real estate market cools, the Nordics drive growth by redefining value through experience, insight, and resilience, guided by the “Modern CRE Algorithm.”

DESIGNER OUTLET

European Outlet Review – Autumn 2025 98
Europe’s outlet sector remains dynamic despite slower growth, with brand reshuffles, rising F&B entries, and emerging players reshaping the rankings, notes Ken Gunn.

OUTLETS – A Brand’s Perspective – 2025 106
Outlets have evolved into vibrant destinations, with brands now seeking true partners offering flexibility, sustainability, and stronger support, says Chris Igwe.

“Rightsizing Is More Important Than Upsizing” 108
Designer Outlet Parndorf strengthens its position as a top European destination through new brand partners, sustainability, and investment, says General Manager Mario Schwann.

