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THE EUROPEAN PLACEMAKING MAGAZINE

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# **GOING FORWARD!**

**EUROPEAN FOOD RETAILING &  
THE LESSONS FROM CORONA**

**FIVE THESES: HOW THE PANDEMIC  
CHANGED FOOD RETAILERS' BUSINESS**

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## DEAR READER,

I am very pleased to present you the latest **ACROSS ONLINE SPECIAL**. This time, we are focusing on what I consider to be a highly interesting topic: **What impact does the Covid situation have on food retailing?** Exciting findings that we have ultimately summarized in 5 theses.

Corona was and is a true digitalization accelerator; for the industry itself as well as for us at ACROSS. Our successful ONLINE discussion format **ACROSS RETAIL TALKS** has established itself excellently and has become extremely popular. You will find the **summary of the last talk** with **Marcus Wild** (SES), **Cindy Andersen** (Ingka) and **Chris Igwe** in this issue as well.

And last but not least I would like to inform you about a new ONLINE promotion format, which we offer from now on. The **ACROSS Company Live-Session** (ACLS for short). An exciting online webinar format to present projects, strategies, case studies etc. The first ACLS will take place on May 11th in collaboration with Sonae Sierra. You will find all the information about this great info format right **here**.

I hope you enjoy reading our latest **ACROSS ONLINE SPECIAL**.

*Yours sincerely*  
*Reinhard Winiwarter*  
*Publisher ACROSS Magazine*



IMAGE: ACROSS



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# EUROPE'S FOOD RETAIL SECTOR IN THE CORONA-YEAR 2020: THE STORM OF THE CENTURY



IMAGE: METRO AUSTRIA



Europe's food retailers are being put to the test by the economic consequences of the natural disaster Covid-19. This is a very special kind of weather situation. While non-food retailers and the food service industry are in sheer despair in the face of the calm caused by government-imposed lockdowns, the "system-relevant" food retail sector has been confronted with a veritable storm tide since the second quarter of 2020. The wind is blowing alternately from all directions. Leading to sales increases, sales slumps, and sales shifts in the double-digit percentage range. The extent of these changes, both positive and negative, is highly unusual for an industry that is normally so cyclically stable, such as the consumer-oriented food retail sector. Companies that are particularly hard hit are set back ten or more years in their development, while Covid-winners are catapulted into new sales dimensions.

Disruption & uncertainty are, not without reason, the key words to describe this unique phenomenon. "Disruption & Uncertainty" is the title of the recent McKinsey and EuroCommerce report on the "State of Grocery Retail 2021." "We see a new level of disruption both in the rapid changes in consumer behavior and in the industry's responses to them," says McKinsey senior partner Tobias Wachinger. Strong impulses for change are coming from the demand side (consumer demand) as well as the supply side (disruptions in the supply chain) of the markets.

For retail management, disruption means that Covid-19 is reshuffling the competitive cards. The pandemic as a mas-





sive gamechanger that can do it all: Trend accelerations and trend delays, trend reversals, and trend blocking. In the end, however, there is a threat of further polarization in the economy as well as in society. Big and strong versus small and flexible is the name of the game. A surge in concentration in the European food retail sector can be expected in 2021 and beyond. A lot of work awaits the competition authorities in Brussels.

As of April 2021, the total extent of the disruption Corona will cause in food markets for years to come cannot yet be estimated. For retail managers, this is a paradoxical situation: as advocates of a digitally driven economy who have learned to make their decisions based on data analytics, they are sitting on a mountain of numbers that are rapidly decaying into data garbage due to the disruptive effects of the pandemic.

However, waiting until the fog lifts and the vaccination of the population puts an end to the Corona craze is not an option for the managers. And the virus has not yet been defeated. Resilience is therefore still very much needed. The ability to react flexibly to unforeseen developments while remaining true to one's own corporate culture. This requires an analysis of market events that provides orientation and thus enables the company to act, even if based on an uncertain factual foundation. This analysis is primarily about deciphering the economic consequences of Corona as a complex, multi-causal system.

The following five theses are an attempt to outline the main strands of change facing the European food trade in the staccato of government-imposed lockdowns since the outbreak of the pandemic.

## FIVE THESES:

### THIS IS HOW THE PANDEMIC CHANGED THE BUSINESS OF EUROPEAN FOOD RETAILERS

**1. Growth surge.** Covid-19 gave food retailers a historic, and in some cases irreversible, boost in sales in 2020. The wholesale food sector, on the other hand, will lose out massively. The main driver of this sales shift is the increase in in-home consumption at the expense of out-of-home consumption, caused by lockdowns in the restaurant industry.

**2. Predatory competition.** Heads are spinning in the boardrooms of the retail giants. Sales opportunities need to be exploited, earnings slumps cushioned, diversification strategies developed in line with the crisis, and expansion plans for the future must be forged. Following the sales turbulence of 19/20, the year 21/22 will see fiercer price competition between discounters, supermarkets, hypermarkets, and online retailers.

**3. Regionalization.** Consumer fears, fueled by Covid, generate a hype for regionality assortments, especially for fresh food. This trend influences global and national supply chains and, at the same time, controls the shopper journeys. The results are one-stop shopping and shop-shifting.

**4. Digitization.** Covid-19 is fueling digitization processes in food retailing. Smart stores are countering the offensive pure online retail sector with connected retail. However, e-food is still struggling with considerable teething problems in countries with a high density of food retail stores, especially in the GSA region. IT investments, still restrained in 2020, will pick up speed in 2021.

**5. Sustainability.** Health claim meets climate responsibility. Food retailers are responding to the demand from LOHAS shoppers for healthy, organic, and climate-neutral foods, which has been driven further by Covid. Organic supermarkets and traditional full-range stores are competing fiercely with each other and their rapidly growing premium private-label programs.

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# THESIS 1: THE 19/20 COVID GROWTH SURGE IN EUROPEAN FOOD RETAILING HAS HISTORIC PROPORTIONS

Covid-19 resulted in a historic, and in some cases irreversible, boost in sales for food retailers in 2020. Catering wholesalers, on the other hand, lost out massively. The main driver of this sales shift is the increased in-home consumption at the expense of out-of-home consumption, caused by lockdowns in the restaurant industry.



As reported by the world's leading retail market research institute NielsenIQ (see table), the 19/20 growth rates of the food retail sector in the individual countries were largely in a range between eight and ten percent. This includes large markets such as Spain (+8.4%), Germany (+8.7%), and the UK (+9.6%). The outlier on the upside was Norway with +16.5%, while the lowest growth was recorded by the food retail sector in France with +2.9%. The food retail sector in Italy also underperformed the market with +6.4%.

It should be noted in this context that the Nielsen panel very clearly maps trends in individual FMCG merchandise groups, but does not reflect a country's entire food retail market. Nielsen collects sales via checkout scanner data reported by retail centers. But not all retailers participate. For example, the Nielsen figures for the markets in Norway, Sweden, Romania, and Switzerland do not include the sales of the hard discounters. Also excluded is the entire impulse sector (convenience stores, gas station stores, kiosks), the outlets of food retailers (bakeries, butchers) and online retail.

The example of Germany shows how "soft" the data basis is for assessing the impact of Covid on sales in food retailing: NielsenIQ shows a 19/20 growth rate of 8.7% for the economically strongest EU country, while the McKinsey report for 2020 shows a sales increase of 12.6%.

## FOODSERVICE WHOLESALE LOSES UP TO 28%

By contrast, the Corona-induced shift in sales from foodservice wholesale to food retail can be quantified fairly accurately. For more than a year, restaurants in many countries have remained closed for months at a time, causing food and beverage consumption to shift away from restaurants to households. Additionally, in-home consumption is being spurred by working and learning from home.

The market research institute Gastro Data has surveyed the sales losses of the foodservice wholesale trade (C&C





markets and delivery services) in the GSA region in 2020. The sales volume of the foodservice wholesale market in Germany shrank in 2020 by 27.3%, in Austria by 27, 9%, in Switzerland this minus was "only" 23.2%. Wholesalers, such as the Coop Switzerland subsidiary Transgourmet, which have been pushing the gastro-delivery business for years, are more strongly affected by this Corona related sales blockade than those where distribution via cash & carry markets generates a higher sales performance. If restaurateurs are lost as customers, some of the lost sales can be offset by B2B sales to retailers and other commercial customers. (See also Metro's statement on page 17)

The shift from out-of-home to in-home consumption also has a notable macroeconomic aspect. A household that prepares its food at home instead of dining at a restaurant saves a lot of money, because the meat and vegetables from the supermarket are a lot cheaper than the finished dish in the restaurant. In this way, food value creation moves from the economy to private households. Even if the retailer makes more sales the economy, as a whole, shrinks. This development costs jobs and reduces the state's tax revenues.

## STRONGEST GROWTH IN NORWAY, FRANCE AT THE BOTTOM OF THE LIST

Sales performance 2019/2020 of the food retail sector in the respective European country, in the FMCG product groups compiled by NielsenIQ.

COUNTRY	SALES 2020 BY NIELSEN PRODUCT GROUPS IN BN. €	SALES GROWTH 2019/2020 IN %
Austria	14.0	+ 10.3
Belgium	19.3	+ 9.1
Switzerland *	22.1	+ 10.0
Germany	126.9	+ 8.7
Denmark	12.9	+ 9.7
Spain	59.5	+ 8.4
France	97.5	+ 2.9
Great Britain	140.4	+ 9.6
Greece	7.0	+ 11.0
Italy	63.8	+ 6.4
Netherlands	29.7	+ 7.5
Norway*	16.9	+ 16.5
Poland	21.8	+ 7.6
Portugal	9.9	+ 8.0
Romania*	6.3	+ 9.4
Sweden*	16.1	+ 9.0

\* food retail market, excluding hard discounters

Sorted by sales growth

COUNTRY	SALES 2020 BY NIELSEN PRODUCT GROUPS IN BN. €	SALES GROWTH 2019/2020 IN %
Norway*	16.9	+ 16.5
Greece	7.0	+ 11.0
Austria	14.0	+ 10.3
Switzerland *	22.1	+ 10.0
Denmark	12.9	+ 9.7
Great Britain	140.4	+ 9.6
Romania*	6.3	+ 9.4
Belgium	19.3	+ 9.1
Sweden*	16.1	+ 9.0

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# THESIS 2: COVID FIRES UP COMPETITION AMONG EUROPE'S RETAILERS RETAILING HAS HISTORIC PRO- PORTIONS

Heads are spinning in the boardrooms of retail giants. Sales opportunities need to be seized, earnings slumps cushioned, diversification strategies developed in line with the crisis, and expansion plans for the future must be forged. Following the sales turbulence of 19/20, the year 21/22 will see fiercer price competition between discounters, supermarkets, hypermarkets, and online retailers.



Most of the big players are still keeping a low profile with regard to their sales and earnings performance in 19/20. Aldi and Lidl, the family-owned German discount giants, have a tradition of secrecy anyway. Which is all the more remarkable given that both occupy top ten positions in the ranking of the world's strongest retailers in terms of sales. In the Deloitte Report 2020, which is based on 2018 sales, the Schwarz Group (Lidl and Kaufland) has fought its way up to fourth place (behind Wal-Mart, Costco, and Amazon), with Aldi (Süd and Nord) defending its eighth place. In Europe, the Schwarz Group remains the clear number one in 2020 with estimated sales of around 110 billion euros. Quite unimpressed by the Corona turbulence, the Neckar-sulm-based company is maintaining its brisk pace of expansion. In Romania, Kaufland and Lidl are even aiming for market leadership. In the UK, Lidl and Aldi are giving the "local heroes" Tesco and Sainsbury a run for their money.

Cooperatives such as Migros and Coop Switzerland are naturally more forthcoming when it comes to concrete sales data. Both companies have already presented their annual balance sheets as of December 31, 2020. The com-

parison allows an initial analysis of the consequences of Corona, backed up by hard facts: Migros increased its total sales by 4.4% in the 19/20 comparison. Discounter Denner achieved disproportionate growth (+15%), as did online retail (+31%). The core business with supermarkets (+7.4%) performed below average. The sale of the Globus department stores to the Signa Group injected more than 700 million Swiss francs into Migros' coffers.

Local rival Coop is ahead of Migros with its total sales of 30.2 billion Swiss francs, but recorded a slight decline of 0.2% in sales compared to 2019. The corona shift from out-of-home to in-home consumption is clearly reflected when looking at the sales of the individual sales lines. With an increase of 14.3%, Coop supermarkets grew significantly more strongly than the M-formats. By contrast, the subsidiary Transgourmet (present in Germany, Switzerland, Austria, and France), which specializes in foodservice







wholesale, suffered a lockdown-related decline of 13.3%. By the way, how does a PR department sell an embarrassing drop in sales? Coop has a clever solution: Transgourmet's sales show an index value (!) of 86.7% compared to the previous year, the report says. In terms of online sales, Coop did better than the competition with an increase of 45.4%. Calculated in "Fränkli", however, Migros is ahead in e-commerce.

Now the industry is looking eagerly at the Rewe Group in Cologne. CEO Lionel Souque intends to present the balance sheet for the last financial year, which ended on February 28, before the end of April. This reporting date is particularly interesting this year because the balance sheet data provides information on a Corona-period of eleven and a half months, therefore it will reflect the economic pandemic effect fairly accurately. Souque has already attracted attention with a sensational announcement. At the end of February, it was announced that they expect the takeover of Lekkerland (sales volume: 12 billion euros) to push Rewe Group's revenues above the 70-billion-euro mark in 2020, thereby moving it up to second place in the European rankings, overtaking Aldi and Carrefour.

It is only a short journey from Cologne to Düsseldorf, but the strategies of the retailer cooperative Rewe and the C&C veteran Metro could not be more different. While Rewe withdrew from foodservice wholesale more than ten years ago when it terminated its joint venture with Coop CH, Metro gradually separated itself from all retail formats and currently presents itself as a flawless 360-degree wholesale company with gastronomy as its main target group. The statement of the Metro communications department (see page 17) shows how the Metro headquarters assesses the Corona problem.

The last major step of the Metro structural reform, namely the sale of the Real hypermarkets, bears the signature of the new Metro major shareholder Daniel Kretinsky. At year-end 2020, the Czech investor announced that his EP Global Commerce already owned more than 40% of Metro's common shares. The German competition authority had a say in the allocation of Real locations to the prospective buyers. In the end, Kaufland was awarded the largest and Edeka the second-largest package of locations, but smaller potential buyers such as Globus stores also had a chance.

One thing can already be said: in the Corona year 2020, German supermarket and discount retailers have performed better in the Champions League of their sector than their market competitors from France (Carrefour, Auchan) and Great Britain (Tesco, Sainsbury). Tesco withdrew from Poland, while Carrefour landed an acquisition coup in South America at the beginning of the year. The Ahold Delhaize Group, the market leader in the Netherlands, recently performed very well and made substantial gains in its online business due to the tailwind caused by Covid.

The second insight is that when some companies are expanding at a rapid pace and competitors are doggedly defending their market shares, price competition, which was relatively moderate in 2020, will inevitably intensify. The discounters in particular, who suffered from weak customer footfall in 2020 as a result of the Corona crisis, will rely in 2021 on the increased influx of those consumer groups who, as victims of the crisis, have to make do with lower incomes. When the discount wave rolls in, the promotion and private label waves will follow on its heels. This will also happen in the online retail sector.

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# THESIS 3: THE CORONA MESSAGE: REGIONALIZATION MEANS TO GO BACK TO THE ROOTS

Consumer fears, fueled by Covid, are generating hype of regionality assortments especially in fresh food. This trend is influencing global and national supply chains and, at the same time, it controls shopper journeys. The results are one-stop shopping and shop-shifting.



Ciao, globalization, welcome regionalization! Since the outbreak of the pandemic, this slogan has found favor with farmers throughout Europe, but also with a growing crowd of consumers. The major grocery chains have stepped up to implement this 2020 megatrend. Purchasing competencies are migrating from national headquarters to regional logistics operations so that local buyers can source fresh produce specifically from regional suppliers. At the POS, origin-branded private labels (previously a no-go!), regional shelves, and promotions with regional specialties compete for the shopper's favor.

There are very different motives driving the regionality hype at consumer and producer levels. Anyone who leaves the home office to quickly buy essential goods for themselves and their family automatically becomes a local supply freak, and doubly so. People go to the nearest supermarket, which is well-stocked with fresh produce, and prefer to buy products from their own region. Because spatial proximity stands for greater freshness, because regional cuisine and regionally produced food—voilà!—form a taste alliance, because the short transport routes protect the climate and every patriotic person strives to make a contribution to securing the existence of "our farmers".

For food producers, on the other hand, an awareness of regionality that is firmly anchored in consumers' minds

functions as a kind of emotionally based territorial protection. A border that keeps foreign competition out of their own sales market. It is easy to argue for in terms of economic policy: Higher domestic food production stands for higher supply security for the domestic population when Corona or a shipping accident in the Suez Canal block and interrupt global food supply chains. And anyway: garlic that smells like home is definitely preferable to the competing product from the Middle Kingdom!

Incidentally, touting regional origin as a flavor plus is an old trick of the branded goods industry. Just think of the famous Piedmont cherry in Ferrero's Mon Cheri, champagne, Scotch whisky, or Tyrolean bacon.

When a consistent regionality mindset from stable to table, from pork to fork spreads across Europe's food scene, it is all too understandable that a broad consumer base follows this maxim when planning the route of their shopper journey. In Corona times, the regionality-programmed navigation system issues a clear order: Once a week at the nearby superstore to meet the demand for local food and beverages. Market research speaks of one-stop shopping. This saves time, gas money, and greenhouse gas emissions.

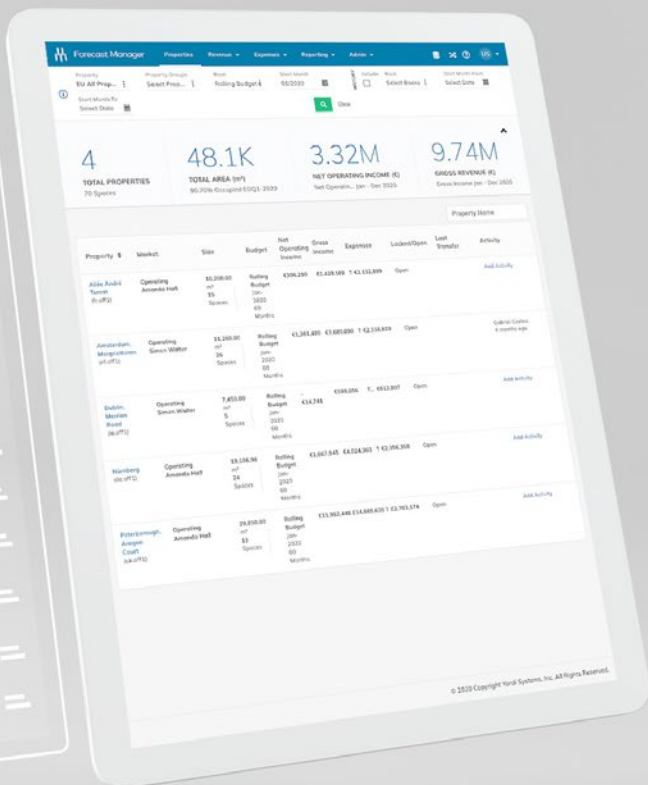




One-stop shopping intervenes in the competition between retail formats and shopping places, especially in regions where many employees commute between rural homes and big-city workplaces. In pre-Corona times, people did their weekly shopping at convenience stores on the out-

skirts of town on Fridays after work on their way home. Now that they are working from home, this practice is becoming obsolete, which is why retail research is talking about store shifting, a shift of food sales to shopping locations close to home and regional shopping centers.

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# THESIS 4: COVID-19 FIRES UP DIGITIZATION PROCESSES IN FOOD RETAILING

Are the virus and online retail two allies? Smart stores are countering the Amazon offensive with connected retail. However, e-food is still struggling with considerable teething problems in countries with a high density of food retail stores, especially in the GSA region. IT investments, still restrained in 2020, will pick up speed from 2022.



The birthday of digitization in the food retailing can be precisely determined. At 8:01 am in the small town of Troy in the U.S. state of Ohio, supermarket cashier Sharon Buchanan slid a barcoded pack of Wrigley Fruity Juice gum over a barcode scanner that had been installed in the checkout counter the day before. The device beeped and told the price: 69 cents.

That beep was the charming big bang that ushered in the age of digitization in food retailing around the globe. And, incidentally, it also heralded a new era in logistics and marketing cooperation between big branded companies and retail giants. Efficient Consumer Response, or ECR for short, was the name of the alliance that the CEOs of Procter and Wal-Mart agreed on during a joint canoe trip in the 1980s.

Amazon, the rising star of online retailing since the mid-1990s, landed its first big success by selling books globally, but in the last decade it has set its sights on another group of goods with its digital sales machinery: groceries, arguably the most important consumer good of mankind. Amazon acquired the U.S. organic supermarket chain Whole Foods Market in 2017. In doing so, it created the prototype of connected food retail, the interweaving of offline and online food sales. In the U.S., in addition to Whole Foods,



IMAGE: EHI INSTITUTE

the number of Amazon Fresh stores is growing, offering customers a 360-degree supply of fresh food. In the first quarter of 2021, Amazon Fresh launched with two stores.

This offensive set alarm bells ringing among European supermarket chains. The alternatives were to fight back or fraternize. The supermarket chain Morrisons in the UK, the





German regional chain Tegut (which has been owned by the Swiss company Migros for several years), the casino subsidiary Monoprix in France, and Dia in Spain opted for a partnership with the US digital giant. The most vehement opponent of Amazon Fresh was the Rewe Group in Germany, which invested massively in the expansion of its e-food service. The Austrian subsidiary of the Cologne-based company is also working on establishing an Amazon Fresh defense front and already opened a fulfillment center in the south of Vienna in 2019 for the delivery of fresh food ordered online.

Corona is fueling households' grocery shopping and giving online shopping a growth surge at the same time. The business media are currently abuzz with reports of rapidly growing e-food sales. But hard facts from market research tell a different story. In the German-speaking countries, Internet sales of food reached a market share of just two to three percent in 2020. GfK, for example, reported an online market share of 2.3% for the FMCG sector (Food & Drug) in Austria in 2020. Food online achieves significantly higher sales shares in Great Britain, France, and the Netherlands.

However, online sales is only one of many digitally powered innovation fields in retail. Year after year, the European Retail Institute (EHI) in Cologne documents the growing importance of IT in offline and online retail. Margins are particularly low in food retailing, which is due to the high density of stores and the continuing advance of discount stores "made in Germany". This requires meticulous amortization calculations for IT investments. Funds for the acquisition of self-checkouts, shelf-edge labels, AI-controlled replenishment and the introduction of checkout-free smart stores of the Amazon Go type are still flowing at a sluggish pace this year due to the crisis. But research and planning are already underway because the sales race between the U.S. digital giants and the Euro discount fighters will continue to shape Europe's food retail scene in the coming years.

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# THESIS 5: CORONA AND CLIMATE PROTECTION: A TOAST TO THE HEALTH OF MOTHER EARTH AND ITS INHABITANTS

Health claim meets climate responsibility. Food retailers are responding to the demand from LOHAS shoppers for healthy, organic, and climate-neutral foods, which has been driven further by Covid. Organic supermarkets and traditional full-range stores are competing fiercely with each other and their rapidly growing premium private-label programs.



Even and especially in Corona times, consumer demand for ecologically sustainable foods is increasing. This conviction has taken root in consumers' minds: Sustainable food is also healthy food. Even if this assessment has a hint of esoteric mysticism, it is still a viable working hypothesis for food marketing. Since its "discovery" in 2000 by the U.S. sociologist Paul Ray, the LOHAS-type of shopper, committed to a lifestyle of health and sustainability, has asserted itself as a viable tool for target group segmentation, especially in the food business.

Only eco-fundamentalists see LOHAS as an attempt to put a moral cloak around the enjoyment of high-quality food. According to consumer researchers, more than 20% of consumers in Western Europe belong to this group. And Corona is making a lasting contribution to increasing its membership. The LOHAS community is described as an urban, predominantly female, financially well-off target group. Increasingly, seniors who want to stay young are joining the LOHAS convoy. LOHAS and Corona fears are also an ideal match because natural science states a close



IMAGE: EHI INSTITUTE

connection between the ecological fall from grace of the Asian wet markets and the outbreak of the murderous pandemic.

Organic foods are proving to be the perfect match for LOHAS quality demands, especially in times of Corona. The organic boom is being pioneered on the one hand by the





now sprawling assortments of organic private labels in large supermarket and discount chains, and on the other hand by independent-store type of organic supermarkets, one of whose best-known representatives is the Amazon subsidiary Whole Foods. Organic is no longer exclusively available at the premium price level; affordable organic products in the mid-price range are opening up a promising market niche. It is remarkable that the organic market derives its dynamism neither from agriculture, nor from industry or consumers, but primarily from the food retail sector, which has fought for a degree of independence from the branded companies with its own organic brands.

Recently, the eco-megatrend has spawned other sustainable food ranges that go far beyond organic. Should Corona one day be defeated, or at least contained, climate change remains the major challenge facing humanity in the coming decades. That's why the supply of climate-neutral food has swelled into big business in a very short time. Again, the food retailing is setting the pace. Aldi, and Lidl, Edeka and Rewe are outbidding each other with climate protection initiatives, programs that also include the pur-

chase of greenhouse gas certificates. Also on the agenda is the expansion of the range of animal welfare products, vegetarian meat substitutes, as well as sugar-free and palm oil-free foods.

Dynamism in food assortments is therefore guaranteed. Innovative startups are constantly discovering new niches. Full-range retailers and organic specialty stores are competing for competence leadership, but store designs are becoming more and more similar.

Food that protects against Corona will probably remain a pipe dream in the future. But food that is healthy for people and healthy for the environment also has its significant value and helps to better endure the adversities of Corona.

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# FOOD RETAILERS IN THEIR OWN WORDS

Industry leaders told us about the sales impact Corona had on their business in 2020. They also explain what fundamental changes in location, sales, and marketing strategy they are planning for 2021/2022 in response to the widespread economic impact of the pandemic.



IMAGE: SPAR

**PAUL KLOTZ**  
Board Director of Spar

**A BIT OF NORMALITY THANKS TO UNBROKEN MARKETING POLICY**

"All Spar organizations under the Aspiag umbrella are an essential part of the critical infrastructure in their respective countries. With our Spar, Despar, Europspar, and Interspar stores, we have consistently maintained local supply to the population. This has been reflected positively in sales. In the countries of Northeast Italy, Slovenia, Hungary, and Croatia, Spar was able to generate total sales of 6.20 billion

euros, thus achieving a strong sales growth of +6.5 % (adjusted for exchange rate effects). In all four countries, Spar is now among the top 3 in the respective food retailing sector: in Northeast Italy, Spar is the market leader with gross sales of 2.43 billion euros, and in a strong second place in Hungary with 2.10 billion euros as well as in Slovenia with sales of 924 million euros. In Croatia, Spar has already moved into third place with sales of 733 million euros.

Our successful growth in the Corona period makes it clear that our strategy works. With our unbroken campaign and marketing policy, we are providing a bit of normality in socially difficult times and appeal equally to all people in the Spar countries."



IMAGE: COOP

**REBECCA VEIGA**  
Head of the Media Department at Coop

**FINANCIAL FOUNDATION REMAINS ROBUST**

"Coop achieved a stable profit of 539 million Swiss francs in 2020 on sales of 30.2 billion Swiss francs. Total retail sales increased by 1.1 billion to 19.1 billion Swiss francs. The wholesale/production division achieved sales of 12.6 billion Swiss francs.

Despite the challenging environment, Coop remains on very robust financial footing and is ideally placed to continue its positive development. This is also due to the two mainstays of our business, retail and wholesale/production. Coop will continue to adhere to this proven strategy in the future."







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## A SPOKESPERSON FOR METRO AG

### NO FUNDAMENTAL REALIGNMENT PLANNED

"Basically, Metro looks back on a robust fiscal year 2019/20 overall, with the exception of Q3, which was particularly burdened by Covid-19. From the 2nd half of Q3 onwards, business performance steadily improved again with the continuous easing of government restrictions and the roll-out of numerous operational initiatives. In Q4 2019/20, a further significant trend improvement was achieved in all regions, and business development was close to the level of the previous year. Metro even gained significant market share in its core business in its fiscal year 2019/20, including in Germany, France and Italy, and showed a clearly positive development in Russia and Eastern Europe. For example, Metro came through the first phase of the Covid-19 pandemic very well, compared with the competition.

The executive board is working on the basis of an adopted strategy which is supported by the supervisory board. Metro has been fully focused on wholesale for foodservice customers and independent retailers in recent years, offering food and non-food products, services, support, and digital applications as part of its 360-wholesale strategy, as well as an omnichannel approach with stores, delivery, and an online marketplace. Overall, the experience from the pandemic so far confirms our fundamental strategy. We are convinced that, thanks to our strategy, we will emerge stronger from the pandemic in the long term and will benefit disproportionately from the recovery in foodservice and tourism. Accordingly, we are currently not planning any fundamental realignment of our strategy. Rather, we are continuing to pursue our strategic goals with conviction, while responding quickly to pandemic-related changes in our operating business."

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# CREATING A BRIGHTER FUTURE FOR LANDLORD-TENANT RELATIONSHIPS TOGETHER

BY CHRIS IGWE, IMAGE: CHRIS IGWE INTERNATIONAL

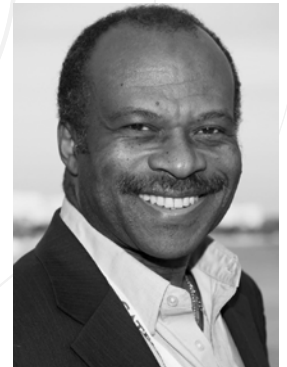


Pretty much across the globe, as a direct result of the pandemic, it has been clear that lease contracts need a full overhaul. Landlord-tenant relationships have been stretched to breaking point in many countries. In the words of Winston Churchill, “Never let a good crisis go to waste!”

*“We know that flexibility, and therefore, shorter leases are very much what tenants are looking for today.”*

We do have a crisis. Retail real estate lease-contracts and the relationships between landlords and tenants have never been at such a low ebb and so adversarial. Some countries have weathered the storm better than others. However, we must not lose sight of this unique opportunity to ask ourselves, each country in its own context, what has worked, what will still work, and what does not work. At best, lease contracts are out of date, and at worst, unfair and unfavorable to fostering a healthy relationship between the tenants and landlord, in a world that has changed from the time when many of these leases first became law, more than 60 years ago for many countries.

So, the question is how can these leases possibly reflect retail in the modern world, or even, modern retail in a new



**Chris Igwe**

*President of Chris Igwe International and Member of the ACROSS Advisory Board*

world (with or without a pandemic), where consumer habits have changed? E-commerce is a case in point. For example, an often-mentioned issue is the shop-at-home-and-pick-up-in-store option. What is considered the point that triggers the sales? Does the shopping center landlord have a right to count those sales or not? Did the landlord contribute to the retailer’s investment in the digital platform which led directly to the creating the possibility for that sale to happen, albeit in the shopping center?

One national question would be, should the UK continue to have “upward only rent” clauses in leases? More broadly across Europe, should lease length terms of five or ten years or longer be fixed? We know that flexibility, and therefore, shorter leases are very much what tenants are looking for today. There is also a rising voice calling on adopt-





ing the outlet model of focusing on a turnover rent component, driven through sales increase. For me, the key factor in the outlet model’s success is the establishment of a relationship that is transparent and based on mutual trust, working towards a common objective, none of which truly exists in the full price sector.

A step in the right direction was seen from The German Council of Shopping Places (GCSP), where a Code of Conduct was used by landlords as the foundation to at least ride out the waves of the pandemic and manage in the short term, the landlord–tenant issues. Despite its challenges, it appears to have worked. In France however, the appointment of a mediator by the government was a disaster and never got off the ground, leaving each party to fend for themselves again. In France, the government went from offering no support in the first Covid lockdown period, to offering a tax credit if landlords agreed to cancel or discount the rent for the month of November 2020, during the

second lockdown. Meanwhile, in China, shopping center owners offered rental holidays and discounts, up to a 50% reduction for retail in general and for leisure concepts, cinemas, and food & beverage, they continued to offer rental discounts up to 100%. With or without government, we need to, and can, fix our problems.

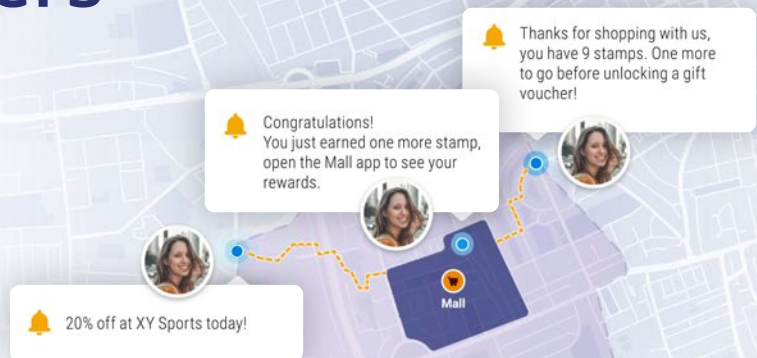
To close with Winston Churchill, he said, “Courage is what it takes to stand up and speak, it’s also what it takes to sit down and listen.” This is a time to sit down together, listen to each other, and build a future relationship that meets the needs of today, but is also the foundation for a better tomorrow.

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# RESPONDING TO THE PANDEMIC'S IMPACT

How PropTech is supporting the opening and recovery of malls and the continued expansion of retail.



Malls have always needed to prioritize the health and well-being of occupants and shoppers. Now they are looking at technologies to enhance shopper experience while providing those assurances. PropTech is being adopted on a rapid scale to support both the reopening and the recovery of malls as well as the continued expansion of retail and how landlords can support this.

Whilst there are many challenges with the reopening of malls, it's clear that successful operations and communication are the two main factors to which PropTech can add significant value. Real Estate Companies, such as Sweden-based AMF Fastigheter and Global property management giant Savills, have invested in tools such as Mallcomm, enabling them to focus on building a connected community within the environment to ensure everyone is aware of what they need to do, when they need to do it and who to ask if they need support. New developments such as Mall of Netherlands are ensuring they use PropTech to mitigate risk by using digital auditing features and constantly analyzing the data to assess areas for improvement.

Data analysis has never been so significantly important as it is now and the ability to track, review, and improve has been made even more possible via technology platforms such as Mallcomm. The data that is generated is helping hundreds of properties across the globe provide insight into the performance and safety of their destinations.

## SUPPORTING THE EXPANSION OF RETAIL

PropTech is also being adopted to tackle the surge in e-commerce platforms during the pandemic. Landlords are investing in fulfillment platforms and logistics tools as delivery becomes very important.



IMAGE: PIXABAY

*Real Estate Companies, like AMF Fastigheter and Savills, have invested in tools such as Mallcomm, enabling them to focus on building a connected community.*

Connecting the shoppers to the tenants has never been easier using technology. New developments such as Elektrownia Powisle in Warsaw are using Mallcomm to bring shoppers and tenants closer together. They also enable retailers to provide customers with flexibility and convenience while ensuring that the in-store experience matches what they are experiencing online by introducing touchless car parking and food ordering to reduce queues and menu browsing.

Technology to support initiatives that make customers and tenants feel safe and informed are going to be important in the foreseeable future and those that are fastest to adapt their strategies will be the most successful in recovery.

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# 25 NEW BRANDS CAME TO THE CZECH MARKET IN 2020

Despite the coronavirus crisis, this is one brand more than 2019, according to a market survey by Cushman & Wakefield.



IMAGE: CUSHMAN & WAKEFIELD

Gap opened several stores through its local partner in the Czech Republic towards the end of 2020.



Although the retail segment is among those affected the most by the coronavirus crisis, this does not show in the number of brands newly incoming to the Czech market. Whereas 24 new brands came to the country in 2019, according to a market survey by Cushman & Wakefield, in the crisis year 2020 there were 25. This year, the number of newcomer brands could be even higher—some brands postponed opening their shops to 2021 due to the corona crisis. The global coronavirus crisis has obviously hit the entire world, affecting the high street and major premium shopping centers the most. Still, Prague and the Czech Republic have always been and will remain the most important market for new brands coming to the region.

Jan Kotrbáček, Partner & Head of CEE Retail Agency team, Cushman & Wakefield, commented: “Prague, where most newly incoming brands are headed, has historically been a preferred tourist destination for a long time. So, we expect this major part of the local purchasing power to return once this is possible again. The customer potential is also strong among the local citizens: their purchasing power is growing and they tend to buy more expensive products. The Czech retail market is approaching maturity, which is why more than one half of the newly incoming brands are in the premium





and luxury segments. In fact, the retailers note that even though Pařížská Street has lost customers from China and Russia, Czech customers make up for that in part, as they are more affluent than they used to be.”

## FASHION AND F&B RULE

As has become a tradition, the most brands that came to the Czech Republic last year were in the fashion industry, which also saw the greatest changes in terms of arrivals and departures. Eight fashion retailers came to the country, plus two sports clothes retailers, three accessories brands and one premium shoe brand. Five new brands are from the food and beverage services, and the range of leisure concepts has grown with a family fun park from Russia opening the largest scheme of this type in a shopping center in the Czech Republic.

The most important newly incoming brands include GAP (USA), which opened several stores through its local partner in the Czech Republic towards the end of the year. In the F&B segment, the Grom craft ice cream concept as part of Unilever, is a major arrival with a newly opened shop in the upper part of Wenceslas Square. One noteworthy arrival in the specialized segments is a Cybex shop (in Široká Street connected to Pařížská in Prague), which has become the flagship store for Europe offering children’s goods and accessories. For luxury brands, Saint Laurent from Kering Group deserves a mention. The value segment, which is thriving during the crisis, has grown with the TEDI and Action brands.

The most frequent country of origin of the brands newly incoming to the Czech Republic was the USA (eight brands), followed by Italy (six brands). Czech brands expanded as well, primarily to Slovakia. Examples include the Jena Nábytek furniture retailer, Bonami home accessories brand and the Saunia leisure concept. Another Czech brand, Sportisimo, expanded into a shopping center in Sofia, Bulgaria.

## 14 BRANDS EXIT THE CZECH MARKET

The ratio of the main retail concepts where the newly coming brands were headed was balanced in the Czech Republic last year: 10 chose high streets in Prague’s center, 10 came to malls—mostly in Prague and one each in Brno, Hradec Králové and Kladno. Four out of the five remaining brands came to outlet stores and one went to a retail park.

Fourteen brands left the Czech market last year. Most of them were in the fashion segment, including clothes retailers Camaieu, Next and Promod and accessories brands such as Frey Wille and Tous; in addition, three café chains left the country, too. Kotrbáček said: “The number of brands that left the Czech market last year is not immediately connected with the corona crisis impact. The number is somewhat higher than usual, but in many cases, this is part of companies’ long-term strategy, or they are leaving markets that do not work for them.”

## A RECORD-BREAKING YEAR 2021?

The complicated situation in 2020 changed and/or delayed certain brands’ plans for opening their shops in the Czech Republic. Many have rescheduled it for 2021. El Gaucho has publicly declared its plan to return to the Czech Republic this year; new arrivals will also include Primark in Wenceslas Square, a Cinemax multiplex cinema in Olomouc, and Chanel in Pařížská. Of course, the situation is uncertain and will depend on the future development of the coronavirus crisis and the related measures, which significantly affect the retail market and the physical opening of shops. If the developments are favorable, this year could be very important and in fact record-breaking in terms of new brand arrivals on the Czech market. Even though there are no plans for opening any top-class shopping centers, which the arrival of multiple newcomers to the market is usually connected with.

“It is true that the situation on the retail market complicates brands’ expansion plans. Some tend to wait while others are more careful in selecting the most suitable market and the best location. This makes them even more appreciative of the assistance from a reliable local partner possessing a good knowledge of the local market. In this respect, we have been recently approached by Primark, Cybex, Superland, Gap and Grom, whom we helped selecting the best locations for their first shop on the Czech market; in the past, such brands included many others such as Foot Locker, Hard Rock Café, Jimmy Choo, Claire’s, Sports Direct and Tiger,” says Kotrbáček in closing.

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# ACROSS COMPANY LIVE-SESSION (ACLS)

**ACLS is an innovative form of online presentation for companies and projects, which is comprehensively supported by promotional measures beforehand and afterwards.**

## **BRIEF DESCRIPTION:**

- One-hour online presentation (via Zoom)
- Topics: company presentation, project presentation, introduction of the team or individual decision-makers, presentation of surveys, case studies, etc.
- Moderated by ACROSS (either by publisher Reinhard Winiwarter or ACROSS expert moderator Klaus Striebich)
- Video presentations, charts, green-screen settings, etc. can also be integrated
- ACROSS provides comprehensive upfront promotion and follow-up coverage

## **ACLS – THE DETAILS:**

### **UPFRONT PROMOTION**

ACROSS announces the ACLS via following communication channels approx. 4 weeks before the live date:

- Website, [www.across-magazine.com](http://www.across-magazine.com) (approx. 3,500 unique user per day)
- Newsletter (approx. 30.000 subscribers)
- Social media postings (LinkedIn, Facebook, Twitter, Xing)
- ACROSS e-paper

[across-magazine.com](http://www.across-magazine.com)

## **LIVE SESSION**

- Duration: 1 hour
- Technical platform: Zoom
- Moderated by ACROSS publisher Reinhard Winiwarter or ACROSS expert moderator Klaus Striebich
- Integration of presentations, surveys or green-screen settings is possible (this external content is provided by and at the expense of the respective partner)
- The audience may ask questions during the live session. The moderator coordinates this Q&A session.
- The live session will be recorded and is subsequently available for the partner via streaming

## **FOLLOW-UP COVERAGE**

ACROSS's editorial team provides a summary of the live session, which will be published via the following channels (including a download link):

- Website, [www.across-magazine.com](http://www.across-magazine.com) (approx. 3,500 unique user per day)
- Newsletter (approx. 30.000 subscribers)
- Social media postings (LinkedIn, Facebook, Twitter, Xing)
- ACROSS e-paper
- The follow-up coverage extends across a time period of 3 – 4 weeks

**THE OVERALL COMMUNICATION PERIOD FOR AN ACLS IS APPROXIMATELY 7 WEEKS!**

## **FURTHER INCLUDED SERVICES:**

- Detailed upstream coordination & briefings
- Thematic preparation
- Definition of processes
- Clarification of technical details (especially in regards to the integration of external content)





# MATTEL TO OPEN ITS FIRST “MISSION: PLAY!”™ EUROPEAN FAMILY ENTERTAINMENT CENTER AT POTSDAMER PLATZ, GERMANY, IN 2022

Potsdamer Platz announced that “Mission: Play!”™, Mattel’s first European entertainment experience will open in Spring 2022, as part of Brookfield Properties’ relaunch of the estate. The 4,000 square meters center will bring Mattel’s iconic brands to life through themed zones for Barbie®, Hot Wheels® and Mega Bloks®.



The center will combine physical and digital play experiences as well as offering educational programs, events and experiential retail. The site will be developed by iP2Development B.V. and operated by Planet Leisure Germany GmbH.

The Mattel-branded family entertainment center reflects Brookfield’s vision in re-launching Potsdamer Platz as Berlin’s premier lifestyle, food and entertainment destination for all age groups. In 2020, Brookfield Properties re-launched a major redevelopment of the Arkaden shopping center which will include around 90 shops and flagship shops of well-known brands from the fields of gastronomy, sport & entertainment, mobility & leisure, among others. Mattel’s entertainment center will be located inside the new Arkaden at Potsdamer Platz, Berlin.

## **KARL L. WAMBACH, EXECUTIVE VICE PRESIDENT EUROPE AT BROOKFIELD PROPERTIES, COMMENTS:**

“We are very pleased to welcome Mattel to Potsdamer Platz in the near future. The opening of Mattel’s first family entertainment center in Europe marks a major milestone in



IMAGE: MATTEL

the redevelopment of Potsdamer Platz, alongside the opening of the Mercato Metropolitano community market. These planned openings highlight the continued demand for high-quality retail, entertainment and food offerings. Families can look forward to this unique attraction at Potsdamer Platz in Berlin.”







**JONATHAN DOUGHTY, GLOBAL HEAD OF FOODSERVICE, LEISURE AND PLACEMAKING AT SHOPPING CENTER OPERATOR ECE MAKETPLACES, SAYS:**

“Shopping centers are increasingly turning into shopping, leisure and entertainment destinations where people can meet, make new experiences and spend their free time. This is why Brookfield and ECE are repositioning the Potsdamer Platz Arkaden to a shopping center with international highstreet flair including various offerings such as sports, entertainment, and gastronomy. In this context, we are very pleased that we were able to attract Mattel with their Mission Play concept as another anchor tenant which at the same time marks their market entry in Europe with this concept. This is another important step in creating a true destination in the heart of Berlin.”

**JULIE FREELAND, SENIOR DIRECTOR OF GLOBAL LOCATION BASED ENTERTAINMENT AT MATTEL, INC. SAYS:**

“Mission: Play! is where kids will be able to play out adventure in endless ways. This family entertainment center allows Mattel to continue bringing wonder to families and will extend the emotional connection of our iconic brands in

truly unique experiences where play has no boundaries. We are excited to be partnering with premiere leaders in the industry to bring this experience to life.”

**ROGER HOUBEN, CEO AT IP2DEVELOPMENT, COMMENTS:**

“We are very proud to be able to become the unique anchor family entertainment destination at Potsdamer Platz by launching our first European Mattel center. Lifestyle malls such as Potsdamer Platz have a need for a diversified offering of entertainment whereby iP2 is aiming at the high end of the offering. Our partnership with Mattel reimagines the indoor entertainment center experience and the gamification system will be delivering all the fun challenging elements found in games to drive customer engagement and repeat visitation. We are creating a meaningful community for the children where they will learn by having fun, all the playful activities heighten creativity, boost critical thinking and improve collaborative and communicative skills.”



# THE SPORTS BRAND JOMA OPENS ITS STORE AT LA TORRE OUTLET ZARAGOZA

On Thursday, March 25, Joma lands at La Torre Outlet Zaragoza at 4 p.m. to surprise sports lovers in its nearly 400-square-meter store. The leading sports brand in Spain and one of the main internationally starts with amazing opening promotions: an additional 20% on the outlet price of textile products and, also, with a raffle in which the first purchase may be free to participants.



“At last, we can announce that one of the most valued sports brands arrives at La Torre Outlet Zaragoza. Joma is a world-renowned firm and its opening in the middle of the Spring campaign is the perfect opportunity to acquire accessories and sportswear for this season”, highlighted Claudio Poltera, Director of the centre.

Joma occupies the top ten of the most successful companies distributing its products in more than 106 countries and currently sponsors more than 300 professional soccer teams around the world, such as Atalanta BC, Villarreal CF, ACF Swansea, Toulouse, RSC Anderlecht, Cruz Azul, TSG Hoffenheim and SD Eibar; or the national teams of Ukraine and Romania.

In recent years, the brand has also begun to sponsor other sports and disciplines and, among others, it is worth highlighting its presence on the World Padel Tour, in the Spanish rugby and handball teams; or in the athletics federations of Mexico, Spain and Morocco.



IMAGE: ROS RETAIL OUTLET SHOPPING

Its opening on March 25 coincides with the celebration of the third Super Thursday of La Torre Outlet Zaragoza, a very special appointment for fashion and leisure enthusiasts, since they will be able to find the best offers and promotions of the month in the shopping centre.

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# IKEA ENTERS THE UKRAINIAN MARKET

They had a good reason to celebrate in Ukraine on February 1, 2021: The Swedish company Ikea, the world’s largest retailer of furniture and household goods, opened its first store with an area of 5,000 sq m in the country in Blockbuster Mall in Kiev.



Right from the opening, Ikea has gained great popularity—with an average attendance up to 40,000 people. An electronic queue management system has been installed and people are ready to wait for hours. “Our close relationship with Ikea began in 2006/2007 after their office opened in Ukraine and we still continue to cooperate. We were on the verge of making deals several times, but it was only at Blockbuster Mall where we could manage to bring it to the opening. The time we have spent for all of this is about five years starting from the initial interest in Ukraine to the store opening,” commented Vitalii Boiko, CEO and founder at NAI Ukraine.

As the part of the NAI Global, NAI Ukraine is a leading Ukrainian broker which provided information about actual situation on the market as well as projects that were in development. The move of the office on development decision-making from Moscow to Belgrade, the launch of iconic “entry projects” in Ukraine, and objective information about retail turnover allowed Ikea to make the decision to enter the market. Thanks to this, NAI Ukraine is confident that the company is bound to succeed.

## SITUATION IN UKRAINE HAS CHANGED IN A BIG WAY

Talking about success, it is worth mentioning that thanks to Ikea Blockbuster Mall has acquired a powerful anchor store that attracts tens of thousands of visitors. The mall’s GLA amounts to 200,000 sq m with over 500 stores. There is ample parking for 5,00 cars, and the catchment areas comprises 3 million people. Blockbuster Mall includes Eu-



IMAGE: NAI APOLLO

**VITALII BOIKO**

CEO and founder of NAI Ukraine

„We were on the verge of making deals several times, but it was only at Blockbuster Mall where we could manage to bring it to the opening.”

rope’s second-largest indoor entertainment park, an IMAX cinema, a 10,000 sq m hypermarket, a soon-to-break food court, and has one of the best locations at the intersection of the largest motorways near the city center.

H&M had a similar experience and it took NAI about ten years to bring the brand to this market. Now, they have several stores in Ukraine with a turnover that significantly exceeds their expectations. “Speaking of Ikea, we’d like to





note that our goal was not so much to get a large tenant but, first of all, to prove that the situation in Ukraine has changed in a big way. Both H&M and Ikea are zero-tolerance companies when it comes to corruption. Therefore, them entering the Ukrainian market clearly indicates that the market is healthy,” Boiko adds.

### **KIEV ON PAR WITH MUNICH AND COLOGNE**

Boiko continues, “In our practice, we feel that the potential opportunities for entering the Ukrainian market have changed radically for other retailers with H&M’s and Ikea’s presence on the market. These are the most reputable brands in the eyes of other retailers and they helped to change the unattractive image of the Ukrainian market. The most important thing that happened is not the opportunity for Ukrainians to buy Ikea products, but that this

market is officially considered to be civilized after launching these brands on the Ukraine.”

For five years in a row, Ukraine was one of the top five countries in Europe in terms of retail sales growth, along with Germany, Netherlands, Belarus, and Norway (4% to 10%). Since 2019, Ukraine’s performance has outpaced even the largest economies in the Eastern Europe. If one compares the volume of retail trade in Kiev with the largest agglomerations in Germany, Kiev will take its position among cities like Munich or Cologne.

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# DECATHLON VAULTS INTO 35,000 SQ FT TRINITY LEEDS STORE

Trinity, the Landsec retail and leisure destination in the heart of Leeds, has announced the signing of a new flagship store for sports and lifestyle giant Decathlon UK.



Decathlon has taken the former BHS store on Boar Lane, for an experiential flagship that will span 35,000 sq ft over two floors. Designed by an in-house team, the store will include large showrooms featuring Decathlon’s full array of sportswear and equipment, allowing customers to touch and interact with all products.

The store will open later this month initially focus on click & collect and essential items only, ahead of the full launch in April, adhering to government guidelines. This includes a new Covid-secure initiative ‘Click & Drive’, where customers’ products are brought out to their cars, much like a drive-thru. The brand will also operate a workshop service from launch, which is a key part of Decathlon’s sustainability project, helping to keep customers active by repairing items such as bikes, kayaks, and tents.

Since its UK launch over 20 years ago, Decathlon has grown into one of the UK’s leading outdoor and sports retailers. The latest addition to the brand’s expanding portfolio at Trinity Leeds is their second in the region, bringing the UK total to 44 stores. Decathlon aims to help everyone in the UK lead more active lifestyles, by providing high-quality products and services at affordable prices to customers of all backgrounds.

Commenting on the signing, James Hutchinson, Portfolio Manager at Landsec, said: “We’ve already seen an incredible response on our social media channels to this excit-



IMAGE: DECATHLON

ing new anchor store. Our shoppers are counting down the days until the Decathlon launch, tangible evidence of Landsec’s work at Trinity, bringing the heart of Leeds back to life.”

David Baker, Decathlon Leeds Store Manager, who is returning to his home city to head up the new store, commented: “Since my first day at Decathlon, it has been a dream of mine to open a store in my home city of Leeds. I am very excited that we can help make sport more accessible to people in the city. We’ve already built strong rela-





tionships with a number of partners, including Leeds Dock Running and Cycling Club, and Active Leeds. We can't wait to connect with all the sports enthusiasts in and around Leeds.

"It's also no coincidence that Leeds is twinned with Decathlon's home city, Lille – it has long been a target location of ours. We have spent a lot of time during the pandemic making sure our offer at Trinity is perfectly tailored to the local customer needs, and we're in no doubt that this young and vibrant city will embrace Decathlon Leeds as the go-to store for all sports-related products and services."

Decathlon follows in the footsteps of H&M, which also has a new flagship at Trinity Leeds. H&M upsized their existing store last year, adding over 13,500 sq ft to take the overall unit size to 39,000 sq ft, bringing menswear and H&M HOME departments to the destination for the first time.

Trinity Leeds brings together over 120 local, national, and international brands under one roof. Through its varied line-up of retail, dining, and leisure operators, Trinity truly brings the Heart of Leeds to Life, working as a focal point within the city. Its flexible workspace is complemented by Trinity Kitchen – the leading street food hub that helps incubate small businesses while rotating the F&B offer, to keep fresh options for the city's residents and workers.

JLL and Time Retail Partners acted for Landsec at Trinity Leeds. Decathlon dealt direct.

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# NUMEROUS STORE OPENINGS ACROSS AUSTRIA

SES kicks off the spring season with a strong and expansive start. Attractive retail locations are not only appealing to customers – they also draw in expanding retailers in search of the best locations. Once again, SES aims to demonstrate the validity of such a concept via its 2021 store offensive.



IMAGE: SES



In spite of the economically challenging times in the brick-and-mortar retail sector, which have been brought about by the pandemic, new chain stores and service providers have been secured for SES shopping centers. Since February, numerous new stores from the textile, footwear, DIY, and service sectors have opened across Austria, including HUMA ELEVEN in Vienna, MURPARK in Graz, SILLPARK in Innsbruck, ATRIO in Villach, VARENA in Vöcklabruck, and the managed shopping street in aspern Seestadt in Vienna. Gastronomy facilities, which are set to begin operations after the pandemic-related restrictions have been lifted, are also included among them. Many stores have been remod-

eled and now showcase the latest concepts. SES has also recently opened a new retail park in Hungary and intends to continue its expansion strategy in the years to come.

“Between the lockdowns last year, we managed to draw relatively close to our “normal level” rather quickly. That shows us that people are staying true to their routines and that the path we are on is the right one. First and foremost, our primary focus is on constantly optimizing the offer for custom-







ers, creating the perfect shop mix for each respective region, and maintaining strong partnerships – this is particularly true during this time of the pandemic,” says Christoph Andexlinger, Chief Operations Officer at SES Spar European Shopping Centers, explaining the focused expansion policy, adding: “The time for true pioneers is upon us, both with respect to the operators and in terms of retail concepts: The focus must be clearly directed toward a successful future.”

### **STORE DEBUT IN THE UPPER AUSTRIAN LAKE DISTRICT FEATURING EUROPE'S LEADING STREETWEAR SUPPLIER, SNIPES, STARING ON 1 APRIL AT VARENA VÖCKLABRUCK**

On 1 April, Snipes, one of Europe's most successful streetwear chains, is due to open its first store in the Upper Austrian lake district at VARENA Vöcklabruck. The brand is representative of urban culture for young people and the young at heart and offers exclusive novelties, brand collaborations, and a limited in-house collection. There are currently more than 400 SNIPES stores in Germany, the Netherlands, Switzerland, Austria, Spain, Belgium, and Italy. In addition to the new opening, VARENA ensures that its existing stores are kept up to date through regular modernization. Jack & Jones, Intimissimi, Calzedonia, A1, and Northland, among others, have implemented the latest store concepts at VARENA and are increasingly focused on combining the digital brand experience with brick-and-mortar shopping.

### **VIENNA'S FIRST LET'S DO IT OMNI-CHANNEL DIY CENTER AT HUMA ELEVEN**

“Let's Do It” will become the official motto at HUMA ELEVEN in Vienna-Simmering from mid-April. The modern DIY and garden center of the same name is opening its first store in Vienna and celebrating its premiere within a shopping center. Via its flagship store, the omni-channel DIY and garden center intends to focus on consulting expertise and will offer an in-store test center, comparison zones, as well as a wide range of digital elements.

### **ERNSTING'S FAMILY – FIRST TEXTILE CHAIN STORE FOR THE MANAGED SHOPPING STREET IN ASPERN**

Ernsting's family, the popular German fashion group offering apparel for families, moved into the heart of the man-

aged shopping street in Vienna's aspern Seestadt on 5 March; the modern branch covers an area of 175 m<sup>2</sup> and is the 100th branch in Austria. The local supply offer in the new district has thus been expanded by yet another sector. Europe's showcase project for urban development, aspern Seestadt Vienna, is managed by SES, and the shopping street is expected to grow to 28 stores and 7,000 square meters of retail space by the end of 2021. As soon as gastronomy establishments are allowed to reopen, HABIBI&HAWARA, a restaurant specializing in Austrian-Asian fusion cuisine, will also enter the scene as a popular Viennese local hero.

The restaurant was scheduled to open in November, but its Seestadt debut had to be postponed until the first half of 2021 as a result of the lockdown.

### **FLAMINGO – TRENDY ITALIAN FASHION NOW AVAILABLE AT SILLPARK**

Flamingo, a modern, stylish store in which elegant fashion, combined with trendy colors, meets Italian styles, opened its doors in February. The opening of the new store has helped SILLPARK live up to its reputation as a fashion destination. In addition to Austria's first Primark and Peek&Cloppenburg, which has been open since fall 2020, the center is in a constant state of expanding its fashion offering. A new alteration/tailor shop and laundromat have also recently enriched the range of services offered at the Innsbruck center.

### **NEW BARBERSHOP AND TEA SHOP OPEN AT MURPARK GRAZ**

ZEROCUT also opened its first barbershop at MURPARK Graz in February. In just a few weeks' time, BOBA Tea&Juice is set to launch its first store in Graz at MURPARK.

“Zum Augustin” Offers New Cuising, and “my Indigo” and “Dunkin' Donuts” Expand Trendy Food Range at ATRIO Villach

Dunkin' Donuts is due to offer its high-quality donut varieties, aromatic Fairtrade coffee, and refreshing drinks at the ATRIO from 15 April.





“Zum Augustin”, a traditional brewery, which is extremely well-known in Carinthia, is scheduled to open at ATRIO in Villach at the beginning of May, complete with a beer garden. The Klagenfurt-based entrepreneurial family’s tried and tested culinary concept will be implemented in the form of an architecturally unique expansion in the shopping center’s outdoor area: Traditional Carinthian food as well as beer brewed in-house and based on the family’s own recipe will be served.

At the beginning of May, “my Indigo” also promises to deliver energy and joie de vivre, offering high-energy, low-carb, mild or spicy, vegetarian or vegan, and gluten-free or lactose-free food – all without artificial additives or preservatives.

### **EXPANSION IN HUNGARY AS WELL:**

On 11 March, SES opened a new retail park in Hungary, covering 11,200 m<sup>2</sup> of GLA, thereby continuing its strategy of location expansion over the next few years. S-PARK Kaposvár is SES’ 30th shopping location in six countries (See page 45).

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# PRIMARK RECENTLY OPENED AT CITÉ EUROPE NEAR CALAIS

The retailer's first store located within a Carmila shopping center in France spans two floors and covers a gross leasable area of more than 6,000 sq m.



IMAGE: CARMILA



The opening of Primark represents a milestone in the commercial relaunch of Cité Europe. In 2020, the center was restructured and revamped by Carmila and Carrefour Property, who replaced the nine entrances, refurbished the rest areas, and created a Wi-Fi zone as well as a new 70-square-meter play area, featuring a slide that is nearly 12 meters high. Cité Gourmande, the food services area, was also renovated and now offers more natural light thanks to new glass canopies, a refreshed facade design, and a streamlined layout that flows into the main shopping area. The refurbishment reflects Carmila's determination

to enhance Cité Europe's appeal to its retailers and visitors. "We are absolutely delighted to welcome Primark. Its opening marks yet another milestone for Cité Europe, which is strengthening its leading position in the region," commented Marie Cheval, Chief Executive Officer of Carmila.

[Click here for web view](#) 

# HOLLISTER COMES TO LAGO

The fashion label leases 400 sq m on the ground floor of the shopping center in Constance in the German state of Baden-Württemberg.



A new international label will open in the Lago Shopping Center in Constance on April 1, 2021: Hollister. The new store on the ground floor will include the assortments of Hollister and its sister brand Gilly Hicks on approximately 400 sq m. The fully leased shopping center, which is managed by Girlan Immobilien and belongs to Union Investment's open-ended real estate fund "Unilmmo: Global," offers around 27,500 sq m of leasable space on three floors and around 1,000 parking spaces. With around 70 stores, cafés, and restaurants, Lago is one of the largest and most modern shopping centers on Lake Constance. Recently, an innovative lighting and lounge design was completed there, which changes according to times of day, target groups, and floors, and has greatly increased the lounge atmosphere in the mall.

Hollister is part of the US fashion company Abercrombie & Fitch. The label creates casual styles designed to make teens feel comfortable in their skin. Hollister is sold in around 495 stores worldwide. The new store at Lago expands the brand's presence in southern Germany and complements existing stores in Stuttgart, Munich, Ludwigsburg, and Karlsruhe.



IMAGE: GIRLAN IMMOBILIEN

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# MISTER SPEX NEW AT QUARREE

The optician opened its third store in Hamburg at the end of March.



IMAGE: MISTER SPEX



Mister Spex is Europe’s leading omnichannel optician and offers a diverse range of eyewear, sunglasses and contact lenses from the most popular luxury and independent brands. Through a consistently interlocked business model of online and offline, Mister Spex offers its customers an inspiring shopping experience in ophthalmic optics.

eyewear models will be presented on more than 90 sq m of sales space. At the same time, customers also have access to the entire online range with more than 10,000 pairs of glasses and sunglasses. On site, customers also receive all relevant services free of charge, such as eye tests, advice, and eyeglass fittings.

The company further enhances the tenant mix at Quarree in Hamburg since the end of March 2021. The new store is already the third Mister Spex location in the Hanseatic city. On the ground floor of the newly designed atrium, nearly 700

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# MÁXIMO-MOTO TO OPEN FIRST UK OUTLET IN WEST BROMWICH

Spanish motorcycle clothing and equipment retailer Máximo-Moto is to open its first UK outlet at Astle Retail Park in West Bromwich.



IMAGE: MÁXIMO-MOTO



It has signed a ten-year lease for unit 8, a 5,076 sq ft retail space at the popular Black Country shopping mall, which is owned and managed by national commercial property and investment company LCP.

The decision was taken by the company after Brexit to give easy access to the British motorcycle users to world class biking gears with fastest availability and local reach. The company has already begun to sell at its online store [www.maximomo.co.uk](http://www.maximomo.co.uk) and soon the outlet will be open to the public.

Barry Flint, asset manager at LCP, said: “It’s great news to welcome a brand that already has a strong identity in Spain and which has chosen Astle Retail Park for its first UK store. It adds a different offer for shoppers and we expect to

welcome motorcycle enthusiasts from far and wide, when Máximo-Moto opens. We’re looking forward to working alongside staff.”

Ed Purcell, director of Creative Retail, which acted as agent on the letting, added: “We are very pleased to have let this unit so quickly whilst in challenging circumstances. The letting to Máximo-Moto will further diversify the retail offering at Astle Retail Park, and bring a new European retailer to the UK.”

Fit out is underway, with a potential opening date of mid-April.

Agents were Creative Retail and Mason and Partners.

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WORLD OPENINGS

# WESTFIELD MALL OF THE NETHERLANDS OFFICIALLY OPENED

The largest retail destination in the Netherlands. A unique, fully covered shopping and experience mall of 117,000m<sup>2</sup>.



IMAGE: URVW



By opening in this way, Westfield gives entrepreneurs the space to start selling safely under the current circumstances and in accordance with the applicable guidelines. The planned festivities will be postponed to a later time, when the restaurants, cinema and other leisure activities can also be opened. Westfield is the first comprehensive shopping experience of this size in the Netherlands.

## THE FUTURE OF RETAIL

Westfield Mall of the Netherlands is a unique, innovative shopping, dining, leisure and entertainment destination in the heart of the Randstad, Leidschendam. From brunch to shopping, from a movie to extensive dining, experience is

central at this mall. Completely different from other shopping centers in the Netherlands, partly due to the arrival of various flagship stores, the high-quality architecture, distinctive catering establishments, special events and a wide range of leisure options. Experience is key at Westfield, so we sat around the table with every retailer to create a unique experience within the Mall.

The Gallery is also a completely new concept for the Netherlands, where visitors can find an attractive and unexpected mix of designer and lifestyle brands such as Ace & Tate,





Skins Cosmetics, Smaak Amsterdam and Miccy's Jewelz on 3,000 m<sup>2</sup>. Ranging from a special selection of boutiques, lifestyle shops, coffee shops and pop-up stores, this revolutionary concept in the Dutch retail world makes it possible to create the intimate atmosphere desired by consumers. A modern reinterpretation of a classic shopping street.

### **CRAFTSMANSHIP, TASTE AND EXPERIENCE**

Westfield Mall of the Netherlands offers a wide range of taste and flavours within their Food & Dining offer. The brand new Eat Theater features a mix of local and well-known eateries. In addition to spacious seating, good cof-

fee and kiosks, ten restaurants are also located, including The Butcher and pizza hotspot Toni Loco. The prominent centerpiece of the dining and entertainment space is the elegant golden ceiling feature decorations, which create an enchanting centerpiece. The thirty golden curtains consist of no less than 12,251,200 links and have a total surface of 3,020 m<sup>2</sup>. In other words, a 235 km long chain, approximately the distance between The Hague and Maastricht.

[Click here for web view](#)



# REDEVCO ANNOUNCES THE OPENING OF ‘LE 31’ IN LILLE, FRANCE

Rue de Béthune, in the city centre of Lille, France, is vibrating and coming to life as the town is finally set to reveal ‘Le 31’, the new venue long awaited by the people of Lille. ‘Le 31’ is ready to welcome its first visitors and introduce them to its range of shopping experiences and activities brought by strong, innovative concepts.



The new stores will start opening between mid-March and summer. With the tenants of the office area already using their new workspaces, real estate investment management company Redevco proudly announces the opening of this novel venture in the heart of Lille.

In a society that is undergoing radical change, ‘Le 31’, the latest-generation urban concept covering 25,000 sqm., aims to offer commercial opportunities that respond to the new ways of living and working, whilst breathing new life into Rue de Béthune and the district as a whole.

“Thanks to its design and the variety of actors involved, ‘Le 31’ will enable Rue de Béthune to reinvent itself as a multifunctional urban centre,” says Thierry Cahierre, Managing Director of Redevco France. “We had to totally re-evaluate the city of tomorrow, remodelling the principles of coexistence for all the uses and services in order to respond to people’s new aspirations. We created a community that encompasses a wide but complementary spectrum of activities and services in one single emblematic location. This new ecosystem of working, living, learning, and having fun, will provide its users with activities that are communicative, sustainable, and diverse. The operation is the first of its kind in Lille, raising the city’s profile as a Eu-



IMAGE: REDEVCO

ropean metropolis. As well as a living space and a shopping experience, we also want to create and bring to life a genuine connected community of stores, partners, and visitors. In this new context, post-Covid-19, the communal nature, and the digital dimension that ‘Le 31’ brings, are totally appropriate.’

[Click here for web view](#) 

# SES OPENS RETAIL PARK IN KAPOSVÁR, HUNGARY

Expansion despite the pandemic: On March 11, 2021, SES Spar European Shopping Centers, developer and operator, has announced the opening to the general public of retail park of the Hungarian city of Kaposvár and the entire Somogy district.



S-PARK KAPOSVÁR is a supraregional supply center featuring strong anchor stores, including the only INTERSPAR market of the Hungarian district city, located in the southwest of the country. The addition of S-PARK KAPOSVÁR increases SES's property portfolio to a total of 30 shopping destinations in six countries.

S-PARK KAPOSVÁR will offer 10 shops on a leasable area of more than 11,000 square meters, uniting the most important industries under one roof. The retail park is located on the outskirts of town, in the direction of Dombóvár. It offers 500 free parking spaces and is easily accessible via various means of transport. S-PARK KAPOSVÁR was developed in cooperation with Spar Hungary. SES acts as investor and operator of the newly constructed retail property and has invested EUR 24 million in the location.

“We are investing in this retail park, because it perfectly satisfies all demands at this location. We are glad to be able to expand during this time of the pandemic, sending positive signals in the process. The S-PARK concept is on the cutting edge and in high demand with retailers. For the customers, the retail park will offer the most modern local supply center within the country,” says Christoph Andexlinger, Chief Operations Officer of SES Spar European Shopping Centers with conviction.

## SES OPERATES TWO SHOPPING LOCATIONS IN HUNGARY

SES has been represented in Hungary since 1997 as a service provider in the areas of center, asset, and facility man-



IMAGE: SES

agement for investors in the country. SES currently operates the KORZÓ shopping center in Nyíregyháza, Hungary. SES is now launching a retail park in Kaposvár under the S-PARK brand. The center will be opened under SES management.

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# THE NEW ROLE OF RETAIL /// SUMMARY

On March 31, the latest edition of the successful online series ACROSS RETAIL TALKS took place.



The chosen topic could not have been more controversial: THE NEW ROLE OF RETAIL.

The hosts Reinhard Winiwarter (Publisher ACROSS Magazine) and Klaus Striebich (RaRE Advise) discussed this very exciting topic with the following top industry experts:

- **Cindy Andersen**, Managing Director Ingka Centres
- **Chris Igwe**, Chris Igwe International
- **Marcus Wild**, Chairman SES Supervisory Board and Member of the Executive Board of Spar Group Austria

After a brief introduction, Reinhard Winiwarter handed over to expert moderator Klaus Striebich, who, as usual, led the round competently and charmingly.

[Click here for VIDEO](#)

**March 31 4pm CET**

**Reinhard Winiwarter**, Publisher ACROSS Magazine

**Klaus Striebich**, RaRE Advise

**Cindy Andersen**, Managing Director Ingka Centres

**Chris Igwe**, Global Retail Expert

**Marcus Wild**, Chairman SES Supervisory Board

**ACROSS RETAIL TALKS**

**THE NEW ROLE OF RETAIL**

The next ACROSS RETAIL TALK will focus on the new challenges and opportunities facing the retail sector.





## **KLAUS STRIEBICH AND REINHARD WINIWARTER SUMMARIZED THE MAIN POINTS OF THE DISCUSSION FOR YOU:**

- Changes in consumer behavior triggered by the pandemic will remain with us in many areas. We have to be prepared for this, especially in the online retail sector. The oft-mentioned phrase “back to normal” must therefore be viewed critically. The “old normal” no longer exists.
- In the future, all concepts will be very much about communicating values, qualities, and sustainability. The more genuine and credible this is, the fitter the concept. The price factor is no longer so important.
- In particular, the issue of sustainability—both in terms of customer behavior and offerings, and also in terms of the property itself—will play a prominent role in the future and may become a decisive success factor.
- Covid has been an accelerator in many areas and has revealed weaknesses in existing concepts much more quickly. The future is generally becoming faster; both in terms of decision-making and the adaptability of concepts.
- The shopping center (in the old familiar terminology) is dead; it’s about creating meeting places. The motto is: “Create spaces and social places”. This also requires the new job description of a “meeting place manager”, whose tasks extend much further than those of today’s traditional shopping center managers.
- The relationship between landlord and tenant will become closer in the future. It is a matter of understanding the business model of the other side (understanding the mindset of the other) more precisely. Listening carefully

to the wishes and needs of the other party is essential. “We talk a lot and don’t listen” will not be a good strategy in the future. Joint (location) strategy development is one of the future success factors.

- In the future, good food anchors will be particularly important for centers.
- Gastronomy will continue to play an important role in future location concepts. The lessons learned from the pandemic are to be implemented. The integration of gastronomy into the overall appearance of brands was also mentioned in the discussion as a promising gastronomy strategy.
- The assessment of catchment areas and the resulting sector mix at the sites will change. Size Matters will continue to have its place in the future. However, aspects such as individual adaptation of the sector mix, regionality and, above all, the flexible composition of the sector mix will increasingly come to the fore. The conception of locations will become more complex, more individual, and more precise (a uniform mix for success no longer exists).
- Individual transport could become increasingly important; key terms here are the pandemic and a sense of security.
- In general: The ability to learn (quickly) and leadership skills will be success factors, coupled with a consistently high demand for operational excellence.

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## REDEVCO FLEUR ABAS

IMAGE: REDEVCO



Redevco has attracted Fleur Abas to strengthen the Redevco team as Transaction Manager for the Dutch market as of 1 February 2021.

Abas will be responsible for the acquisitions and disposals in the Netherlands. As Redevco, currently predominantly invested in retail real estate, seeks to diversify into other urban sectors, future investments will have a strong focus on mixed-use locations and residential opportunities.

## MAS IRINA GRIGORE

IMAGE: MAS



MAS' Board appointed Irina Grigore as CFO and executive director. Grigore has 13-years of real estate and finance industry experience and was heading the finance function within the Group.

Irina Grigore holds degrees in engineering and international economic relations and was a senior audit associate with PricewaterhouseCoopers prior to fulfilling senior management roles in finance and information systems with Nepi Rockcastle and Prime Kapital.

## ATP ARCHITECTS ENGINEERS MICHAELA HAUSER

IMAGE: ATP ARCHITECTS ENGINEERS



The architect and Managing Director of ATP Munich became a partner of ATP architects and engineers at the beginning of the year.

“Michaela Hauser, our new partner, is a talented architect, who is highly committed to her employees and has remained ‘tenaciously’ creative in her dealings with the partners, and all of these factors explain her success as Managing Director/Architecture of ATP Munich,” is the delighted reaction of ATP CEO Christoph M. Achammer and his colleagues to the decision.

## THE POLISH COUNCIL OF SHOPPING CENTRES (PRCH) KRZYSZTOF POZNAŃSKI

IMAGE: THE POLISH COUNCIL OF SHOPPING CENTRES



The Polish Council of Shopping Centres (PRCH) informed that recently Krzysztof Poznański was appointed Managing Director.

Krzysztof Poznański has been involved with the shopping center industry for many years. Among other things, he was responsible for project completion, management and handing over the Z ote Tarasy mall to the new owner. The experience of the newly appointed Managing Director in the shopping center industry will be key to developing solutions that support the interests of businesses operating in the retail and service sector.

## LANDSEC MANJIRY TAMHANE

IMAGE: LANDSEC



Landsec is pleased to announce that Manjiry Tamhane, an expert in the field of data and analytics, has today joined the Board as an Independent Non-Executive Director.

With data increasingly important to the company’s strategy, Manjiry’s more than 20 years of experience is highly relevant and complementary.







## TIKEHAU CAPITAL DOMINIK P. FELSMANN

IMAGE: TIKEHAU CAPITAL



Tikehau Capital expands its presence in Germany and its private debt platform through the opening of its new Frankfurt office and the appointment of Dominik P. Felsmann as Head of Germany.

Dominik will be joining Tikehau Capital in March 2021 as Head of Germany. In his role, he will be responsible for deepening local investment origination capabilities and growing the business of Tikehau Capital in Germany, as well as strengthening the firm's long-standing relationships with German investors. Dominik brings more than 15 years of experience in the financial industry.

## EQUILIS LAURENT TIROT

IMAGE: EQUILIS



Laurent Tirot joins the European developer Equilis as CEO of its French subsidiary. After 25 years with the Bouygues Immobilier group, Laurent Tirot intends to accelerate the growth of the group's business in France.

The arrival of the former Group Deputy CEO of Bouygues Immobilier as head of the French subsidiary reflects Equilis Europe's desire to accelerate its development in France – and in particular in the residential market and mixed operations, and to make it one of the pillars of its European growth. The new CEO's background, both in France and internationally, gives him the expertise to give Equilis France the push required to project it on the French market.

## LANDSEC VANESSA SIMMS

IMAGE: LANDSEC



Land Securities Group PLC is pleased to announce that Vanessa Simms will join the Landsec Board of Directors as its Chief Financial Officer Designate with effect from 4 May 2021.

Martin Greenslade will step down as Chief Financial Officer and a member of the Board on 31 May 2021 and Vanessa Simms will become Chief Financial Officer on 1 June 2021. Martin will continue to work with Vanessa until 30 June 2021 to provide a full and effective transition.

Martin Greenslade's intention to step down was announced on 30 September 2020. Vanessa Simm's appointment as Chief Financial Officer was announced on 28 October 2020, together with details of her remuneration.

## LABTECH JONNY PERKINS

IMAGE: LABTECH



LabTech has announced the appointment of Jonny Perkins as Retail Asset Manager for its new 580,000 sq ft development, Hawley Wharf Camden, and LabTech's other Camden holdings.

Perkins joins LabTech from CBRE where he spent six years in the central London retail leasing team, advising institutional and private landlords, including The Crown Estate, Great Portland Estates, M&G, Siroso, and CBRE GI on their retail and leisure strategies.

## KINTYRE SEBASTIAN MUELLER

IMAGE: KINTYRE



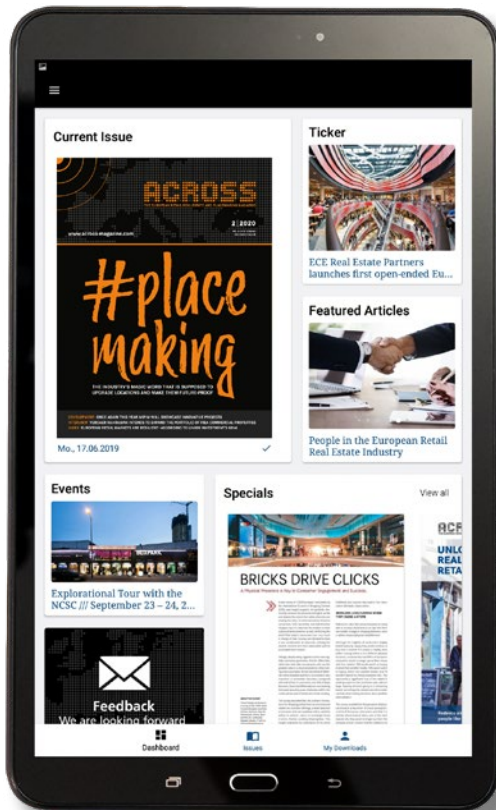
Kintyre, the Frankfurt and Berlin based investor and real estate platform, has announced the key appointment of Sebastian Mueller (44), to lead Kintyre's newly founded Advisory business, and to join its senior management team.

Mueller the former "Immobilienweise (ZIA)" has more than 15 years of experience in the real estate industry and was leading the European-wide retail & real estate consulting business at GfK since 2011.

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# ACROSS E-PAPER HIGHLIGHTS

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# ACROSS ADVISORY BOARD

The body's declared aim is to offer its expertise in topic formulation. It identifies the challenges the industry faces as well as the opportunities, emerging trends, etc. it sees. ACROSS's Advisory Board currently has 22 members. These are (in alphabetical order):



IMAGE: ATP

**CHRISTOPH ACHAMMER**  
Chairman of the Board at ATP architects engineers



IMAGE: CONIQ

**BEN CHESSER**  
Founder and CEO of Coniq



IMAGE: MULTI CORPORATION

**PATRICK VAN DOOYEWEERT**  
CIO/CDO of Multi Corporation



IMAGE: ECE

**JONATHAN DOUGHTY**  
Global Head of Foodservice, Leisure and Placemaking at ECE Marketplaces



IMAGE: ATRIUM

**SCOTT DWYER**  
Group Chief Operating Officer at Atrium



IMAGE: ECE

**JOANNA FISHER**  
CEO of ECE Marketplaces



IMAGE: URW

**ANDREAS HOHLMANN**  
Managing Director Germany of the Unibail-Rodamco-Westfield Group



IMAGE: CHRIS IGWE INTERNATIONAL

**CHRIS IGWE**  
Global Retail Expert



IMAGE: FiBA

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



IMAGE: UMDASCH

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



IMAGE: NEINVER

**DANIEL LOSANTOS**  
CEO of Neinver



IMAGE: MCARTHURGLEN

**HENRIK MADSEN**  
Senior Retail Expert



IMAGE: MK ILLUMINATION

**THOMAS MARK**  
President of MK Illumination Group



IMAGE: HYPERIN

**MARKUS PORVARI**  
Founder of HyperIn



IMAGE: ROS

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



IMAGE: IMMOFINANZ GROUP

**DIETMAR REINDL**  
COO of Immofinanz Group



IMAGE: HMSHOST

**WALTER SEIB**  
CEO of HMSHost International



IMAGE: RARE ADVISE

**KLAUS STRIEBICH**  
Managing Director of RaRE Advise



IMAGE: SSCC

**JAN TANNER**  
Tanner Real Estate Consulting



IMAGE: PLACEWISE

**PETER TONSTAD**  
CEO of Placewise Group



IMAGE: UNION INVESTMENT

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



IMAGE: EVA TRIFFT

**MARCUS WILD**  
Member of the Executive Board of Spar Group Austria



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Atrium Group is one of the leading owners, managers and re-developers of food- and fashion anchored shopping centers in urban CEE locations. Currently, the Group's portfolio includes 46 shopping centers and retail properties in six countries, with a market value of €2.6 billion and a total gross leasable area of approx. 1.1 million sqm. In 2017, Atrium company recorded a gross rental income of €198.7 million. The company is listed on the Vienna Stock Exchange and Euronext Amsterdam, where it is marked as ATRS.

Atrium owns and manages 21 shopping centres with a total gross leasable area (GLA) of 517.400 sq m in Poland, its leading market. Nine key Atrium assets located in Poland: Atrium Promenada, Atrium Targówek and Atrium Reduta in Warsaw, Galeria Dominikanska in Wrocław, Focus in Bydgoszcz, Atrium Copernicus in Toruń, Atrium Felicity in Lublin and Atrium Biała in Białystok, and Atrium Koszalin in Koszalin.



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**CINEPLEXX INTERNATIONAL**  
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Cineplexx Kinobetriebe GmbH  
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www.cineplexx.at

Cineplexx Cinema Group was founded in 1993 as a 100% subsidiary of Constantin Film-Holding GmbH which is an Austrian entrepreneurial managed company. Cineplexx emerged in the transition phase during the 1990s when traditional cinemas were closed and multiplex cinemas entered the market. Since 2008 the group has bundled its international business activities under Cineplexx International GmbH. In total it runs 60 cinemas with more than 400 screens across Austria, Slovenia, Croatia, Serbia, Montenegro, North Macedonia, Albania, Greece, Republic of Kosovo, Bosnia and Herzegovina, Romania and Northern Italy. Total sales reached 150 Mio. Euro in 2019 with about 1600 employees.



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Designer Outlets Wolfsburg, one of the five largest outlet centers in Germany, provides an exceptional shopping experience with more than 90 brand-direct stores, including notable brands like A&F, Calvin Klein, Coach, Michael Kors, Nike, Polo Ralph Lauren, Tommy Hilfiger and several restaurant options.



**DFV CONFERENCE GROUP**  
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dfv Conference Group, the event arm of dfv Media Group, develops, organizes and produces executive-level conferences and conventions across a wide range of sectors and themes. 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.



**ECE PROJEKTMANAGEMENT  
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www.ece.com

ECE was founded in 1965 and is still owned by the Otto family. The company provides all services related to properties from one source. The assets under management currently amount to 32.3 billion euros. With 195 shopping centers under management and activities in 12 countries, ECE is the European market leader in the shopping center industry. Approximately 20,000 retail businesses generate an annual turnover of 22.3 billion euros on an overall sales area of 7 million square meters.



**EUROVEA, A.S.**  
 Pribinova 10, 811 09 Bratislava, Slovak Republic  
 Phone: +421 2 20 91 50 50  
 Email: info@eurovea.com  
 www.eurovea.sk

EUROVEA mixed-use-development and is a part of the modern urban quarter in the vicinity of the historical center of Bratislava and represents an entirely unique and dynamic destination with riverside promenade. Eurovea broader patterns of living, working and shopping as it provides the sort of downtown, high street shopping experience which the city doesn't offer now.



**FIBA COMMERCIAL PROPERTIES**  
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On top of Fiba Group's 30 years of experience in both financial and non-financial sectors, FIBA Commercial Properties has an experience in real estate and thus is a power in the industry as a leading global investor managing commercial properties all around the world. Managing 600.000 sq m leasable area and over 1000 global brands and stores, FIBA Commercial Properties is successfully operating, constructing and developing a total of 10 shopping malls, 5 office buildings, 4 residences 1 Hotel and 2 cinema complexes in Turkey, China, Romania and Moldavia with reputable partners. With these experiences, FIBA Commercial Property Management has been launched with the aim of adding value to the investments of other stakeholders, in the last quarter of 2018.



**GERMAN COUNCIL OF SHOPPING CENTERS E.V.**  
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 Fax: +49 7141 38 80 - 84  
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The German Council of Shopping Places, GCSP, represents the interests of over 770 member companies in the shopping center and commercial real estate industry, including operators and developers, trade representatives, service providers, consultants, investors, and other companies.



**GfK GEOMARKETING GMBH**  
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GfK GeoMarketing is one of Europe's largest providers of geomarketing services and products. Our business areas include: Consultancy and research expertise, Market data, Digital maps, RegioGraph. GfK GeoMarketing is a subsidiary of GfK, one of the world's largest and most renowned market research companies. Drawing on this international network of wide-ranging resources and expertise, GfK GeoMarketing promotes business success and "growth from knowledge".



**HB REAVIS SLOVAKIA A. S.**  
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 821 09 Bratislava  
 Slovakia  
 www.hbreavis.com

HB Reavis is an international workspace provider with strong experience in retail projects. Over the years HB Reavis created a network of shopping centers in Slovakia and the Czech Republic that are top-ranking in their respective regions. In the minds of customers the Aupark brand is inseparably linked with quality shopping and active leisure. In 2020, HB Reavis will deliver the Nivy Station project in Bratislava. A mixed-use scheme combining a shopping center, an international bus station, and a modern urban marketplace where customers can buy fresh groceries and the finest domestic products, all topped by an accessible green roof. This project will become yet another vital addition to Nivy zone, an up and coming new district in the Slovak capital with a vibrant business ecosystem.



**HEUER DIALOG GMBH**  
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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 urban and real estate worlds since the 1980s. With around 50 events per year we enable high-level executives to meet on our platforms physically, virtually or even both at the same time in a hybrid setting for sustainable urban, real estate and building development. We build 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 impulses 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 centre for events related to real estate.



**HMSHOST INTERNATIONAL**  
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HMSHost International is part of the Autogrill Group—the world's leading provider of food & beverage and retail services for people on the move. We operate in Europe, Asia-Pacific, and the Middle East and have 50 years' experience in airport restaurant operations, design, concept and development. We transform travelers into customers by enticing them to use our services and ensuring that when they think back on the experience, it brings a smile to their face. HMSHost International creates places where people want to be. We do this by original and unique food & beverage concepts, sophisticated marketing initiatives, clever technical innovations and engaged staff.

## hyper[in]

**HYPERIN INC.**  
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hyper[in] – MANAGE. MONETIZE. CONNECT.  
 hyper[in] brings a game-changing solution for people who MANAGE shopping malls. We provide all the tools for multi-channel communication, collaboration and integration between you and your tenants. You can MONETIZE spaces to outside advertisers and marketers. You have always up-to-date information that you can use to CONNECT to consumers and understand them. We are a Red Herring Top 100 Winner in recognition as one of the leading private technology and innovation companies. For more information, please visit [www.hyperin.com](http://www.hyperin.com).

## iMallinvest

**IMALLINVEST EUROPE GMBH**  
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iMallinvest Europe is an independent and dedicated retail asset management and investment advisory firm. The company advises institutional real estate investors and developers of modern shopping destinations in their acquisitions, complex asset restructuring projects and disposal programs. iMallinvest contributes independent expert views to investors' asset specific, strategic business planning. Its management is specialised in advising alongside variant forms of international real estate investment partnerships.

## IMMOFINANZ

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 Email: communications@immofinanz.com  
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IMMOFINANZ is a commercial real estate group whose activities are focused on the retail and office segments of seven core markets in Europe: Austria, Germany, Poland, Czech Republic, Slovakia, Hungary and Romania. The core business covers the management and development of properties, whereby the STOP SHOP (retail), VIVO! (retail) and myhive (office) brands represent strong focal points that stand for quality and service. The real estate portfolio has a value of approx. EUR 5.0 billion and covers more than 210 properties. IMMOFINANZ is listed on the stock exchanges in Vienna (leading ATX index) and Warsaw. Further information under: <http://www.immofinanz.com>

## INGKA CENTRES

**INGKA CENTRES HOLDING BV**  
 Bargelaan 20, 2333CT Leiden, Netherlands  
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With over 40 years of experience, Ingka Centres today owns 45 centres on 15 markets that span from Europe to China and Russia, welcoming 480 million visitors each year. Our centres are always anchored by an IKEA store and we are now on a journey to develop a new kind of meeting places that involve IKEA retail, local communities, our tenants and the many people.

## KINTYRE.

**KINTYRE INVESTMENTS GMBH**  
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As a privately owned real estate investment and management company, Kintyre provides a German management platform for institutional and private investors that are seeking a partner as a co-investor and a highly committed asset and property management service provider. The group has offices in Frankfurt, Berlin and London, from which it maintains close contacts with clients seeking access to the German market. For additional information on Kintyre Investments please visit [www.kintyre.de](http://www.kintyre.de)

## m mallcomm

**MALLCOMM**  
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Mallcomm is a 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.



**MAPIC**  
 The international retail property market  
 Phone: +33 1 79 71 90 00  
 www.mapic.com

MAPIC is the key meeting point for retailers looking for partners, and 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 property: shopping centers, cities, factory outlets, leisure areas and transit zones.



**MAPIC ITALY**  
 The Italian retail property event  
 Phone: +33 1 79 71 90 00  
 www.mapic-italy.it

MAPIC Italy is a deal-making event dedicated to the Italian retail property market. It gathers together Italian and international retailers and investors looking for retail properties and locations to expand their business in the Italian market. Retail property owners, shopping centres management companies and agents will have a unique opportunity to present their assets to a qualified public of clients and prospects.



**MAPIC RUSSIA**  
 The largest retail real estate expo  
 in Russia and the CIS  
 Phone: +7 (495) 937 68 61  
 www.mapic-russia.ru

MAPIC Russia is the largest retail real estate event on the Russian market. The exhibition annually brings together leading professionals in the retail real estate industry. MAPIC Russia provides opportunities for the most effective interaction with a professional target audience: retailers, developers, equipment and technology suppliers, management companies, consultants, and investors.



**MEC METRO-ECE  
CENTERMANAGEMENT GMBH & CO KG**  
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MEC METRO-ECE Centermanagement GmbH & Co. KG is a joint venture of METRO and ECE. As the German national market leader for retail parks, MEC has more than 215 employees and manages over 75 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 around €3.5 billion in 2019. In all locations, approximately 1,100 rental partners generate an annual turnover of more than €3 billion over a rental space of 1.6 million m<sup>2</sup>.



**MESSE FRANKFURT EXHIBITION GMBH**  
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Messe Frankfurt is one of the world's leading trade fair organisers. 592,127 square metres of exhibition ground are currently home to ten exhibition halls and two congress centres. 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 and entertainment, media & creative industries.



**MIPIM**  
The world's leading property market  
Phone: +33 1 79 71 90 00  
www.mipim.com

MIPIM, the premier real estate event, gathers the most influential players from all sectors of the international property industry for four days of networking, learning and transaction through premium events, conferences and dedicated exhibition zones.



**MK ILLUMINATION**  
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MK Illumination is the leading provider of year-round festive lighting solutions that form the cornerstone of powerful marketing, engagement, and visitor attraction campaigns. The family-owned business was founded in 1996 and has a local presence in more than 40 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.



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



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Founded in 1969, NEINVER is a leading international property company specialized in managing the entire property cycle of its projects. With operations in France, Germany, Italy, Poland, Portugal, Spain, the Netherlands and the Czech Republic, NEINVER has bolstered its position in the European retail property sector, managing 25 centres, 613,000 sqm of GLA, 2,000 store locations and 1,000 of the finest brands. For more than 20 years, NEINVER's growth strategy has been based on specialisation in the outlet sector, through its brands The Style Outlets and FACTORY. It currently manages 18 centres with a total GLA of 368,700 sqm, and is the only outlet operator with an omnichannel strategy.



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



**REBEC**  
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REBEC, acronym of Real Estate Belgrade Exhibition & Conference, is the indispensable specialized event dedicated to the subjects coming from developments of real estate ventures in the SEE region, premiered in 2008. From the last three Volumes, it has specialized separately and additionally for topics related to the development of the all nature of projects in retail industry. In addition to the conference program, it also includes a fair section, thus attracting all key players of the SEE region who come from the sphere of development & financing, design & construction, contracting & rental, property and asset management segments in the retail industry world.



**REDEVCO B.V.**  
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Redevco is an independent, pan-European real estate investment management company specialised in retail property. The 400 assets under management are spread across the strongest retail concentrations throughout Europe. Our highly-experienced professionals purchase, develop, let and manage properties, ensuring that the portfolios optimally reflect the needs of our clients. We believe in long term investments where quality and sustainability are key.



**REDOS GROUP**  
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Founded in 2004, the redos Group is one of the leading independent retail property specialists in Germany. The company provides comprehensive portfolio and real estate management services for institutional and semi-institutional investors through its business lines investment, asset management, fund management, redevelopment and advisory. As an investor and active asset manager, redos covers all risk classes, offers all types of investment vehicles and also designs its own funds for large-scale retail properties. The retail specialist currently manages 95 assets across Germany, which are worth 2,91 billion euros.



**ROS RETAIL OUTLET SHOPPING GMBH**  
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ROS Retail Outlet Shopping, headquartered in Vienna, with partnerships in Poland, Italy and France, is an independent retail real estate consulting and centre management company specialised in Designer Outlets and innovative shopping concepts across Europe. The founders Thomas Reichenauer and Gerhard Graf are both committed professionals with many years of experience and knowledge in the European outlet market as well as recognized personalities in the industry. The portfolio of ROS Retail Outlet Shopping includes Designer Outlet Soltau, City Outlet Geislingen, Brugnato 5Terre Outlet Village, Designer Outlet Warszawa, Designer Outlet Gdansk, Designer Outlet Sosnowiec, Premier Outlet Budapest, Designer Outlet Algarve, Designer Outlet Croatia, Barilla Center Parma and further new developments in Europe.



**SES SPAR EUROPEAN SHOPPING CENTERS GMBH**  
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SES – No. 1 in Austria and Slovenia for large-scale shopping centers – is specialized in developing, constructing and managing first-class retail real estate at an international level. The company provides complete service from development to center management in Central, Southern and Eastern Europe. Shopping malls managed by SES are among the very best the industry has to offer.



**THE HAPPETITE**  
The Global event for multi-site restaurant operators. Close deals with the best international food retail concepts!  
Phone +33 1 79 71 90 00  
www.the-happetite.com

The Happetite (previously known as MAPIC FOOD) is the international event dedicated to multi-site restaurant operators looking to grow their business. This powerful business platform is the unique chance to find new international food retail concepts and meet restaurant industry decision makers! In 2020, the event will increase its international reach by welcoming a larger and broader range of international restaurant and dining operators. Key international restaurant chains & operators will exhibit to meet private equity firms and property players to grow their business. Some of them will showcase their concepts in the Tasting area! Held in Milan (Italy), this 2-day event brings together all the restaurant chains, restaurant operators, travel operators, franchise partners and restaurant industry suppliers to develop and create the food destinations of tomorrow.



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21Media has been a leading Marketing and Advertising agency for Shopping Centres for over 25 years. Its client list features some of the biggest names in European retail including Meadowhall, Glatt, ALEXA, CentrO, and Fünf Höfe. Full-service B2B and B2C support is provided at every stage of a mall's life cycle: from strategic positioning through to hands-on day-to-day Centre marketing. The company's reputation as B2B specialists is built on helping owners and operators market their properties with improved leasing tools, engineering a stronger tenant mix and growing a Centre's asset value. 21Media's achievements have been recognised by 15 ICSC European Marketing Awards including the Global ICSC "Best of The Best" Viva accolade.





**UMDASCH THE STORE MAKERS**  
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umdasch provides special retail solutions: rooted in craftsmanship, visionary in the digital, always with a human aim and a goal: to realise successful stores. The Store Makers from umdasch create extraordinary worlds of experience for demanding customers across Lifestyle Retail, Food Retail and Premium Retail. Digital Retail solutions included. General Contracting—the all-round, care-free package from umdasch—has developed strongly in recent years. With a top network of professional experts and prudent management skills, the Store Makers ensure all the trades, such as lighting, floors, fire protection and much more, work to schedule—We take care of everything.



**UNIBAIL-RODAMCO-WESTFIELD GERMANY GMBH**  
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Unibail-Rodamco-Westfield is the premier global developer and operator of flagship shopping destinations, with a portfolio valued at €65.0 Bn as at June 30, 2019, of which 86% in retail, 7% in offices, 5% in convention & exhibition venues and 2% in services. Currently, the Group owns and operates 92 shopping centres, including 55 flagships in the most dynamic cities in Europe and the United States. Its centres welcome 1.2 billion visits per year. Present on 2 continents and in 12 countries, Unibail-Rodamco-Westfield provides a unique platform for retailers and brand events, and offers an exceptional and constantly renewed experience for customers. With the support of its 3,700 professionals and an unparalleled track-record and know-how, Unibail-Rodamco-Westfield is ideally positioned to generate superior value and develop world-class projects. The Group has a development pipeline of €10.3 Bn. Unibail-Rodamco-Westfield distinguishes itself by its Better Places 2030 agenda, that sets its ambition to create better places that respect the highest environmental standards and contribute to better cities. Unibail-Rodamco-Westfield stapled shares are listed on Euronext Amsterdam and Euronext Paris (Euronext ticker: URW), with a secondary listing in Australia through Chess Depository Interests. The Group benefits from an A rating from Standard & Poor's and from an A2 rating from Moody's.



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Union Investment is a leading international investment company specializing in open ended real estate funds for private and institutional investors. Union Investment has assets under management of some €28.5 billion in ten real estate funds. Active in the property 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 and shopping centers. Union Investment entered the retail sector at an early stage, allowing the company to secure a strategic position in this growing area. The result is a high-quality portfolio presently comprising 46 shopping centers in Germany, Austria, Sweden, Belgium, France, Poland, Czech Republic, Italy, Spain and Turkey, with a current market value of some €7.4 billion.



**VIA OUTLETS**  
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info@viaoutlets.com  
 www.viaoutlets.com

The newest and fastest growing owner operator of outlet shopping destinations in Europe. VIA Outlets, a private equity fund, has been established in 2014 to acquire existing outlet centres across Europe, and, using the expertise of its operating partners, enhance their performance so as to provide strong investment returns for its shareholders. These returns will be achieved through creating shopping environments which will attract high quality domestic and international brands and their discerning customers. VIA Outlets has been structured to enable it react quickly to acquisition opportunities that may arise in the market. The pan-European portfolio of VIA Outlets comprises 11 centres in 9 European countries with a total GLA of about 259,000 sqm and over 850 stores under management.



**WESTGATE SHOPPING CITY & WESTGATE ZONE**  
 Trgovacki Centar Zagreb d.o.o.  
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Westgate Shopping City is the largest shopping mall in Croatia and second largest mall in European Union with over 250.000 sqm of space. It is heart of Westgate Zone with additional 500.000 sqm fully infrastructurally equipped land plots around the mall available for various projects of retail, entertainment and tourism. Westgate is located centrally in north Croatian region on outskirts of Zagreb and in under 90 minutes of drive a dense region of Slovenia and Austria with a large catchment area of around 3.500.000 inhabitants. Closest catchment area of Westgate is north Croatia and Zagreb as capital and makes for 560.000 inhabitants in under 15 minutes to center and 1.3 mil. inhabitants in under 30 minutes of drive. Center has public transport access by bus and train. Regulation in Croatia allows working Sundays and flexible opening hours. As a family mall of Croatia, Westgate has the largest indoor kid's playground in Croatia spaced on over 4.000 sqm and gives various entertainment and gastronomical offer as well as unique museum of old timer vehicles what makes it an in destination.



**YARDI SYSTEMS GMBH**  
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Technology provider Yardi is committed to the design, development and support of investment, asset, and property management solutions to help companies drive success in today's real estate market. Yardi presents a complete set of connected real estate solutions designed to help you manage every role and every aspect of your real estate business from any internet browser and any device. Serving clients in over 80 countries across the world, and supporting 12 million residential units, 12 billion commercial square feet, and more than 1 trillion euro in assets under management, Yardi has experience you can trust to power your business.



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