



ONE BOOK

MAPIC is back

30 Nov. - 2 Dec. 2021, Cannes, France



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Retail: Etam exclusively unveils its store of the next decade



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LeisureUp: Cannes debut for immersive leisure showcase



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The Happetite: Carl's Jr leads menu of growing F&B operators

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Dear Friends,

WELCOME to the very first phygital edition, dedicated to MAPIC, LeisurUp and The Happetite, which will be brought to you from Cannes once again.

After holding our event only as a digital edition last year, for the time since our launch in 1995, we are delighted to be back and to welcome you to our home in the South of France.

While our digital platform is available 365 days a year, nothing replaces meeting in-person, which is why we are so pleased that finally we can come together again.

MAPIC has been constantly evolving to embrace the emergence of lifestyle destinations and we have been placing an expanding set of key themes at the heart of the conversation, including food and beverage, edutainment, leisure, live entertainment, customer services, digital innovation, spas, fitness centres and medical centres. As a result of these long-term trends, plus the reshaping of the industry because of the global pandemic, this year our main theme is "People and Places: A New Chapter" and within this we have four important pillars: people and socialisation; the new consumer; place making and innovation. As the industry faces a new paradigm, MAPIC has reinvented itself, with the MAPIC digital platform offering a full-year online programme alongside the MAPIC TV studio, and a physical onsite experience which will be very experiential, with a lot of animations enabling you to test these concepts and leisure offers.

You will be able to experience three shows in one for the first time, with a prominent place for Leisure and Food & Beverage, with more than 50% of exhibitors from these sectors and 30% of visitors new to this year's event.

This will also be the year of the retailer. We expect around 800 occupiers to be present, with a Retail Hub for the first time, including a host of digitally native vertical brands (DNVBs) as exhibitors. The expanded MAPIC Innovation Forum is at the heart of the show, as we are doubling the numbers of digital and tech service providers showcased, to meet the digital expectations and evolution of new retail.

For real estate players there will be advice, introductions and networking to adapt to the current and future needs of destinations.



Nathalie Depetro, MAPIC Shows director and **Francesco Pupillo**, LeisurUp, The Happetite and MAPIC Italy Shows director

Just a few of the familiar retail and real estate names participating this year include BNP Paribas, Ville de Bruxelles, Sonae Sierra, Ingka Centres, Cinemas Pathe Gaumont, CityNove, ECE, Carl's Jr, Parques Reunidos, Gravity, Starbucks, TF1 Licences, Puy du Fou, Apple, Uniqlo, K-way, C&A, Sephora, Unilever, Areas, Don't call me Jennyfer, Castorama, Maxi Toys, and Time Out Market.

They will be joined by a host of innovative businesses and concepts including Showfields, BoConcept, Big Mamma, Koon, Grom, Hall U Need, La Boite Aux Enfants, L'autre Usine, Joe & the Juice, Jens's Coffees, Cite des Sciences and Bimba y Lola, to name just a few.

One thing that will remain constant is our line-up of industry-shaping speakers. This year we will be offering an amazing line-up of 100+ international speakers across top-level, live presentations and panel discussions from 30 November to 2 December.

The live talks will also be available to view for registered participants on our digital platform and both the live shows and recordings will then be accessible on our platform. In addition, participants can keep checking to discover our calendar of future live events across the year, plus new and exclusive content available on the platform, to keep our community informed, inspired and connected.

After a hugely challenging 18 months for everyone both personally and professionally, this is our first chance to come together again for our MAPIC return! ■

We look forward to welcoming you back to Cannes!

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With People and Places: A New Chapter as this year's theme, our annual OneBook features some of the must-see sessions, topics and innovations you can experience at Cannes.

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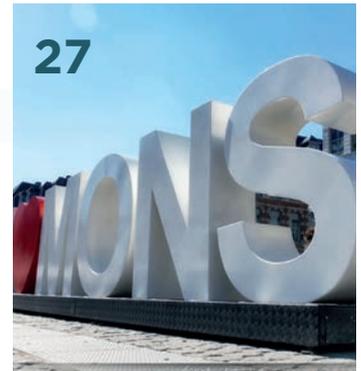
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People and Places: A New Chapter



MAPIC returns to Cannes with the industry reshaped by unprecedented events. As hope strengthens that the worst of the pandemic is behind us, this year MAPIC will run alongside LeisurUp and The Happetite and will be supported by the year-round MAPIC Digital platform.

When MAPIC was last held in Cannes, the retail industry was facing challenges on many fronts – from changing consumer behaviour and the ongoing rise of the leisure economy to the growing power of e-commerce and social commerce.

However nothing could have prepared the retail and leisure industries for COVID-19, which not only impacted markets all around the world but also struck retail, leisure, food and beverage, and the travel industry. It was a perfect storm that has accelerated change that may otherwise have taken place over years.

As the industry faces a new paradigm, MAPIC 2021 has also reinvented itself. Firstly, MAPIC is phygital, with a dedicated MAPIC digital platform with a full-year online programme of content and a MAPIC TV broadcast studio and, of course, a physical on-site experience, which promises lots of opportunities for participants to test new formats and concepts.

The event will have four main pillars under the umbrella theme of People and Places: people and socialisation; the new consumer; place making; and innovation.

For the first time, Cannes will host three shows in one, with a prominent position for leisure and food & beverage, with more than 50% of the exhibitors coming from these sectors. MAPIC expects 800 occupiers to attend and there is a Retail Hub for the first time, which will feature not only retailers and brands but the debut of digital native vertical brands (DNVBs) as exhibitors.

In fact, retail will take centre stage in Cannes like never before, with one in four of the participants retail, leisure or F&B operators.

The MAPIC Innovation Forum will be at the heart of the show and MAPIC has doubled the numbers of digital and technology service providers, reflecting the evolution of the industry and the key role that digital plays within physical spaces.

The major real estate players will once again be in Cannes to demonstrate how they are adapting their property assets to evolve with changing retail and consumer demands and, of course, MAPIC will also be a place to catch-up with old acquaintances, meet new ones and share the challenges and opportunities facing the sector. ■

KEY HIGHLIGHTS 2021

PILLAR 1: PEOPLE AND SOCIALISATION

Despite the pandemic, there is an appetite for socialisation

“Our needs are evolving but I think we need to be careful about our rush to say that everything is going to be different. We are swimming in new formats but I really bristle at notions of the ‘trillion-dollar’ delivery industry. Do people want lukewarm food on their laps? My experience is that people are hungry to get out. The difference is they don’t want the delivery driver clogging up the line. If we bolt this on to our formats, then everyone suffers. We have to find creative solutions.”

Mark Mushkin, vice-president international development, *Carl’s Jr*

Empty spaces could create new relationships

“Landlords are set up to lease space, not to manage empty spaces, which are complicated. And yet if we move away from square metres and revenue per square metre, we have to consider that going forwards these empty spaces could be the most important in the mall. That’s because they provide the opportunity to create a relationship with the customer and communicate the values of the location. They are the soul of the place. So they are more valuable in a way, so we need to think about what we can do with them.”



Lorraine Dieulot, lifestyle business unit director, *Saguez & Partners*

What we have missed is coming together

“Location remains important but that is now determined by the audience and where best to engage and connect with them, which is increasingly not in the centre of town but in neighbourhoods. This is not a COVID phenomenon, although that has accelerated things, because this is a trend we saw for a couple of years before the pandemic. What COVID did underline is that people want to spend more time doing the things they love. During lockdown we didn’t miss gimmicks or technology and we had all the access to e-commerce we needed. But what people missed was coming together, their favourite small businesses, the people that serve us. We found a lot of common ground with each other.”

Ross Bailey, founder, *AppearHere*



PILLAR 2: THE NEW CONSUMER

The new paradigm is connecting with people

“Large or small, the element that connects all good immersive schemes is the notion of storytelling. So when you look at immersive as one way of entertainment, one angle of entertainment, that is still ultimately about marketing and getting people to your location.”

Fri Forjindam, chief development officer, *Mycotoo*



Photo: Kaye McCoy

Retailers and brands need to help consumer sustainability

“We will be incorporating sustainability with innovative and smart design, collaboration with our partners and co-creation with the local community. We will focus on encouraging healthy lifestyles, wellbeing and circular services. We believe these actions will help make sustainable lifestyles more accessible and an easier choice for our customers in London, having a positive impact on their lives and supporting successful business.”

Ekaterina Kirichenko, concept & customer experience developer, *Ingka Centres*



New priorities: People, planet and profit

“At Nhood, we indeed believe that the three elements — people, planet, profit — are equally important and cannot be separated. They actually combine in synergy. Now more than ever, the sector needs new solutions in order to protect communities and the environment. We feel that the retail industry is in need of a profound improvement to meet people’s new needs. Retail significantly contributes to the quality of urban life, which is now embodied in the mix of uses.”

Etienne Dupuy, CEO, *Nhood*

KEY HIGHLIGHTS 2021

PILLAR 3: PLACE MAKING

F&B: Reinvention, restructuring, new opportunities

"We are reinventing ourselves, because we have to start delivering new places for people, that they want to come to. Once we are through the problems created by COVID and back rents, there is a very exciting runway ahead of us. The first thing is to tidy up all the loose ends, a lot of people have been battered and bruised and we have recognised that and tried to ensure that our investors and our operators don't lose money. The whole point of restructuring is to take advantage of the opportunities we didn't know we had. So when we redesign food spaces, we need to design them in a different way, so customers see the front-facing and the delivery comes in at the back of house."



Jonathan Doughty, project director, leasing services, ECE Marketplace

The pandemic has been a catalyst for change

"Obviously tourism has fallen away this last year and a half. We're starting to think more about domestic tourists, who might not have shopped the [outlet] centres before. How do we best incentivise them to come and then return? It will be really interesting to see how that traffic changes as tourism starts again. This year has been such a catalyst for change for everybody. And it's really been very much about understanding and adapting quickly, which the customer has done. And the retail and the centres have absolutely been following, keeping one step ahead of the customer, both on a transactional and experience level."

Helen Cahill, senior success officer, Coniq

Mixed use requires a lot of knowledge

"You have to actively work with your asset and make sure it is aligned with the market. Working with mixed use, you need to know a lot about a lot of different classes and work closely with experts and municipalities."

Carl Strufve, director, Nordics, Grosvenor



Investors, developers and retailers moving at different speeds

"On the one hand, if you look at the speed at which change is happening, you have the banks at one end who are perhaps not moving, maybe they are observing, maybe they are concerned. And then at the other end you have the consumer, who is changing in a very fast manner. And then the retailer and the investor somewhere stuck in between."

Chris Igwe, CEO, Chris Igwe International



PILLAR 4: INNOVATION

A new approach to work with DNVBs

"You construct the offer and the strategy with the DNVB and so it's very important to work with the founders. We have a team that works in a special way with the DNVBs, in partnership. We have simplified and flexible contracts from one day to more or less three years, but these are different types of contacts. Depending on their maturity, we have different solutions, which means when we decide to go together we have a way of valuing the rent as we go together."

**Severine Buffard, marketing director
Alteara Commerce**

Using technology for personal engagement

"In the past e-commerce was seen as a transaction. Today people are having an interaction and that's why as customers we have high expectations, with a personalised and convenient customer journey. Emotional AI is one of the big trends, the idea of customising the journey and analysing the behaviour of the customer is very present today. Often people are contacting to make a complaint [in a web chat] and today we are able to recognise what type of emotion is being expressed and if we recognise that a person is not happy, we can transfer that call to a person quickly."

Alya Yacoubi, head of Zaion Lab, Zaion

Retailers must think omni-channel

"I think what will be super-important for brands is really to think omni-channel. We have to be very consistent across their journey in terms of everything, images, messages, services. For example, a service that is just so important for the customer because it is very convenient for the customers is click and collect."

Samantha Etienne, CEO, Sephora Collection



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MAPIC welcomes a new voice for Europe's retail property players

When the US-based ICSC closed its European chapter, incumbent chair Peter Wilhelm brought the major retail real estate players together and a new organisation, the ECSP, was born. The new body will be at MAPIC, representing the retail property industry.

AFTER the decision by the ICSC in 2019 to close its European chapter, Peter Wilhelm, CEO of Brussels-based Wilhelm & Co — and the last chair of the now defunct ICSC Europe — organised a meeting with the major European players and stakeholders. They discussed the opportunity to launch a new organisation, which would focus on representing the industry at a European level and provide a platform where its members could exchange views on specific topics, such as sustainability, marketing and best practices.

As a result, the European Council of Shopping Places (ECSP) was officially launched a year ago, with Wilhelm swapping chairs to represent the new body. Wilhelm recalls: “We started our activities at the beginning of 2020, which proved to be not the easiest time for our industry. The support we have received from the industry and various stakeholders has been exceptional, maybe because we all felt that because of the crisis, we needed to have our voices heard.”

Today, most of the major retail players are members of the organisation, including ECE, URW, SES, Metro Properties, Nepi Rockcastle, Rodovre Centrum, ADG, Atrium Deutsche Euroshop, Union Investment, BNP Paribas Real Estate, Eversheds Sutherland and others, including Wilhelm & Co of course. Many national councils have also joined, including those representing the French, Italian, Spanish, Belgian, Luxembourg, German, Ukrainian and Portuguese markets.

“The welcome at the European institutions was also very encouraging,” Wilhelm says. “After the disappearance of the US-based ICSC from Europe, they were more than happy to welcome roughly the same interlocutor under a new, more European brand, the ECSP.”

He says that the ECSP has constant contact with the European authorities and that it is invited to bring its contribution to help define the key future European key strategies, such as the Green Deal, by sharing the industry's challenges, and ambitions.



“During the worst phase of the pandemic, we also managed to establish a contact with the European Central Bank (ECB), at a time when our members were caught between retailers no longer capable of paying their rents and covenants linked to their financial structure,” he says. Most of the ECSP's members have been present at MAPIC since its inception and the ECSP's ambition is to be a trade organisation, rather than an event organiser.

“This of course doesn't mean that we will no longer have annual summits and similar events,” Wilhelm says. “It seemed evident that a presence at MAPIC had to be envisaged. Nathalie Depetro [MAPIC director] and her team strongly supported the idea and this is the reason for our presence,” he adds. “If, hopefully, we can eventually turn the page of the pandemic, we look forward to having further discussions with MAPIC to envisage how we can create a co-operative but independent relationship.” ■

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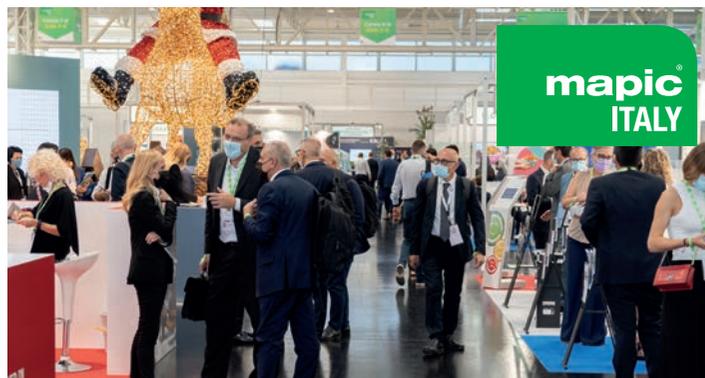
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MAPIC: A year of events

Despite the pandemic, MAPIC has been able to hold a number of in-person events during 2021, supported by the year-round MAPIC Digital platform. Here are a few highlights.

While for many participants, their return to MAPIC in Cannes will be the first for two years, many others have already attended MAPIC, LeisurUp and The Happetite in-person and digital events. MAPIC has brought together participants in Moscow and Milan for major exhibitions, organised meet-ups in several European markets and produced a series of insightful digital sessions, which will continue in the build-up to Cannes. MAPIC Russia took place in June at Crocus Expo, with exhibitors including ADG Group, Fort Group, JLL Russia, Mall Management Group, SITRAS, Gallery Chizhov, Hines and MAXI Development, augmented by a three-day series of partner events covering redevelopment, logistics, marketing, loyalty programmes and expansion to new markets. There was also a two-day retail real estate conference.



Save the Date! MAPIC Italy
18-19 May 2022, Superstudio Maxi, Milan

In September, MAPIC Italy returned to Milan, hosted at the Superstudio Maxi. The event, attended by 1,300 participants, focused on three key challenges: redefining urban areas, re-vamping retail sites with new occupier mixes — including leisure and food — and sustainable business models. A packed two-day conference programme ran alongside the exhibition, with sessions now available to view on the MAPIC Digital platform. ■



Allan Lockhart, CEO of NewRiver and retail chair of the British Property Federation, predicted two years of high growth in the UK followed by a levelling out at an event organised by Innesco and MAPIC in west London in July. “The under-spend during lockdown is being released into the British economy and that should boost retail for a couple of years,” he said.

Lockhart remained bullish about retail prospects, noting that by contrast offices may be having their “technology disruption moment” in the wake of the pandemic and said: “Retail is now good value, there are opportunities to acquire very good returns.” In the second session, Maybe CEO Polly Barnfield discussed the opportunities to harness data to inform marketing decisions and warned of an ongoing “chasm between online and offline”, despite the fact that retail remains “connected by place”.



After hosting MAPIC and LeisurUp as a three-day digital event last year, MAPIC has run a series of online panel sessions throughout 2021 to keep participants informed about the latest trends, with topics covering all three Cannes shows: MAPIC, LeisurUp and The Happetite.



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Discover all concepts joining at MAPIC 2021



Etam pop-up at MAPIC: The shop of the next decade

More immersive and experiential than ever, nothing will embody MAPIC's enhanced approach better than a pop-up future store from French lingerie retailer Etam.

At MAPIC, French lingerie retailer Etam and partner Retail Reload will present a pop-up store that showcases the latest updates to Etam's vision of future shopping, with the most advanced technology and shopper experience demonstrations, in addition to click & collect. It will be a real, live shop!

"Thanks to RFID the inventory is digitalised. That makes it possible to have not only a 99% inventory but also to drive the inventory to sell in an omni-channel mode and to provide new, state-of-the-art digital customer experiences," says Yves Curtat, CEO of Retail Reload. "By providing accurate inventory availability and no pain, no delay, easy shopping, Etam Group can raise online and offline conversion rates, while making it much easier for sales associates to do their daily jobs."

With some 1,200 new lines every season, Etam has applied RFID to move fast, providing a global vision of stock, whatever the location. Now, by combining RFID and QR technology, Etam enables consumers to order an item available from anywhere, not just the store they happen to be shopping in.

In order to achieve this, Etam is deploying digital ID technology that includes RFID and QR-coded hangtags to digitise the entire value chain and processes, along with vendor shipments, store inventory accuracy, self-check-outs, returns and e-commerce.

Inventory accuracy in-store is crucial and the deployment of RFID is also critical to Etam's transparency project. Customers can scan the product label by means of a QR code with their smartphone to get instant access to short vid-



MAPIC exclusive: Etam store of the next decade

eos that provide insights into the factory where the item was produced. This further supports Etam's sustainability efforts and also broadens the consumer experience.

Thanks to this unified inventory availability to an accuracy of 99% and selling across all its channels, Etam will also improve its margins.

"The goals are to reinforce customer loyalty thanks to excellence in customer service above all the channels and to achieve a successful omni-channel conversion," adds Etam CEO, Laurent Milchior. "And not to miss even one single sale."

Unified inventory availability makes it possible to provide click & collect and ship from store, while in-store — because of assured sales-floor availability and optimised store replenishment — shop sales are also increased.

"For us, this boosts predictability through data and dynamic reforecasting, while it also increases comparable store efficiency and productivity," he says.

Visitors to MAPIC will be able to see the technology in action for themselves in Cannes and experience the future of shopping. ■

Retail Hub offers opportunities for brands looking for global growth

MAPIC's first Retail Hub will be just one of the innovative ways in which retail companies will be highlighted in Cannes, as operators look for expansion opportunities post-pandemic. We look at some of those showcasing their offer at this special dedicated area

AFTER a disruptive 18 months, retailers are once again looking for growth opportunities around the world. As a result, for the first time MAPIC will feature a dedicated Retail Hub, with a wide range of retail operators featured. These will include digital-native vertical brands (DNVBs) and direct-to-consumer brands that are seeking their first retail space.

One such company featured during a MAPIC Digital session recently, illustrating the opportunities and challenges facing startups. Yannick Hontarrede is co-founder of Cul & Chemises, created by a two-person blogging team that began to consult with followers over developing products.

"One year ago we decided to start the development of our brand [as bloggers], to create a co-operative brand developed by us and our community," Hontarrede says.

The company has financed production and retailing through crowd funding, which raised two-and-a-half times the original target. It is based on 100% French manufacture and the range was developed through consultation with the community of Hontarrede's blog followers.

He is keen to open stores but admits that committing to a lease for a traditional store is too complicated and expensive for the business at this point. He is, however, en-

thusiastic about the idea of more flexible and pared down strategies to take space, such as those offered by French developer Altarea.

"I think we are physically mature enough to go to a market," Hontarrede says. A proposal like Altarea's is perfect, with a customisable contract and enough margin to survive."

Many other Retail Hub participants have a much more mature store offer. Furniture brand BoConcept opened its 300th store in Boston, US, on July 17 this year, after opening 22 stores during 2020. It plans to add over 20 more stores by the end of 2021, and through its franchise partner network aims to accelerate expansion and reinforce its presence in its 64 markets, reaching 350 stores by 2023.

The Retail Hub will showcase all retail channels: Sonia Fontana, director, international and travel at luggage retailer Le Tanneur, says that only 14% of that premium brand's customers are cross-channel and that there are clear purchasing differences dependent on the channel used. "The customers that are buying online are generally buying cheaper pieces, while customers in our stores tend to go for bigger and more expensive items," she says. "Customers are very careful about how much they spend and value for money." ■

Meet the retailers at the Retail Hub

FASHIONCUBE

FashionCube is a family of six fashion brands that are aiming to become one of the top three fashion players in Europe. Its brands - Jules, Pimkie, Orsay, Grain de Malice, RougeGorge and Bizzbee - have their own style and design, and are united by the same attitude towards fashion: inclusive, bold and environmentally conscious. The group is working with the brands to develop its international cooperation with both physical (franchises & wholesalers) and digital (marketplaces & e-wholesalers) partners.



Main markets for expansion

Eastern Europe, Africa, Middle East, Americas and selected European markets

Size/format targets

Single boutique from 150 sq m, significant possibilities with multiple brand formats

MAPIC IN FOCUS: RETAIL

Meet the retailers at the Retail Hub

KIABI

ESTABLISHED in 1978 in the north of France, Kiabi revolutionised off-the-peg fashion with the introduction of low-cost clothing for the whole family. With a network of over 509 shops across the world, Kiabi boasts a turnover of €2bn (2019) and 2.4% growth. As a symbol of simplicity, universality and joie de vivre, Kiabi proposes ranges that are created in France by an in-house team of 56 designers and is France's leading pret-a-porter retailer, with over 10,000 employees.



Main markets for expansion

Eastern Europe, including CIS countries; Western Europe; Africa (global); MENA; LATAM

Size/format targets

Franchise and company owned, ideally 1,200 sq m net sales area in main shopping centres or retail parks

ACTION

ACTION is the fastest-growing non-food discounter in Europe, with more than 1,870 stores, €5.6bn sales (2020) and 10 distribution centres in 10 countries. Its customer proposition attracts over nine million customers into its stores and more than five million visits to its website every week. The combination of low prices and surprise is a key element of the formula, with 6,000 different products across 14 categories. Only one-third of these are part of its standard range, while the other two-thirds change constantly. Every week, it introduces more than 150 new items. Its Action Ethical Sourcing Policy ensures a responsible social and environmental approach by suppliers.



Main markets for expansion

France, Spain, Italy, Germany, Poland

Size/format targets

800-1,100 sq m sales space, plus circa 20% additional for storage/employee rooms

KARINE AUGIS

KARINE AUGIS is a French brand of "chic spirit" leather goods. The brand is distinguished by its "exclusive creations and offers collections of essential pieces for women in search of style and practicality". Combining design and functionality, Karine Augis "reconciles the fields of graphic design and the codes of leather goods". Her commitment to sustainable fashion and her "affection for beautiful materials" have enabled her to develop her own environmentally-friendly, premium coated fabric.



Main markets for expansion

UK, Germany, France, Asia, UAE

Size/format targets

As an emerging brand the company is looking for partners to develop its visibility through pop-up stores and online

GUINOT-MARY COHR

GUINOT-MARY COHR is a professional skincare offer in France, a French beauty manufacturer and franchisor company dedicated to beauty salons. Guinot, an alternative to aesthetic medicine, offers products and treatment methods in approved beauty salons. It has 17,000 salons cross 70 countries worldwide. It took a strategic change of direction in 2010, launching the franchise side of the business and now has more than 450 franchisees. With around 70 to 90 openings per year since 2016, it is looking for partners to extend its network internationally.



Main markets for expansion

US, China, Japan, Germany, Spain

Size/format targets

70 - 90 sq m

DE MAARSE PARIS

DE MAARSE PARIS is a Parisian costume jewellery brand that makes statement jewellery pieces, which it describes as "not quite accessories but the major piece of a look". Founded in 2018 by a visual artist, De Maarse Paris jewels are created in France "like sculptures, using the traditional rules of art and a respect for know-how and craft skills".



Main markets for expansion

US, Russia, UAE, Singapore

Size/format targets

The company is looking for visibility with department stores/malls/new retail concepts interested in creator products.

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LeisurUp makes Cannes debut as schemes embrace entertainment

After launching digitally last year, LeisurUp has now become a part of MAPIC in Cannes, bringing leisure operators, developers, creators and investors together to present some of the most innovative leisure schemes around the world.

ACCORDING to an exclusive report produced for MAPIC by Leisure Development Partners (LDP) — in partnership with consultant A Different View, research body Panelbase and LeisurUp — opportunities are opening up for leisure within retail destinations, as consumers return and new work patterns are established. LDP says in the report — *Placemaking in the New Normal: Reinvigorating Destinations Through Experiences and Partnerships* — that if leisure and entertainment are to become important components of the future of city centres, it is important to understand which types of leisure uses are successful in these settings.

There is an increasing number of such examples, including TFOU Parc in France, which opened in September at SCC's Evry 2 shopping centre, in a collaboration with TF1 Licenses and designer and operator of family leisure spaces, Indoor Park Brand Entertainment.

The new family indoor leisure park features famous characters The Hoofs in a project borne out of a public-private partnership with the town hall of Evry-Courcouronnes, Grand Paris Sud and Evry 2. TFOU Parc is located in the heart of Evry 2 shopping centre, with the ambition to become the entertainment capital of Greater Paris South.

Another newcomer, Hall U Need — which opened in June 2021 — is a new type of urban entertainment venue in the northern French city of Lille. The Eat & Entertainment centre is set in Les Halls de la Filature, a local heritage building originally a textile factory in the early 20th century. Its



TFOU Parc, a concept at the heart of Evry 2 shopping centre in Paris



Hall U Need brings a mixture of experiences for all ages

motto, Now-Enjoy-Eat-Drink, invites an inter-generational clientele to experience a wide choice of activities including a restaurant, bar, bowling, karaoke, interactive games, a children's play area, workspaces and themed evenings.

Hall U Need is the creation of former travel company executive Cyril Parenna. The 7,000 sq m centre features a 400-seat restaurant with open kitchen and cuisine using fresh, local products; a 100-seat bar; a 300 sq m seminar and meeting space; a play area for children; 10 bowling lanes; and 11 karaoke rooms. It also has an arcade with more than 70 video and traditional games. The second largest leisure centre in France, Hall U Need also hosts business events.

The venue also offers VR attraction VEX Adventure, a free-roam experience offering six different adventures enhanced with 4D effects. Up to four people can play simultaneously for 15 to 30 minutes. It's a hyper-immersive experience where players can experience wind, heat, vibrations and smells.

Another VR specialist, Zero Latency VR, opened its 52nd gaming arena in Milan in April. The Australia-based tech innovator partnered with Live Action Gaming (LAG) to bring its warehouse-sized, multiplayer gaming experience to Italy. The Zero Latency VR system gives up to eight people the chance to play with each other in a variety of immersive digital worlds.

And looking to exploit the need for mall owners to animate empty space, PIX Entertainment (Phygital Im-

MAPIC IN FOCUS: LEISURE

mersive Xperiences) has been created to deliver a new concept called PIX Station, a digital interactive family experience.

Formats include a pop-up station, starting at just 300 sq m; an 800 sq m and above FEC format; and themed spaces. Conceived as a plug-and-play option for vacant spaces and cold spots in malls, the concept is the brainchild of Gilles Devendeville, founder and CEO of Real Consulting and The Leisure Factory, and Pascal Jouannel, CEO of Studio IX.

Meanwhile, Gaetan Le Jariel and Evelyne Villame created La Boite aux Enfants in 2009 with the desire to develop a chain of parks, which echoed the children's TV channel Gulli. In 2011, La Boite aux Enfants opened the first Gulli Parc and there are now nine Gulli Parcs indoor play parks in France, which offer fun activities for children from one to 12 years old and which also encourage parents to play with their children by immersing them in their universe. The French public investment bank BPI France has acquired a stake in both Hall U Need and La Boite aux Enfants.

And showing that traditional entertainment also has its place, Dutch Wheels, based in Weert, The Netherlands, is at MAPIC to showcase its stand-alone giant wheels, which are operational in well-known tourist locations in the Americas, Europe, Africa, Middle East and Asia Pacific. Recent installations include Chicago (Navy Pier), Mon-



The biggest leisure centre in France is being developed in Lyon by Vinci Immobilier, with Altiplano Consulting, for owner SCI Too Fun Park.

treal, Dubai and Panama City Beach.

Leisure can also act as the main catalyst for generation or regeneration. One such example is being developed in Lyon, France by Vinci Immobilier, with Altiplano Consulting for owner SCI Too Fun Park. The biggest leisure centre in France and the first leisure concept inside a stadium area in Europe, it includes the biggest indoor wave in Europe and the largest bowling attraction in Lyon.

"Sports is popular for all ages and groups," says Fabrice

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MAPIC IN FOCUS: LEISURE

Deygas, associate at Altiplano Group. “Leisure and sport target a lot of people in the same time.”

Gravity — the specialist leisure operator best known for its trampoline parks — has opened up a major new leisure attraction in an area previously occupied by a Debenhams department store anchor at Southside Shopping Centre,

southwest London. The circa 8,000 sq m unit over four floors includes a Japanese E-karting area with a dedicated street bar and noodle kitchen, a New York-themed restaurant, 14 full-length bowling lanes, urban street golf, e-sports, digital darts, sports bar, pool, live music and corporate spaces and a high-end cocktail bar. ■



Gravity's new leisure attraction in southwest London



The Museum of Science, Boston (MOS) enlisted Moment Factory to collaborate on Arctic Adventure: Exploring With Technology, which invites guests to experience the arctic as polar explorers. Visitors can traverse glaciers using ground-penetrating radar; drill ice cores to extract data about climate change; and locate wildlife with satellite and drone technology. Guests enter the exhibition through a cave made of ice, which opens onto a vast arctic tundra vista where sound, lighting, interactive visuals and set design bring the environment to life.

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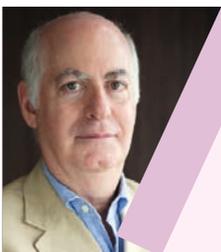
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Tech, environment and plant-based options on the F&B menu in Cannes

Food & beverage operators will get their own showcase at MAPIC this year, with the launch of The Happetite in Cannes. F&B will also be supported by a set of conferences and workshops featuring the latest trends in the sector

ONE OF the sectors to have come out of the pandemic strongly is the quick-service market and in the UK Five Guys has fixed its sights on ending 2021 with up to 25 more sites than it had last year, after revealing it emerged from the pandemic with its UK operations in profit.

The premium burger chain was forced to close the vast majority of its estate when the UK was put into lockdown in March 2020 and did not fully re-open until August 2020, although it continued to trade via takeaway and delivery and also introduced kerbside collection.

Five Guys is currently working to reduce the environmental impact of its operations and has already achieved 100% zero-to-landfill, but continues to work on improved recycling segregation across its estate. Currently, it recycles 25% of waste collected, with the rest being converted to energy.

Indeed, the push towards sustainability is a major driver among a number of the major quick-service brands. In October, McDonald's announced its commitment to achieve net-zero emissions across its global operations by 2050. As part of this initiative, the company is joining the United Nations Race to Zero campaign and McDonald's will increase the emissions-reduction levels in its existing 2030 target and will set a long-term reduction target to reach net-zero emissions. Efforts under way since 2018 have already resulted in an 8.5% reduction in the absolute emissions of restaurant and office facilities and a 5.9% de-

McDonald's is accelerating net-zero targets



Tim Hortons parent RBI is committing to more sustainability initiatives

crease in supply-chain emissions intensity against a 2015 baseline.

Restaurant Brands International (RBI), parent company of the Burger King, Tim Hortons and Popeyes brands, has also announced new commitments to help address climate change. RBI will collaborate with franchisees and suppliers to pursue targets for reducing greenhouse gas emissions by 50% by 2030.

Digital innovation in F&B

Wingstop, the self-described "digitally-savvy, tech-focused restaurant brand", with more than 1,600 locations worldwide, has appointed Stacy Peterson as executive vice-president, chief digital and technology officer and promoted Marisa Carona to senior vice-president, chief growth officer.

These changes support the investment Wingstop is making to drive interactions with the more than 25 million customers in its data platform and, with nearly 65% digital sales, support the brand's drive to achieve its goal of 100% digital transactions.

"As we continue making meaningful investments in our tech stack, we decided to take a page from the structure of many leading tech companies, which often house marketing and digital/IT functions together," Wingstop chair and CEO, Charlie Morrison, says. "With this, we'll have two

MAPIC IN FOCUS: F&B



Wingstop is driving growth through digital innovation

distinct agile and collaborative teams that focus on varying levels of communication to our guests. The new structure will further support Wingstop's vision of becoming a top-10 global restaurant brand."

Meanwhile, the NewSpring Franchise earlier this year acquired Duck Donuts, one of the fastest-growing doughnut franchise companies. Free Fenix, a Charlotte, North Carolina-based hybrid investment company, partnered with NewSpring on the deal.

Russ DiGilio, founder and original CEO of Duck Donuts, launched the brand in 2007 in the town of Duck, North Carolina. Since it started franchising in 2013, the company now operates one international and 101 US franchise locations across 21 states. By partnering with NewSpring, Duck Donuts hopes to accelerate growth and increase brand awareness.

Meat alternatives on the rise

Unilever has announced that it will partner with food-tech company Enough, to bring new plant-based meat products to market. Unilever's fast-growing meat-alternative brand, The Vegetarian Butcher, grew over 70% in 2020 and Unilever has been expanding its plant-based meat and dairy alternatives business for several years. Since acquiring The Vegetarian Butcher in 2018, Unilever has expanded the plant-based meat brand to more than 45 countries. The Vegetarian Butcher is the supplier of Burg-



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FASHION HOUSE Outlet Centre Moscow (Russia)



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European cities and regions show strategies for the future

Europe's cities and regions will be active during MAPIC, showcasing the opportunities and regeneration projects that are helping to reshape communities

MAPIC will see an increasing focus on the involvement of cities and regions looking to attract investment and occupiers to their locations, with a wide range of initiatives and projects under way.

The administrative, legal and academic centre Mons, Belgium is among the many cities represented in Cannes this year. Located at the heart of a region with a population of over 500,000 inhabitants, the city is situated on the corridor where the Paris-Lille-Amsterdam and London-Brussels-Cologne axes meet. In recent years, the city has been a major draw for business, entrepreneurs, culture and tourism, as well as technological innovation. IKEA, Primark, Decathlon and H&M are among those brands to have relocated to Mons and an incentive fund has been created, while the city is also acquiring empty commercial buildings to renovate as incubators.

Charleroi, Belgium is the largest city in Wallonia and an ambitious overhaul includes upgrading green spaces and a long-term vision for mobility, developing all the essential functions of a metropolitan centre and encouraging the human interactions that make up the soul of a city. In order to support future investors, the city has devised initiatives such as the Bouwmeester cell, while a Bureau du Commerce has been created, to implement the commercial development strategy and promote the city to developers and investors.

The metropolis of Greater Nancy, France has a catchment area of 650,000 inhabitants, serviced by 450,000 sq m of retail sales area. The Saint Sebastien shopping centre offers 107 commercial units and a food market consisting of 80 shops. The city offers outstanding heritage buildings, including the Vaxelaire stores and the Belle Jardiniere.

Mons in Belgium lies at the heart of a region comprising more than 500,000 inhabitants

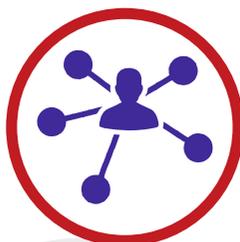




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MAPIC IN FOCUS: CITIES & REGIONS

Charleroi is at MAPIC to showcase an ambitious overhaul strategy



Also headed for MAPIC, Gard du Nord, Paris has been given the go-ahead to better accommodate higher passenger numbers. The aim is to finish in time for the 2023 Rugby World Cup and 2024 Olympics and Paralympics. The renovation, says Michel Cadot, prefect of the Ile-de-France region, would allow the Gare du Nord to become “a new setting for urban life, combining commerce, sport, culture and work”.

Delegates can also meet in Cannes representatives of Lendlease, which has established a long-term strategic partnership with Canadian pension investment manager PSP Investments for the €2.5bn development of a major urban regeneration project, Milano Santa Giulia, in Milan. This covers more than 110 ha and is split into two distinct areas to the north and south of a new mixed-use development with the potential for 2,500 homes alongside an office, retail and entertainment district.

Ceetrus Italy is to invest at least €2.5bn in a five-year plan, including Merlata Mall, Milan, a complex comprising two buildings that extends over an area of 65,000 sq m in the heart of the first ‘urban smart district’ adjacent to the AreaExpo. Merlata Mall will host new forms of entertainment based on virtual reality, sports activities and digital art. ■

The St Sebastien centre in Nancy





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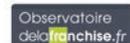
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‘The future is outside’ for retail in the post-pandemic world

Developers have increasingly focused on mixed use for their new real estate projects and urban schemes. Yet with consumer behaviour constantly evolving and an evolution in how people work, relax and shop, MAPIC will provide a crucial forum for the future direction of development

SUCCESSFUL development in the retail sector has always been about helping customers to stay ahead of the trends. But the latest mixed-use retail development projects are evolving fast, with different uses helping to offset some of the risks around the longer-term trends in retail space, while combining mixed-use elements to create a ‘halo effect’ across a scheme.

At the heart of much new design and reconfiguration is a desire to make the centres more relevant to the local area and introducing new, complementary uses that not only aid commercial viability but also make them more useful for residents and workers.

“Being able to create things on a greater scale really does bring community benefits,” group board director at architect Chapman Taylor, Aidrian Griffiths, says. “What the pandemic has taught us is that people enjoy the convenience of facilities on their doorstep and expect more. That means developers need to be more agile, but it also creates great opportunities for new players to take space.”

The argument against multi-use was, traditionally, complexity. A simple, retail-only scheme, or offices-only building, was clear, simple and easy to transact. But the world has moved on.

“It’s very clear for us, our strategy is based on a multi-use city structure and our assets in Sweden have traditionally

been at the heart of cities — centres that include services from leisure and gyms to hotels, education and community services,” director Nordics, Grosvenor Europe, Carl Struvfe, says. “Retail tended to be at the core of this — so the only difference now is that other uses may become the core function and new uses may be included as society evolves.”

The huge shift to work-at-home during the pandemic can only intensify this trend: “This has also opened up opportunities, because as previous hot spots are not so busy, other locations will become more popular and have higher footfall,” Struvfe says. “This is a big opportunity for new local players.”

Sustainability is also a key element of future development and Sonae Sierra reported this summer that sustainable management had enabled the company to save €15m in operating costs. Compared with 2002, the company has reduced its electricity consumption by 66% and increased the percentage of waste recycling by 223%.

Elsa Monteiro, director of sustainability at Sonae Sierra, adds: “The company’s sustainability strategy remains at the centre of our business strategy, including the goal to develop solutions that create shared value for the company, the environment and society.” ■

Gare Maritime, Brussels

The metamorphosis of Gare Maritime, Brussels — the old freight station of Tour & Taxis’ industrial site — is opening a new chapter in the life of the neighbourhood. Gare Maritime’s 45,000 sq m redevelopment has turned the old railway hub into a circular destination as well as Europe’s largest timber structure, hosting 30,000 sq m of offices and 10,000 sq m of retail, focused on furniture, homewares and design, art, culture and new concepts, terraces and a food market, along a 9ha park with ponds and a nearby residential area.



Oasiz Madrid, Compagnie de Phalsbourg

Oasiz Madrid is the first project in Spain for French developer Compagnie de Phalsbourg and will include 90,000 sq m net floor area, located east of Madrid, along the E90 Madrid-Barcelona motorway. Oasiz Madrid will include around 60 stores, a 12,500 sq m dining centre and a lake. “The future is outside,” says Philippe Journo, CEO, Compagnie de Phalsbourg. “For the next 10 years we will see as a souvenir of the pandemic that people will feel more comfortable in outdoor environments. It’s why we have built big terraces and we have the lake and an outside promenade that acts as a modern-day high street.”



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MAPIC IN FOCUS: DEVELOPMENT

Potsdamer Platz, ECE and Brookfield

Earlier this year Potsdamer Platz announced that Mission: Play, Mattel's first European entertainment experience, will open in Spring 2022, as part of ECE and Brookfield Properties' relaunch of the estate. The 4,000 sq m centre will include themed zones for Barbie, Hot Wheels and Mega Bloks. The site will be developed by iP2Development and operated by Planet Leisure Germany. The Mattel-branded family entertainment centre reflects Brookfield's vision in re-launching Potsdamer Platz as Berlin's premier lifestyle, food and entertainment destination.



Diriyah Square, Diriyah Gate Development Authority

Developed by Diriyah Gate Development Authority (DGDA), Diriyah Square will be the commercial heart of its major 5 sq km \$50bn Diriyah project on the edge of Riyadh, Saudi Arabia, scheduled to open by 2024. Diriyah Square is at the heart of the Diriyah masterplan, bringing together over 400 global retail brands, complemented by an additional 100 local Saudi artisan brands. The district will deliver a lifestyle offering; from leisure and entertainment, ultra-luxurious hotels, and places to work and live. It has been conceived as a predominantly open-air streetscape of inviting laneways, open-air courtyards, and souks.



The inner-city IKEA store that rethinks just about everything

WITH car-free shopping and a tree-covered modular design, the IKEA Westbahnhof store in central Vienna is not what you might expect from a re-imagined IKEA store. It opened on August 26, as the first inner-city store to offer a full range of IKEA products and provide same-day delivery so customers can leave the car at home.

Situated in the middle of Vienna, the seven-storey, 18,000 sq m grid-like design by Austrian architect Querkraft, developed by Ingka Centres, showcases innovative sustainable practice, with 160 trees, solar panels and hyper-efficient heating and cooling.

Focused on omni-channel, visitors only require the IKEA App and a credit card, with same-day delivery by electric

trucks for products that are too big to carry. Occupying the top two floors is a hostel called Jo&Joe, run by Accor, and above this a rooftop terrace, open to the public and shielded by solar panels.

"We used the challenges of the pandemic to accelerate technologies such as contactless and to base ourselves on people power and being data driven to guarantee a personal relationship and create trust.," deputy global CEO, IKEA, Belen Frau says. "We are remapping the future and definitely see this as an opportunity around fulfilment. Where once we saw our locations as outside the cities where people live, now we see them as very well-placed delivery locations. We are experimenting with smaller formats and specialist shops, including planning studios." ■



MAPIC IN FOCUS: DEVELOPMENT

MEET THEM AT MAPIC

Room for outlet growth in France and Germany

LOCATED just 45 minutes to the west of Paris, McArthurGlen Paris-Giverny will be the only luxury designer outlet in this part of France when it opens in 2022. Situated near the popular destination of Monet's Giverny gardens, the project will be a flagship fashion destination that's home to 100 of the world's most sought-after luxury and premium brands. At the heart of the €200m centre will be a 2,000 sq m Maison des Metiers d'Art Artisans Village that celebrates the region's art, culture and gastronomy.

Opening in 2024, Remscheid will be McArthurGlen's fourth designer outlet in Germany, making the group the largest outlet operator in the country. Situated in the populous North-Rhine Westphalia region close to the cities of Cologne and Dusseldorf, the centre will introduce a state-of-the-art retail and leisure destination for guests that features 125 premium stores, cafes and restaurants across 20,000 sq m of retail space.



MEET THEM AT MAPIC

Lifestyle centres

"THE DIFFERENCE between the mixed-use, lifestyle destinations of tomorrow and the mixed-use schemes of the past is the public realm and open spaces," says Ian Sandford, president of Madrid-based investor and developer Eurofund, and a speaker on day two at MAPIC this year. "People are demanding new outdoor space. The northern European cafe society, with blankets and heaters in the colder months, had never really caught on in Spain. But COVID-19 has changed the culture."

This behavioural shift, according to Sandford, is just one way that points to the need for shopping malls to become retail lifestyle centres, making the most of their great locations, easy accessibility, wide range of amenities and plentiful parking. "They also have lots of spare space," Sandford says, referring to the decline in retail stores and anchor department stores. "But for workers they offer socialisation, F&B, shops, pilates classes, doctor's surgeries and so on. They will become urban campuses."

He believes that COVID-19 has given people and businesses the chance to "rethink things" and despite the many challenges facing shopping centres, retail and F&B, Sandford believes that a new generation of investors and operators are waiting in the wings.

"I think we'll see more major investors team up with specialist asset managers to reshape shopping centres," he adds. "This could be a big moment for the industry."



TORG Outlet Resource

Meet us at MAPIC in Riviera 7

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MAPIC IN FOCUS: DEVELOPMENT

MEET THEM AT MAPIC

Outlet expansion in CEE

FASHION outlet developer Fashion House Group officially opened the doors of its €25m new outlet centre to the east of Bucharest in May of this year. Fashion House Pallady spans over 12,000 sq m, accommodating 62 stores, a children's play area and restaurants. The second and final phase will commence development in 2022.

With an open-air gallery, Fashion House Pallady features a design concept inspired by Bucharest's Belle Epoque architecture and bohemian streets, and is the seventh outlet centre developed by Fashion House Group in CEE and Russia, and the second in Romania's capital.

"We are confident in the fundamentals of the outlet centre market and committed to meeting a growing consumer demand for quality brands at affordable prices," says Brendon O'Reilly, managing director, Fashion House Group.



MEET THEM AT MAPIC

Investment in Zurich's premium retail street

SWISS Life has been renovating two properties at Bahnhofstrasse 75 and 79 in Zurich for about a year, restoring one of the premium street's best known buildings from one of its pioneers, Julius Brann, who created his architecturally distinctive department store building in 1912. Renovation of Swiss Life Brannhof will bring the original atriums and inner courtyards to the fore once again. New, flexible-use retail spaces totalling some 4,600 sq m will extend over three levels up to the first floor. Workplaces will be spread over an area of around 5,600 sq m from the second floor at this central location in downtown Zurich. Improvement in energy efficiency is an important criterion in the renovation of both properties: an intelligent energy concept will in future make optimal use of the synergies between cooling and demand for heating.



MEET THEM AT MAPIC

Mixed-use strategies

WITH so much focus on mixed-use strategies, Fabrice Lefevre Sory, senior vice-president, alternative assets, Natixis Investment Managers, points out that it is key for investors to understand why they are adopting such an approach.

"The interest of mixed use is clearly to diversify your portfolio and if there is a switch in between the different asset class, one is in a certain point in the cycle, the other one is in, let's say, a more challenging time period. To be diversified and to have these mixed-use projects gives you some indication that you will be able to overcome the difficult time period," he says.

Sory says that the line is blurring between different asset classes and that many investors are in "wait and see mode" but describes the situation for retail and mixed use as a "very exciting time period". He adds: "For opportunistic investors, there's hospitality. We haven't seen the current prices for a long time. I would definitely have an eye open on hospitality at the moment, as we see investors in Europe and Asia become more interested, largely on an opportunistic basis."

INNOVATION FORUM



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Tech can serve to grow retail and protect the environment

An expanded MAPIC Innovation Forum will be at the core of this year's event, reflecting the increasingly blurred lines between physical spaces and technology

WITH the MAPIC Innovation Forum larger and more central than ever within MAPIC this year, much of the digital technology is targeted at not only optimising the retail environment but also at creating a more environmentally friendly way of doing things — helping the planet and people.

“Digital technology is not only about the building being smart, tracking and reducing its energy usage, monitoring indoor air quality and adjusting its ventilation systems to improve occupants' experience,” Michel Zalac, head of business development, Chainels, says. “Technology is also about improving property management's ability to appeal to its client base, tenants. When tenants cannot easily report problems within the building and do not know if or when they are being resolved, they will not stay.”

Technology, he believes, should focus on creating savings and efficiencies, which means not only connecting one asset/building but connecting multiple assets in a portfolio with each other and a larger group of stakeholders. Chainels facilitates interaction between the property's different types of users — for example, residents can see upcoming events in the retail venue as well as upcoming discounts.

“Deepening the landlord-retailer synergy through continuous communication and sharing of data — for example,

footfall and loyalty — collecting and sharing the right information to those entitled is key in creating a more sustainable long-term relationship,” Zalac says.

“Digital signage is a critical component of the evolving retail ecosystem. In 2021 and beyond, we're seeing the increased adoption of sensor data into the storefront marketing strategy,” Loick Le Moigne, business development officer, Scala, says.

“Retailers and marketers can tailor engagement, updating the message on the screen depending on the shopper's proximity to the product or display. Further away will yield a more generic message aimed at a general audience. As the shopper approaches, the system gains more knowledge of key characteristics and displays a very targeted campaign.”

He says that using a system such as Scala could enable a shopper, who has booked a session in a fitting room online, to check into the shop using a QR code when they arrive. The action of checking in would notify store staff who could ensure that the fitting room is ready with selected (and potentially complementary additional items) laid out, ready to be tried on.

Likewise, Mallcomm allows users to share information with tenants and staff on health and wellbeing initiatives.



The MAPIC Innovation Forum is back, at the heart of this year's event

MAPIC IN FOCUS: INNOVATION

By connecting all stakeholders in a location, local employment is supported through vacancy listings and clients are able to use content from retailers in their communities to create loyalty and promote positive impact.

By facilitating the elimination of paper-based processes and ease of digital energy data collection, commitment to lowering energy consumption and reducing waste is made easier, and promoting initiatives around water usage, recycling, waste and charity activity. For example, Mallcomm helps drive the implementation of various ESG initiatives at the Festival Place shopping centre, in line with CBRE's corporate responsibility objectives.

"Achieving net zero carbon for the company has been fantastic in the last year as environmental issues are a great passion of mine. This same passion is reflected in how we have developed Mallcomm, which enables our global client base to deliver on their ESG initiatives and operate in a more sustainable way," says Michelle Buxton, CEO & founder of Mallcomm, which has been adopted at over 390 shopping centres in 22 countries and is owned by Toolbox Group.

As a market leader for intelligent people-flow solutions in retail, airports and transportation, Xovis has launched its latest cloud technology products. Through Xovis HUB, a cloud-based partner platform, integration partners will be given all the necessary tools to choose and order sensors, plan and maintain the system. Through Xovis Flow, partners will be able to provide users with an integrated



Mallcomm CEO Michelle Buxton: Sustainability agenda

software as a service (SaaS) solution for understanding people flow in real time.

"Introducing these cloud-based offers is part of Xovis' response towards a new normal in times of COVID-19, adding to the safety and welfare of people on the move worldwide," says Konstantin Ewald, vice-president strategy, at Xovis.

Anne Wyder, managing director of retail, adds: "People flow data enables stores to benchmark conversion rates

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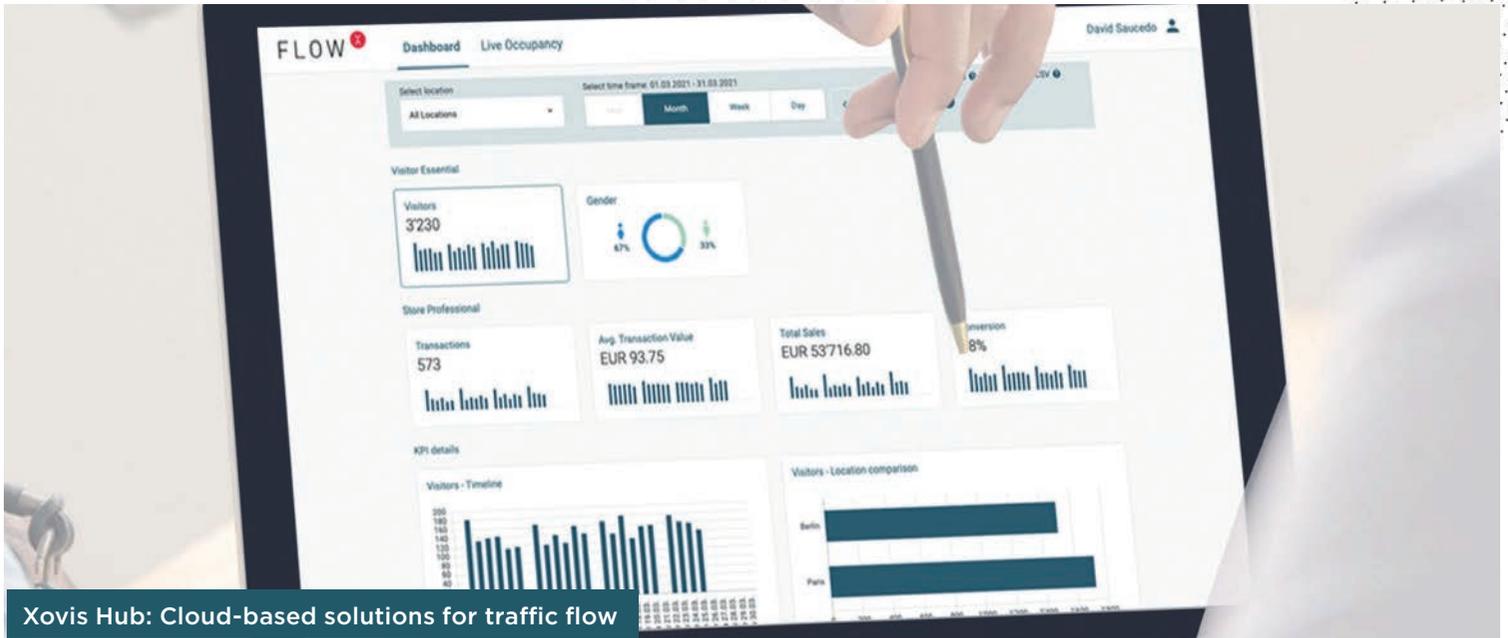
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MAPIC IN FOCUS: INNOVATION



Xovis Hub: Cloud-based solutions for traffic flow

and marketing success, manage staff numbers during peak hours, avoid bottlenecks by guiding visitors into less crowded areas, and enhance product presentation by understanding gender statistics.”

Marketing technology provider Eagle Eye Solutions is partnering with influencer marketing platform, XInfluence, to provide

FMCG brands and advertisers with an end-to-end influencer marketing tool to drive omni-channel sales. XInfluence’s platform now integrates with the Eagle Eye AIR platform to enable promotional codes to be issued from influencer campaigns, which can then be redeemed both online and in-store/venue at the point of sale to track campaign performance.

XInfluence has access to over 90 million audited global influencers, who can now add an XPass link to their social posts. By clicking on the XPass link, consumers can save the promotional code, issued by the AIR platform, to their digital wallet and scan their code at the point of sale to receive their offer. These in store sales can be directly attributed to social media influencers.

Al Henderson, chief sales officer at Eagle Eye Solutions, says: “The integration between our platforms provides marketers with an end-to-end view of how influencer marketing delivers omni-channel sales.”

Data insights specialist Mytraffic recently raised €10m, with Alven as lead investor, alongside Kernel, participating as an existing investor. The company plans to use the funds to develop its product features and accelerate its growth in France, The Netherlands, Belgium, UK, Germany, Italy and Spain.

Mytraffic provides accurate and dynamic insights on physical places (stores, malls, offices or logistic centres) to retail, real estate asset owners and cities through its SaaS platform. The data and software allow property owners to set the right rental price, retail networks to select the best locations for expansion, mall marketing managers to select areas to activate their marketing efforts, or city planners to assess the impact of an event.

“The COVID crisis has led to high volatility and has put a lot of pressure on decisions regarding physical locations, for malls, shops, offices, logistics or city-centre managers. Our mission at Mytraffic is to support them in coping with this uncertainty,” Hakim Saadaoui, co-founder of Mytraffic, says. ■

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Leading industry figures look ahead to the future of retail

The opening day in Cannes begins with a conference programme setting out the core themes for 2021 and a keynote from French department store chain Galeries Lafayette, while LeisurUp will make its debut alongside MAPIC.

MAPIC is back. The same, but different. For 2021 the event will once again showcase the most important developments, investments and retail activity taking place across Europe and the world. However, just like the global industry, MAPIC's evolution has been accelerated during the pandemic.

So this year the show will be more diverse than ever —with a host of new players joining the familiar names in Cannes and

the official, physical launch of adjacent leisure event LeisurUp and the arrival in the south of France of F&B showcase The Hapetite, which originally ran alongside MAPIC Italy, in Milan. To give you some help in navigating the three days in Cannes, we have picked out a few of the key speakers and sessions, and asked some of the main actors to discuss how they are repositioning their businesses to align with the new consumer. ■

People & Places: A New Chapter

Philippe Houze, Galeries Lafayette Group

THE OPENING session at MAPIC will highlight the core message of people and places, as the retail real estate industry continues its recovery from the impact of the global pandemic.

Galeries Lafayette Group executive chair Philippe Houze will outline his vision and ambitions for the future, exemplified in the latest development by Galeries Lafayette Group to create a new city centre in Annecy — that has been described as the best French city to live in. This is one of the group's flagship projects — a 10,000 sq m extension around its department store, which is itself undergoing an internal remodelling. It is an ambitious programme that the group's real estate division, Citynove, launched with French architect Manuelle Gautrand and Danish designer David Thulstrup, to adapt the site to reflect changes in the retail industry and, above all, to the unique character of Annecy, with the aim to establish a new city centre.

Within the extension and large glass facades, 30 new stores have been created to provide more services, more space and more comfort, including a wide restaurant offer, with family-oriented, local and bistro concepts; the city's largest organic food store; local services such as the Post Office; a space dedicated to sports of more than 1,000 sq m; and local and international brands.

Selvane Mohandes, managing director of the International Association of Department Stores, will be posing the questions and adds: "Galeries Lafayette has really led on transformation and sustainability, so we want to find out more about its role in the community and also its strategy of local and flagship stores."



Fast Changing Consumer Behaviours

Tai Zvi Nathanel, Showfields

"The important change is in consumer expectations," says Tai Zvi Nathanel, CEO, Showfields. "This happens under the surface, and that's the challenge, you need to bet on how these expectations will shape. When behaviours have changed, it's already too late." He believes these expectations are now clear. Customers understand their options and each decision now comes with "intent" and expectations — Nathanel explains: "If I came to the store; it can't be for what I can get online. If I came to the office, it can't be for what I do at home."

He adds: "Brands are an extension of our personality. By getting to know them better, we can better understand and express ourselves. All brands understand that they can't survive with one channel."

With declining store numbers and a reframing of anchors, he says that property owners need to become experts on the brands of tomorrow, learn their language, and provide the tools they need. "They will quickly find out that even e-commerce brands can take 50-500 stores," he says.

"Showfields works with property to give them tools, access to brands and service."



DAY-ONE HIGHLIGHTS

From Responsible Consumers to Sustainable Places Etienne Dupuy, Nhood

PEOPLE, planet and profit are the three pillars of the mixed-use urban development being taken forward by French developer Nhood. CEO Etienne Dupuy is driving a new approach to commercial mixed-use retail development and retail shopping centres. "At Nhood, we indeed believe that the three elements — people, planet, profit — are equally important and cannot be separated. They actually combine in synergy," he says, describing the company's mixed-use urban development philosophy. "Now more than ever, the sector needs new solutions in order to protect communities and the environment. We feel that the retail industry is in need of a profound improvement to meet people's new needs."

He says that these create, and recreate, the social ties that make up the city and urban development and says that Nhood's ambition is to create "neighbourhood-level living spaces" where functions complement and re-inforce each other while having a triple positive impact: improving the environment, improving people's well-being and development and, obviously, creating value.

"It is impossible to change the retail sector or real estate sector without thinking about the evolution of the city and the resilience of the urban model," Dupuy says. "Our responsibility is to support the development of best practices generated by communities for a better quality of life in the city, offering a mix of local activities and functions that are useful for everyone, with commerce acting as a bond, and resilience being part of the solution. Our sites are indeed part of the urban fabric, they benefit from and contribute to it."



Leisure and Retail: A new chapter Pascal Ferracci, CEO, Parc Reunidos Nicolas De Villiers, Grand Parc Du Puy Fou

THE FIRST LeisurUp keynote speakers are Pascal Ferracci, CEO, Parc Reunidos, and, Nicolas De Villiers, president, Grand Parc Du Puy. De Villiers oversees a leisure attraction business that originated in France but has expanded to locations in Spain and has upcoming projects in China, with each adapted and personalised for its host place.

He says that searching for a location — chosen for a mix of reasons including the local history and back-story of a potential site — is about much more than simply the catchment and involves careful consideration.

"For us, two things are very important in choosing the place and the location of the project: authenticity, which means the project has got roots; and beauty, of course. Because it has to be very beautiful," he says. "This is the reason for you coming to a beautiful project, you visit a beautiful show, because of beauty and because of authenticity."



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DAY-TWO HIGHLIGHTS

Sessions put focus on France and the future of real estate

The second day of MAPIC will see some of the most important issues facing the industry addressed in presentations by key executives from around the world, as well as special events dedicated to designer outlets, multi-franchise units and retail and leisure real estate investors.

France Forum

Michel Ohayon, president, Groupe FIB

Michel Ohayon is in the ideal position to talk about opportunities in France. The FIB (Financiere Immobiliere Bordelaise) group was founded in 1990 and now employs nearly 5,200 people. The family-owned investment, development and management specialist continues to invest in the heart of many cities in France, aiming to position itself in the best locations and to regenerate historical locations. It operates in various sectors including with the Hermione People & Brands retail group, luxury hotel operators, fine dining, vineyards, higher education and commercial real estate development.



Business Transformation: Operating Models, Initiatives And Cases

Yves Curtat, founder and CEO, Retail Reload

Hear from Yves Curtat, part of the team that will be showcasing the Etam digitally-enabled pop-up store at MAPIC.

This heavyweight panel session also includes Christophe Gormart, group director of security, risk and crisis management at Unibail-Rodamco-Westfield and Ludovic Flandin, head of RSE, Delhaize.



People And Digital: A New Chapter

Soumia Hadjali, chief digital officer, EME, Sephora

Innovation will be in the spotlight during this retailer session with LVMH-owned Sephora, as Soumia Hadjali discusses experience and humanity and how to combine physical and digital, the acceleration of digital in physical spaces through new services and new formats and the rise of pure-play brands, marketplaces, and DNVBs as they increasingly seek physical places to enrich their digital journey. Hadjali can call upon a career that has encompassed hospitality, media and telecoms, as well as retail with beauty specialist Sephora, providing her with a broad perspective on the new opportunities to connect with consumers.



Italy Forum: Back to the future

ITALIAN retail — which as ever will have a strong presence at MAPIC — has been undergoing a period of change, in terms of organisation of spaces and purchasing trends by customers, with the issues to be discussed during Italy Forum: Back to the Future, on December 1.

Roberto Zoia, CNCC president and director of heritage, development and management, IGD SIIQ, underlined this at MAPIC Italy recently: “A very important theme is sustainability,” he said. “Public opinion and politics have now understood that we have at heart a series of missions in this sense, which we want to carry out and implement and will guide the future of the shopping centre industry.”

And he stressed: “The next challenge will be to work on the ‘Recovery Plan’ and on the aspects that will help our industry. We have learned that nothing can be

achieved alone. Presenting ourselves as an industry is fundamental today.”

Indeed, change is connected to a stronger partnership between owners and retailers and IGD SIIQ chief operating officer Daniele Cabuli says of its presence at MAPIC: “There will be a certain emphasis on leisure at this edition: we will also present solutions which respond to the needs that emerged in the various surveys taken, like the desire to go out again, to have fun and take care of yourself. Above all our participation will be shaped by the idea of a renaissance.”

Also at MAPIC Italy, Raoul Ravara, asset management director, Hines Italy, added that the company is investing in the ‘living asset’ class, including a new retail concept. He cited the Velasca Project, a new concept of a mixed-use building, including offices, retail and residential.

“The project will be completed in mid-2023 and, more importantly, will include the entire redevelopment of the square in front, with the inclusion of green areas in order to support retail and its new needs, he said.

Another long-time MAPIC participant, Svicom, has been pushing forward with a number of developments, having supported the launch of La Birreria in Naples, Maregrosso in Messina, Granroma in Rome, and Bari Santa Caterina retail park in Bari. Leasing is also ongoing at Go! Torino, located in the city centre, which opens in 2022. ■



THE OPENING of two Smart format stores in the city centres of Rome and Turin marked the next step in the implementation of German consumer electronics giant MediaMarktSaturn's new store strategy. It is introducing four concepts at its approximately 1,000 stores, underlining the importance of its brick-and-mortar estate within its omni-channel strategy. The company has introduced the Core, Lighthouse, Smart and Xpress formats, tailored to different target groups and local requirements. “With our new store formats, we are moving even closer to our customers, offering them the best product assortment, excellent services and outstanding customer advice — in an attractive city centre location, conveniently around the corner or in a spectacular technology experience world,” says chief commercial officer Guido Monferrini.

MAPIC Outlet Summit

A special session dedicated to the outlet sector will take place on Wednesday, December 1, from 16.30 to 18.00, with a keynote session and roundtables, in partnership with Magdus and moderated by Lisa Wagner, principal at TORG

SPOTLIGHT

The French outlet market

SINCE the pandemic, the French outlet industry has shown resilience “through resistance and adaptation”, according to Magdus chief executive Caroline Lamy. Challenges have included long closures during the two lockdowns, travel restrictions, a decrease in international tourism and changes in consumer behaviour. “But,” she adds, “despite a decrease in visits, the French outlet centres have registered a higher average spend per visitor thanks to the attractiveness of their retail concept: an open-air model, attractive and secure shopping environments, strong brand offers, four- and even sometimes five-star service and a reduced scale compared to traditional shopping centres. “The location of some schemes close to holiday routes has allowed them to generate new customer flows,” Lamy says. “This has also been possible thanks to the agility and the professionalism of all the outlet players, in terms of marketing campaigns — more focused on local and regional scales — and leasing strategies.”



Magdus' Caroline Lamy

SPOTLIGHT

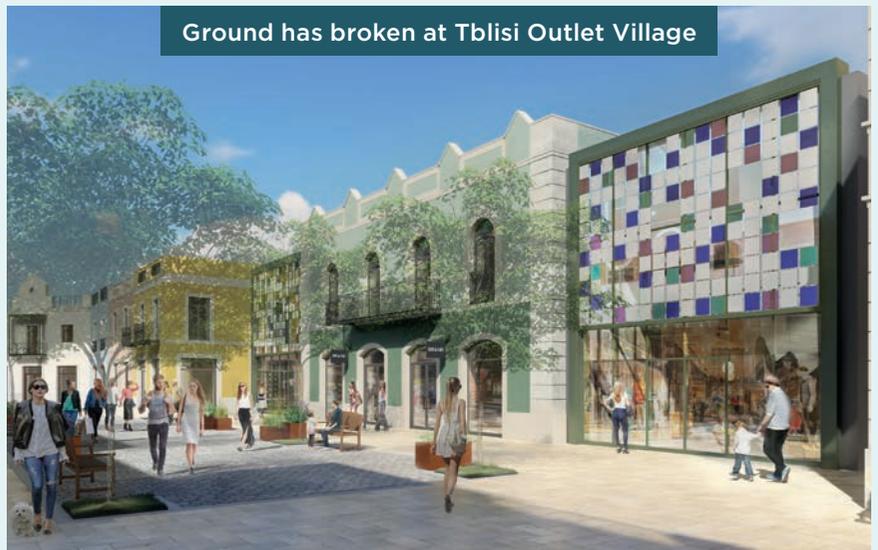
Global opportunities for outlets

THE US factory outlet sector is typically less biased towards international tourists than Europe, however many schemes are based close to attractions and, pre-COVID, have focused on vacationing visitors. “We have nine centres across the country, which are quite diverse, including those in densely populated urban areas and the more classic resort outlets,” The Outlet Resource Group (TORG) principal, Lisa Wagner, says. “What is consistent is that they have all recovered really strongly. And traffic is up close to 2019 levels, but spending is well above. So people are really arriving with purpose.”

She adds: “What I hope is that we have grown the customer base. Obviously we are looking forward to welcoming tourists back but what we have seen is people who were perhaps mall and big-box shoppers coming into the outlets and — as long as the outlets and the stores provide them with a good experience — we would hope to see many of them back. So we hope we have a bigger audience.”

Wagner also predicts that Mexico will be the next regional market to be developed and believes that there are plenty of opportunities globally, beyond the US and Europe (in the latter, ground has broken at Tblisi Outlet Village). After meeting at a previous MAPIC, Dubai-based Al Futtaim and TORG have been working on a feasibility study on the opportunities in the Gulf region. A Festivals Outlets concept has been created — “bridging the link with its Festival City mall concept and an outlet element is to be added to Dubai Festival City.”

Ground has broken at Tblisi Outlet Village



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Investor networking session to focus on post-pandemic future

A NETWORKING breakfast takes place at the Salon des Ambassadeurs, Cannes on Wednesday, December 1, connecting investors and developers.

One of the key questions at the invitation-only event will be about how the market is valued and how prospects for the European retail real estate market are shaping up. “Are we at the bottom of the cycle? I am not sure,” says Eric Decouvelaere, head of retail EMEA at CBRE Investment Management, which has a €15.2bn retail platform in EMEA, including shopping centres, on the high street and in retail parks. “There are too many uncertainties. What we can say is that there is still to be a post-pandemic clean-up.”

Decouvelaere believes retailers need to think of their stores as combined selling, brand, media and logistics [click & collect] sites: “As real estate operators, we need to become a platform for this and not just by saying these things — we need to walk the talk,” he insists. “It’s about B2B, B2C and also C2C, because we know that social media can make somewhere fly or die in a flat minute. And sustainability is also crucial; we have to be part of our community and contribute to our location.”

While deals have been slow this year, the Canada Pension Plan Investment Board (CPP Investments), a lender to the Trafford Centre since 2017, took ownership of the out-of-town Manchester mall following unsuccessful attempts to find a buyer after owner Intu entered administration.

Geoff Souter, managing director and head of real assets credit at CPPIB Credit, says: “While conditions for retail in 2020 have been very challenging, we are able to take a long-term view and believe that, with strategic management and investment, the Trafford Centre has strong prospects.” ■



CPP Investments has taken ownership of Manchester's Trafford Centre

Franchising is fuelling F&B expansion

AN INVITATION-only networking lunch — the Multi-unit and Master Franchise Summit — takes place at the Salon des Ambassadeurs, in the Palais des Festivals, on Wednesday, December 1, showcasing retailers, restaurant chains and leisure operators.

With franchising offering a cost-effective way for retailers, F&B and leisure operators to expand into new markets, a participant in the Summit, Thomas Rose, co-founder of P-Three, has pointed to a few of the names to watch in the F&B sector.

Joe & The Juice has been expanding outside its native Denmark for a number of years, Rose says. And “with an increasing consumer focus on wellness, its fresh juices are going to continue to be in demand and we see further expansion across Europe”.

In the UK, Spain, France and Germany, Five Guys has operated a JV model — and a franchise basis in other markets, “with drive-thru to follow in France and the UK”.

Carls Jnr, another large US brand with 79 restaurants in

Europe across France, Spain, Denmark, Russia and Turkey, opened seven new sites in 2020, and is planning at least 20 new sites across Europe over the next 18 months, again using franchise partners to drive expansion. ■



US brand Five Guys, well established in Europe

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Day three: Food and beverage takes centre stage

The concluding day in Cannes turns the focus firmly on food and beverage, with The Happetite making its physical debut in Cannes and a host of top F&B speakers discussing the evolution of the sector as people socialise once more.

The new chapter for restaurant players

Jonathan Doughty, project director, leasing services, ECE

FEW INVOLVED in the food and beverage sector will need any introduction to Jonathan Doughty, who established Coverpoint — which he sold to, and ran for, JLL — and now works with German retail developer ECE. As he examines a new chapter for the food and beverage market, Doughty stresses that he believes expertise in the F&B sector will become an increasingly valuable commodity: “It’s not an easy sector to understand. Those that do are becoming more and more valuable, because we understand the business model. We need to know absolutely everything about the foodservice industry if we’re going to capitalise,” he says.



Reboot the restaurant industry: Key figures and trends

Jochen Pinsker, senior vice-president, The NPD Group

ALTHOUGH the lockdowns are over, many aspects of the way we live our lives are still in flux and this has heavily impacted the F&B sector — where, when and how people dine, according to Jochen Pinsker. “One of the most important visit situations is connected to work — on the way to work, during a lunch break or for a snack. Many of us use different parts of the market,” he says. However, the more people work from home, the less they need these services. Since people are spending more time at home, all those services that support that, mostly delivery but also drive-thru counters and some takeaway options, have benefitted. “Many of the trends we have seen before the crisis but were boosted during COVID-19 are here to stay: delivery, click & collect, drive-thru and digital ordering. The ‘homing’ trend, which we reported many years before COVID-19, has also seen a boost,” says Pinsker. This is further supporting delivery and takeaway and since quick service is better placed to leverage that growth, this category could be the winner from the crisis.



People, planet, profit

Mario Bauer, brand ambassador, Vapiano

MARIO Bauer, a hugely well-known figure in the F&B sector, is addressing the inter-linked issues of people, planet and profit. One of his latest ventures has been to rescue pizza and pasta group Vapiano, which was acquired by a group of investors led by former Vapiano director Bauer in partnership with the Savour Group earlier this year. Bauer acquired the global Vapiano brand and franchising rights along with a number of restaurants in Germany, France, Luxembourg and Australia, before taking on the UK Vapiano business, which went into receivership in April. He is now co-founder and CEO of the newly-formed Vapiano holding company, Love and Food Restaurant Holding. The investors have set up a partnership with Savour Group, a company founded by three family offices, the Dominvs Group, Naveen Handa and Krit Srichawla. “It was of the utmost importance to us to preserve a strong presence in London, a city that is a global show-room for brands such as Vapiano,” Bauer says. “Together with the Ahluwalia family [Dominvs Group] we look forward to growing and sustainably expanding our restaurants in the UK.”



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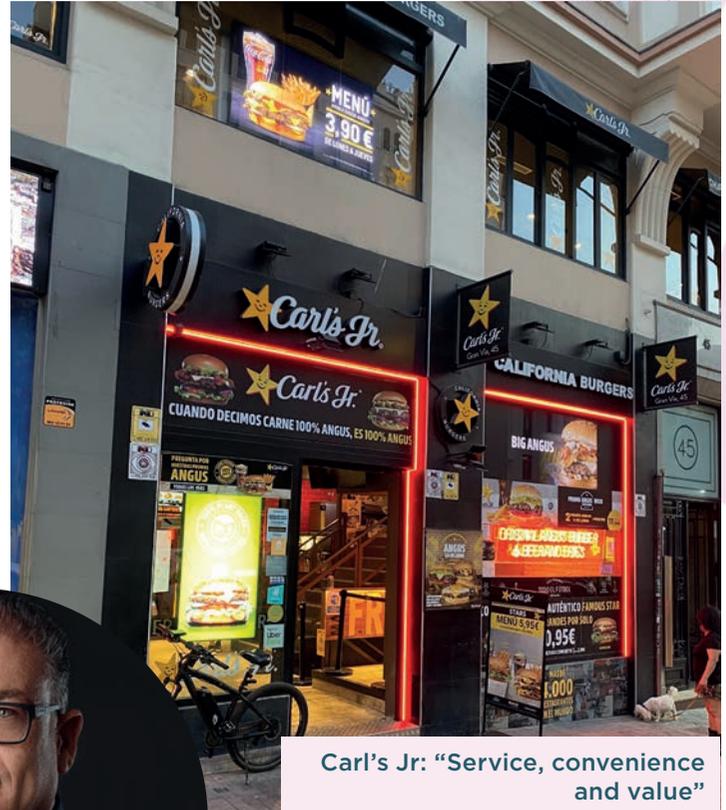
Differentiation, drive-thru and delivery propel Carl's Jr expansion plans

Carl's Jr is determined to benefit from both the company's Californian heritage and its establishment of a European business to spearhead continental growth. Vice-president of international development Marc Mushkin explains its plans to expand through franchise.

Milkshakes," is the answer when vice-president of international development at Carl's Jr, Marc Mushkin, is asked about differentiation in a crowded and competitive quick-service market. "When you go to other restaurants they give you a milkshake from a machine. At Carl's Jr someone scoops the ice cream and spins the ingredients just like the old-fashioned American soda fountains. There's nothing wrong with the first approach, but ours tastes better."

Of course it's not just about milkshakes, rather it's just one example of why Mushkin believes the burger chain, which has established a European base as it prepares for growth both across the continent and further afield, is well-placed to stake a foothold in key European markets. Currently, Carl's Jr has opened stores in France and Spain, Russia (where it has just signed with a new franchise partner) and Turkey, growing to around 80 European outlets. He says that store expansion has been "a little slower than anticipated" but reflects that taking time has actually become a valuable commodity, allowing the franchisees to work out how each market is best served. In France that is predominantly through larger outlets and a focus on expanding with drive-thru. In Spain, the operation is "going up a gear" in its second year, with smaller outlets and an omni-channel model. Carl's Jr has also entered Northern Europe through Denmark Supermarked, illustrating, Mushkin says, that it is happy to adapt its format to the market where the opportunities exist. This extends to the menu too, where local variations are accommodated to supplement the core, California-heritage offer.

While expansion will continue in existing markets, Mushkin says: "We really have our sights set on Germany and



Carl's Jr: "Service, convenience and value"



Marc Mushkin

the UK. Britain's quick-service sector is very mature and competitive but we think that our offer, which provides an upgraded experience but is not at the price point of premium operators like Five Guys, will really fit that equation of service, convenience and value."

For Mushkin, attendance at MAPIC, where it is global sponsor, is about Carl's Jr building brand awareness and finding partners, because the company is eager to grow through franchise, believing that allying with local companies is the best way to expand quickly and make use of local expertise. It also means that franchisees can bring proposals for new formats and innovations to the brand. "In Australia and the Middle East we've backed a much more modular system for stores and we've introduced more contactless options, while we are building in pick-ups so that delivery drivers don't interfere with the in-store experience, which is very important for Carl's Jr," he says. "We want to make collection seamless but we really believe in the appeal of in-store dining. While omni-channel is obviously very important, we feel that you can't beat engaging in person and, for all the rise in delivery, people will continue to gravitate back to the in-store experience." ■

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TUESDAY 30th NOVEMBER 2021

All conference sessions held in the MAPIC studio will be live-streamed on the digital platform.

MAPIC TV STUDIO

09.30 - 10.00

OPENING SESSION PEOPLE & PLACES: A NEW CHAPTER

- Retail & people: vision & ambitions for the future
- Art & culture: how retail spaces are becoming places for uplifting experiences
- Bringing together retail and innovation to stay one step ahead
- Environmental and social challenges to building a sustainable retail strategy

11.30 - 12.00

PLACEMAKING: THE HUMAN-CENTRED APPROACH

- Socializing, interacting: the crucial role of commerce
- (Re)creating vibrant meeting places & multi-purpose locations for people to come together
- Shopping, working & living, moving closer together: which mix between retail, leisure and food & beverage?
- How has the new tenant mix impacted the configuration of space?
- The latest mixed-use and lifestyle destinations projects

14.00 - 14.30

OPENING SESSION LEISURE & RETAIL: A NEW CHAPTER

- Emotion, interaction, socialisation: leisure, time to reconnect!
- Focus on synergies between leisure & retail to (re)create true destinations & enhance visitors experiences
- Location, social habits, catchment area... how to better adapt your offer
- The next challenges & opportunities for leisure operators
- Impact on the local economy

16.00 - 16.30

SOCIALISING IN THE NEXT GENERATION FECs

- The importance & the key role of social interactions in everyday life
- FECs : invest in places where people & families can meet, make new experiences & spend their free time
- Gaming, competition, educational programs, flagship shops... : find the perfect mix of activities, food & retail
- Explore the boom of FECs & the most profitable business models

10.30 - 11.00

FAST-CHANGING CONSUMER BEHAVIORS

- Home, shopping, work, learning...: how consumer behaviours have changed across every aspect of our lives
- Spotlight on emerging trends: meet the new consumer!
- Retailers, brands & property players: rethinking how and where to connect with consumers
- Expectations of experience, sustainability and humanity: the new synergies between retail, food & leisure

12.30 - 13.00

FROM RESPONSIBLE CONSUMERS TO SUSTAINABLE PLACES

- The rise of 2nd hand, local consumption, values-based brands, CSR, sustainability...: how to better serve the new ethically-aware consumer
- Will secondhand shopping change the fashion industry? Which impact on prices & retail business models?
- Sustainability: the new standard & a key driver of growth

15.00 - 15.30

LEISURE INDUSTRY SNAPCHAT: RESTARTING YOUR BUSINESS

- Industry key figures & major trends all over the world
- Entertainment: latest customer insights & new expectations
- Discover innovative leisure projects from around the world
- Upcoming trends for the next decade

17.00 - 17.30

SPORT ATTRACTIONS IN RETAIL SPACES

- Overview & challenges of the sports attractions industry
- Focus on innovative projects & solutions
- How to incorporate indoor & outdoor sports attractions into retail destinations: formats, specifications, requirements...
- Optimise partnerships between operators, landlords & suppliers

RETAIL HUB

11.00 - 12.00

LeisurUp

LEISURE TALKS

A unique chance to discover innovative leisure concepts & operators. Come & build business connections with them!

14.30 - 15.30

CITY TALKS

Spot in exclusivity available spaces & new development opportunities in city centres & peripheries!

16.00 - 17.00

RETAIL TALKS: FOCUS ON ITALIAN BRANDS

Spot & connect with Italian renowned retailers, new brands & DNVBs!

MAPIC INNOVATION FORUM

10.00 - 11.00

INNOVATION TALKS

Discover the latest innovations to increase the performance of your stores & retail destinations!

15.30 - 16.00

CREATING A SEAMLESS PHYGITAL EXPERIENCE

- What are the recent success stories we have experienced?
- What has landlord to offer for the retailers?
- What options do the shopping centers have for winning the consumers attention online?

MAPIC 2021 AT A GLANCE CONFERENCE PROGRAMME



Discover the onsite programme of our flagship event held in Cannes.

WEDNESDAY 1 DECEMBER 2021

All conference sessions held in the MAPIC studio will be live-streamed on the digital platform.

MAPIC TV STUDIO

09.00 - 09.30

LeisurUp

LEISURE & DIGITAL TO EMPOWER THE GUEST EXPERIENCE

- The appeal of immersive experiences to transport people into another world
- Art, culture, history, gaming...: creating unique places to attract visitors
- VR, AR, lighting effects... enhancing guests experiences through technology
- Discover the most innovative experiences all over the world

10.00 - 10.30

LeisurUp

ACTIVATING BRANDS & SPACES: THE POWER OF STORY TELLING

- (Re)creating unique emotional experiences & activating spaces with brands
- How to increase traffic & revenues through brand communities
- Explore the benefits that IP based attractions can bring
- A win-win model between IP owners, operators & landlords: what is the right approach?

11.00 - 11.30

mapic

PEOPLE & DIGITAL: A NEW CHAPTER

- Experience & humanity: how to combine physical & digital
- The acceleration of digital in physical spaces through new services & new formats
- Pureplay brands, marketplaces, DNVBs... Physical places to enrich the digital journey

12.00 - 13.00

mapic

FRANCE FORUM

- What's the outlook for the French retail market?
- Will France look beyond the pandemic to a bright future?
- Will the French retail market still attract investment?

14.00 - 14.30

mapic

BUSINESS TRANSFORMATION: OPERATING MODELS, INITIATIVES & CASES

- How do companies need to evolve to win & remain relevant?
- Digital transformation, reshape the physical network, inject innovation, sustainable shift...: what impact on organisation & management?
- Transforming traditional organisations into innovative mixed teams
- Discover the best initiatives to drive performance and profitability

15.00 - 15.30

mapic

IMPACT OF NEW RETAIL ON LOGISTICS

- Recasting the retail store & the new role of logistics
- Warehouses, platforms, hubs... : what is the best solution?
- Challenges for last mile delivery with the boom of ecommerce to serve customers
- How to build a more sustainable city logistics

16.00 - 16.30

mapic

HOW CITIES CAN REORGANISE TO RECONNECT PEOPLE

- Time to reconnect: the major role of cities
- Interaction, sustainability, new working habits...: how cities are being transformed at their core
- Impact on the tenant mix: (re)integrating retail, leisure & food in the new urban landscapes
- Which sectors are outperforming?

17.00 - 18.30

mapic

ITALY FORUM: BACK TO THE FUTURE

- Welcome & opening speech
- Research & Reopenings 2021: the state of the art
- Retail Real Estate: the projects in the pipeline
- Closing remarks

RETAIL HUB

11.00 - 12.00

THE HAPPETITE
by mapic

FOOD TALKS

A unique chance to discover international restaurant & food concepts. Come & build business connections with them!

15.00 - 16.00

mapic

RETAIL TALKS: FOCUS ON FRENCH BRANDS

Spot & connect with French renowned retailers, new brands & DNVBs!

MAPIC INNOVATION FORUM

10.00 - 11.00

mapic

INNOVATION TALKS

Discover the latest innovations to increase the performance of your stores & retail destinations!

11.30 - 12.30

mapic

MERGING THE DIGITAL AND PHYSICAL IN MALLS AND MEETING PLACES

- With the digital evolution of malls, what new technologies are being employed?
- Can data improve the customer journey and experience?
- Are tenant revenue models improving landlord and tenant relationships?

PREMIUM NETWORKING EVENTS PROGRAMME

mapic®

5 on-site premium networking events held in Palais des Festivals to connect & discuss with c-level targeted professionals. All these events are by invitation only.

WEDNESDAY 1 DECEMBER - SALON DES AMBASSADEURS

09.00 - 10.30

mapic

MEET THE INVESTORS

Looking to finance your upcoming retail real estate project?

Connect and set deals with key international investment companies looking to complete their portfolio with new assets.

10.30 - 12.30

LeisurUp

LEISURE WORKSHOP: A NEW CHAPTER FOR PEOPLE & PLACES

Looking to build vibrant experiences for places and spaces?

Join a high-level networking event, gathering the best leisure operators and the most important international real estate players to do business, find the right partners, think about new business models, network and discover the latest LBE trends & projects.

12.30 - 14.30

mapic

MULTI-UNIT & MASTER FRANCHISE SUMMIT

Looking to boost the development of your business around the world?

Join retailers, restaurant chains & leisure operators looking to connect with leading international multi unit franchise partners.

14.30 - 15.30

mapic

MEET THE FRENCH CITIES REPRESENTATIVES

Connect with French cities representatives looking to meet and set deals with retailers, leisure operators, restaurant chains, landlords & other property players in order to dynamise their city centres.

16.00 - 18.00

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MAPIC OUTLET SUMMIT

People & outlet destinations: a new chapter

Discuss the new face of the outlet industry with outlet experts. The outlet summit will start with a keynote, followed by workshops and a networking cocktail.

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MAPIC 2021 AT A GLANCE CONFERENCE PROGRAMME



Discover the onsite programme of our flagship event held in Cannes.

THURSDAY 2 DECEMBER 2021

All conference sessions held in the MAPIC studio will be live-streamed on the digital platform.

MAPIC TV STUDIO



09.50 - 10.10

THE
HAPPETITE
by mapic

REBOOT THE RESTAURANT INDUSTRY: KEY FIGURES & TRENDS

- Post-restart first learnings & the future shape of the out-of-home market
- Impact of the new working habits on the restaurant industry
- How loyalty has changed in the pandemic
- Discover the changing needs for F&B in cities, shopping centres & travel retail

10.40 - 11.10

THE
HAPPETITE
by mapic

INTEGRATING RESTAURANTS INTO LIFESTYLE DESTINATIONS: NEW MODELS, NEW NEEDS

- How can food create vibrant experiences for customers in lifestyle destinations?
- How to mix food with retail & leisure to build unique places
- Innovative solutions from property players to meet new food players needs
- Focus on innovative urban & iconic projects models

12.30 - 12.50

THE
HAPPETITE
by mapic

PEOPLE, PLANET, PROFIT

- Local consumption & CSR: how the increasingly conscious consumer changes the restaurant market
- Sustainability as a real key driver for the hospitality & food industry
- The best cases for growing profits with the right values

16.00 - 16.30

mapic

HOW CITIES CAN REORGANISE TO RECONNECT PEOPLE

- Time to reconnect: the major role of cities
- Interaction, sustainability, new working habits...: how cities are being transformed at their core
- Impact on the tenant mix: (re)integrating retail, leisure & food in the new urban landscapes
- Which sectors are outperforming?

09.00 - 09.20

THE
HAPPETITE
by mapic

THE NEW CHAPTER FOR RESTAURANT PLAYERS

- Experience & interaction: how will customer needs transform the industry?
- The restart: challenges & opportunities for hospitality industry players

11.40 - 12.00

THE
HAPPETITE
by mapic

FOOD & TECH: THE NEW STANDARDS TO DRIVE YOUR BUSINESS

- Recasting food places: snapshot & trends
- Delivery, digital solutions, seamless experience...: overview of the latest technologies that are becoming industry standards
- The emerging food-to-go trend: how digital ordering can enhance restaurant grab-and-go sales
- What impact on restaurant locations & organisation?

13.00 - 14.00

THE
HAPPETITE
by mapic

HOW TO FINANCE THE GROWTH OF YOUR CHAIN WITH PRIVATE EQUITY PARTNERS

Networking lunch - By invitation only

17.00 - 18.30

mapic

ITALY FORUM: BACK TO THE FUTURE

- Welcome & opening speech
- Research & Reopenings 2021: the state of the art
- Retail Real Estate: the projects in the pipeline
- Closing remarks

RETAIL HUB

11.00 - 12.00

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RETAIL TALKS: FOCUS ON INTERNATIONAL BRANDS

Spot & connect with international renowned retailers, new brands & DNVBs!

MAPIC INNOVATION FORUM

10.00 - 10.30

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SUSTAINABILITY, THE KEY DRIVER OF INNOVATION?

Panel session - more information coming soon...

11.00 - 12.00

mapic

INNOVATION TALKS

Discover the latest innovations to increase the performance of your stores & retail destinations!

14.30 - 15.30

MAPIC 2021 CLOSING REMARKS

PEOPLE & PLACES: THE NEXT CHAPTER

THEY WILL SPEAK

Discover our first confirmed speakers among the 150+ decision-makers who will be on stage in Cannes.



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Sephora



Michael Harrison
Co-Founder & COO
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THEY WILL SPEAK

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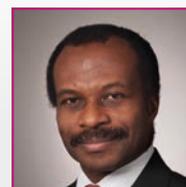
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Retailers, leisure & food concepts by activity

Registered companies
as of 15 October 2021

Clothing, Accessories & Footwear Stores

Culture & Media Stores

Department Stores

Food & Beverage

Grocery Retail

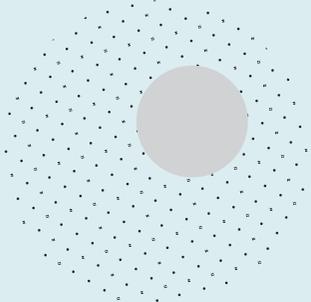
Health & Beauty Stores

Household/Gardening & Pet Stores

Leisure Concepts, Operators & IP Owners

Sportswear & Sports Equipment Stores

Utilities & People Services Stores



Continuons d'écrire l'Avenir du **Commerce** ensemble

les **21 & 22**
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BERNABEI DAL 1886 Italy
BERSHKA Lebanon
BESSON CHAUSSURES France
BESTSELLER Denmark/Italy
BIJOU BRIGITTE Germany
BIMBA Y LOLA Spain
BIZZBEE France
BOCAGE France
BRICE France
C&A Germany
CALZEDONIA Lebanon
CAMAIEU France
CARRE BLANC France
CHANTELLE France
CHAUSSEA France
CLAIRE'S France
CLEOR France
CLIPS DK DOO Serbia
CUL ET CHEMISES France
DAMART France
DCM JENNYFER France
DEICHMANN Germany
DEMAARSE PARIS France
DEPOSITOS ALMACENES NUMERO UNO, S .A. Spain
DIRAMODE - PIMKIE France
DOLCE & GABBANA Italy
DRESCO France

DRMARTENS France
ERAM France
EXCELLENCE France
FAGUO France
FASHION CUBE France
FRANCO GIOELLI France
FUNKY BUDDHA Greece
GALERIES LAFAYETTE France
GANT France
GAP France
GEMO France
GLORIA JEANS Russian Federation
GPOLAND Poland
GRAIN DE MALICE France
GTEX Georgia
GUESS Switzerland
HANES France
HAPPYCHIC France
HISTOIRE D'OR France
INDIGO PROPERTY Tunisia
INTIMISSIMI Lebanon
JACADI France
JULES France/spain
KAPORAL France
KARINE AUGIS France
KIABI France
KIK TEXTILIEN UND NON-FOOD Germany
KOON France
K-WAY France France
LACOSTE France
LE TANNEUR France
LEVI STRAUSS Spain
LIVY France
LOLALIZA Belgium
MAISON CENT VINGT-TROIS France
MANGO Spain
MARC O'POLO EINZELHANDELS GMBH Germany
MARC ORIAN France
MASSIMO DUTTI Lebanon
MATALAN United Kingdom
MAUS FRERES BRANDS GROUP France

MELLOW YELLOW France
MERKAL CALZADOS Spain
MF BRANDS GROUP SA Switzerland
MINELLI France
MIROGLIO FASHION SRL Italy
MONTLIMART France
MOUNTAIN WAREHOUSE United Kingdom
MARC O POLO EINZELHANDELS Germany
NARA MAXX Turkey
ONLY THE BRAVE SPA Italy
ORIGINAL MARINES Italy
ORORA SRL Italy
OROVIVO France
ORSAY France
OVS Italy
OYSHO Lebanon
PANDORA France
PARADE France
PARFOIS Portugal
PENTI Turkey
PETIT BATEAU France
PIMKIE France
PRIMARK United Kingdom
PROGRESSIUM France
PROMOD France
PULL&BEAR Lebanon
RED LUXURY France
REEBOK Lebanon
RETAIL BESPOKE France
RICHEMONT Switzerland
ROUGE GORGE France
SALAMANDER France
SCOTCH & SODA Netherlands
SINEQUANONE France
SMIZZE France
STRADIVARIUS Lebanon
STROILI France
STUDIO BARONI Switzerland
SWAROVSKY France
TAPE A L'ŒIL France
TBS France
TECNIFIBRE France
TENEZIS Lebanon

TERRANOVA France
THE KOOPLES France
THOM EUROPE France
TRESOR France
UNDIZ France
UNIQLO France
URBAN OUTFITTERS Netherlands
VETIR France
YSE France
ZADIG & VOLTAIRE France
ZHEJIANG SEMIR GARMENT China



Culture & Media Stores

FLYING TIGER COPENHAGEN Denmark
FRANCE LOISIRS France
GROUPE MAXI TOYS Belgium
HAMLEYS OF LONDON United Kingdom
IMPATIA Italy
JOUECLUB France
KING JOUET France
LA FOIR'FOUILLE France
LA GRANDE RECREE France
MAXI TOYS FRANCE France
MICROMANIA ZING Switzerland
TOYS CON TE Italy



Department Stores

CITYNOVE/ GROUPE GALERIES LAFAYETTE France



Food & Beverage

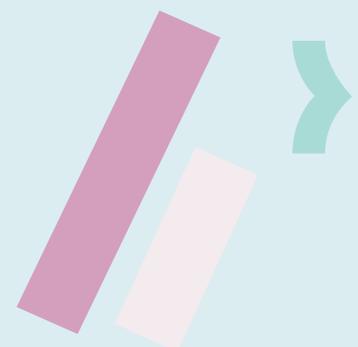
- 2THELOO** Netherlands
- ADRIFT BURGER** United Kingdom
- ALSEA EUROPA** Spain
- AMERICAN CUT** United Kingdom
- AMORINO** France
- AMREST** Czech Republic
- AREAS** France
- AT RESTAURANT** Italy
- ATELIER DU CHOCOLAT** France
- B.T.** Italy
- BALUMA VENTURES** Spain
- BCHEF** France
- BIG CHEFS** Turkey
- BIG MAMMA** France
- BIO&CO** France
- BIOBURGER** France
- BOCA MEXA** France
- BODEGA MEXICANA** Italy
- BOPARAN GROUP** United Kingdom
- BOULANGERIE LOUISE** France
- BOULANGERIE PAUL** France
- BOULANGERIES L'ATELIER PAPILLES** France
- BUFFALO GRILL COURTEPAILLE** France
- CAFFE BONINI** Italy
- CARL'S JR** France France
- CARLUCCIO'S** United Kingdom
- CHUCK CHICK** United Kingdom
- CINNAMON COLLECTION** United Kingdom
- CKE RESTAURANTS** United States
- COCO REINARHZ** United Kingdom
- COLUMBUS CAFE** Lebanon
- DE NEUVILLE** France
- DOUBLE ZERO** United Kingdom
- DUCK DONUTS** France
- DYNAMIC FOOD BRANDS SRL** Italy
- EATALY** Lebanon
- ED'S** United Kingdom
- EGG SHOP** United Kingdom
- EGGS N STUFF** United Kingdom
- EL TAKOY** United Kingdom
- ENTREPRISE BARAT** France
- ERPINGHAM HOUSE** United Kingdom
- FACTORY & CO** France
- FAUCHON PARIS** France
- FISH WORKS** United Kingdom
- FIVE GUYS** United Kingdom
- FLOOZIES** United Kingdom
- FOODBRAND** Italy
- FR L'OSTERIA SE** Germany
- FRAIS D'ICI** France
- FRANCESCA SARL** France
- FRANK'S SMOKE HOUSE** Netherlands
- GAME CHANGERS** United Kingdom
- GENERAL MILLS HAAGEN DAZS** France
- GEOFFREY ZAKARIA** United Kingdom
- GHOST BURGER** United Kingdom
- GIRAFFE** United Kingdom
- GIRAFFE STOP** United Kingdom
- GLORIA JENS'S COFFEES** Australia
- GOIKO GRILL GROUP** Spain
- GOOFRETTI WORLD** Spain
- GOURMET BURGER KITCHEN** United Kingdom
- GREENAWAY'S PIE & MASH** United Kingdom
- GROM** Italy
- GROUPE DELINEO** France
- GROUPE LE DUFF** France
- HABRA** United Kingdom
- HILL COUNTRY BBQ** United Kingdom
- HOLLAND & BARRETT** United Kingdom
- IL RISTORANTE** France
- ITALIAN QUEEN** France
- JANICE WONG** United Kingdom
- JOE & THE JUICE** Denmark
- KENTUCKY FRIED CHICKEN** Germany
- KFC FRANCE** France
- LA PATA NEGRA** France
- LADUREE** France

L'ATELIER PAPILLES France
LAURENZI Italy
LE CAMION QUI FUME France
LE CLUB CAF France
LE QUATRE France
LE SIR WINSTON France
LENA LU United Kingdom
LES 3 BRASSEURS France
LES FROMENTIERES France
LILLY'S United Kingdom
LOCO POLO Spain
LONG CHIM United Kingdom
LOS POLOS France
LOWENGRUBE Italy
LUNCHROOM United Kingdom
MA BENTO France
MAISON BREMOND 1830 France
MAITRE CHOUX United Kingdom
MATTHEW KENNY United Kingdom
MCDONALD'S Switzerland
MY SUSHI France
NESPRESSO France
NESTLE NESPRESSO Switzerland
ONIGIRI CASA POKE Mexico
OPSO United Kingdom
PANASIA France
PASSIONE ITALIA Italy
PAUL Lebanon
PAULANER FRANCHISE & CONSULTING Germany
PITTABUN United Kingdom
PEPPERICO France
PIADART RETAIL SRL Italy
PIVOT United Kingdom
POMME DE PAIN France
QUALITY United Kingdom
REFORM SOCIAL & GRILL United Kingdom
SALAD&CO France
SALSA SHOP Netherlands
SAS ANDRIEU France
SCARPETTA United Kingdom
SF1 COFFEE DOO Serbia
SLIM CHICKENS United Kingdom
SMITH & WOLENSKY United Kingdom

STARBUCKS COFFEE FRANCE France
SUSHI SHOW AARON COOPER France
THAI WOK Poland
THE AVOCADO SHOW Netherlands
THE BEAUMARLEY GROUP United Kingdom
THE GENTLEMAN BARISTAS UK / US / Saudi Arabia
THE NATIONAL United Kingdom
TIME OUT MARKET Portugal
UNILEVER France
VAPIANO Netherlands
VEG'D United Kingdom
VEGAN DOUGH CO United Kingdom
VIANDAS Spain
WING SHACK CO United Kingdom
WINGSTOP FRANCE France
WINGSTOP United States
WONDERTREE United Kingdom
YANN COUVREUR United Kingdom



ALDI Germany
ALICE DELICE France
DELI France
HOURRA France
LE COMPTOIR DE MATHILDE France
LOUIS DELHAIZE France
MESTDAGH SA Belgium
PARCELLE 26 BY HDMP France
SMATCH France
SYSTEME U France



**Health &
Beauty Stores**

ARABIAN OUD France
ARBONNE France
BEAUTY SUCCESS GROUP France
DP GROUP Italy
DR PIERRE RICAUD France
FLORMAR France
FRESH France
GOLD APPLE Russian Federation
ID PARFUMS France
JUNECO CAPITAL SRL Italy
KIKO Italy
KIOTIS France
L'ERBOLARIO Italy
L'OCCITANE EN PROVENCE France
MOI JE BAR A ONGLES France
NASHI ARGAN Italy
ORANGE THEORY FITNESS France
RITUALS COSMETICS France/Netherlands/Spain
SABON France
SAS LAFAYETTE COIFFURE France
SEPHORA France/Russia/Turkey
STANHOME France
SYMBIOSE France
THE BODY SHOP INTERNATIONAL United Kingdom/
 Spain
YVES ROCHER France

**Household
Gardening
& Pet
Stores**

3M+ MATERIAUX France
4MURS France

4SIMC France
ALINEA France
ANIMALIS France
ARNO France
ARTI PROS France
B&Q United Kingdom
BOCONCEPT France
BOIS MAURIS ODDOS France
BRICO DEPOT United Kingdom
BRICOCENTER France
BRICOMAN Italy/France
BTP DISTRIBUTION France
BUT INTERNATIONAL France
CALOR France
CAREO France
CASTORAMA France/United Kingdom
CELESTIN France
CENTRAKOR STORES France
CHRISTAUD France
CLEAU France
DELBARD France
DORAS France
ELECTRODEPOT France
EMOVA GROUP France
ENGLISH HOME Turkey
ENZA HOME Turkey
EPICENTR K Ukrain
FRESSNAPF/MAXI ZOO Netherlands
GAMM VERT France
GRANITI FIANDRE Italy
GROUPE HOME SALONS France
GROUPE MAISON DE LA LITERIE France
GROUPE PLATTARD France
HAPPY CASA STORE Italy
HENRY TIMBER France
ISKAYPET Spain
JARDILAND France
KERIA France
KOCTAS United Kingdom
KRUPS France
LA BOITE A OUTILS France
LA COMPAGNIE DU LIT France
LAPEYRE France

LDM France
LEADER CARRELAGES France
LEROY MERLIN France
LES COMPTOIRS DU BOIS France
LIGHTONLINE France
MADAME COCO Turkey
MAISONS DU MONDE France/Germany/Italy
MEDIAMARKSATURN RETAIL GROUP Germany
MEUBLES IKEA FRANCE France
MIRRO France
MONDO CONVENIENZA Italy
MOULINEX France
Mr BRICOLAGE France
OLLIER BOIS France
ORIGINAL KAISER France
OUTDOOR FACTORY France
PANEX France
POLTRONESOFA FRANCE France
REMAT France
ROWENTA France
SAINT-MACLOU France
SAMSE France
SCREWFIX United Kingdom
SEB France
SOSTRENE GRENES IMPORT Denmark
SWEETAIR France
TEFAL France
TRUFFAUT France
WELDOM France
ZODIO France

**Leisure
 Concepts,
 Operators &
 IP Owners**

ACTLD Belgium
AERODIUM TECHNOLOGIES Latvia
AEROPHILE France
ALLA VIGNA SRL Italy
AMECO PLAYGROUNDS Belgium
APCC Portugal
ATTRAKTION! Austria
AZM ENTERTAINMENT KSA Saudi Arabia

BLACHERE ILLUMINATION France
BLAST France
BLEU & ASSOCIES France
BLUEROCK SPORTS & ENTERTAINMENT United Kingdom
BOLDMOVE NATION Belgium
BROGENT TECHNOLOGIES INC. China
CELEBRATING LIFE France
CITYWAVE Germany
CONCEPT 1900 ENTERTAINMENT France
CONVIOUS Netherlands
CRYSTAL GROUP France
CUSTOMER ENGAGEMENT LOYALTY SOLUTIONS
DMCC United Arab Emirates
DAMA DREAMS France
DEDEM Italy
DOF ROBOTICS Turkey
DORNA SPORTS Spain
DREAMLAND MARGATE United Kingdom
DRONE INTERACTIVE France
DUTCH WHEELS Netherlands
DYNAMO France
EASYGYM - ESG DEVELOPPEMENT France
ELECTRIC GAMEBOX United Kingdom
ELI PLAY Netherlands
FACTORR Netherlands
FC PORTO Portugal
FI.MA DI MASINI & FIGLI Italy
FITNESS PARK GROUP France
FITRACO NV Belgium
FN LEISURE SOLUTIONS Netherlands
FUN SPOT EUROPE France
GLAMOUR LAB SRL Italy
GOLDENBOGEN ENTERTAINMENT Germany
GRAVITY ACTIVE ENTERTAINMENT United Kingdom
GREEN SPIRIT Italy
GREENSPAN PROJECTS United Kingdom
HALL U NEED France
HAPPIER WORLD France
IFLY (SKYVENTURE) United Kingdom
IGA HAVALIMANI ISLETMESI A.S. Turkey
IMAGINE LEISURE Netherlands
IMPATIA Italy
INDOOR PARK ENTERTAINMENT - TFOU PARC France

INTAMIN Liechtenstein
INTERNATIONAL SPOTVISION AGENCY Canada
IP2ENTERTAINMENT Netherlands
IT-ATTRACTIONS United Kingdom
JORA VISION Netherlands
JUSTINS DESIGN Germany
KALICE EVENTS France
KANDU ITALIA Italy
KATAPULT United Kingdom
KCC ENTERTAINMENT DESIGN Belgium
KIDZANIA Mexico
KOMPAN France
L'AUTRE USINE France
LA BOITE AUX ENFANTS - GULLI PARC France
LA TORRE GIOCHI Italy
LAPPSET CREATIVE Finland
LEISUREMORE Spain
LES CINEMAS PATHE GAUMONT France
LISEBERG Sweden
LUDENDO France
MACK RIDES / MACKNET Germany
MADHOUSE Spain
MALL AVENTURA Peru
MERLIN ENTERTAINMENTS United Kingdom
MONKEY TOWN GROUP Netherlands
MY DREAMLAND France
MYCOTOO United States
NEO XPERIENCES France
NEVEPLAST Italy
OCHE Norway
OLYMPIQUE LYONNAIS France
OUTDOOR FACTORY Turkey
PARK'O DRONE France
PARQUES REUNIDOS Spain
PGOPLAY Italy
PLANETA JUNIOR Spain
PLAY MART INTERNATIONAL Bulgaria
POLIN WATERPARKS Turkey
POP GOLF United Kingdom
PRO URBA France
PROSLIDE TECHNOLOGY Canada
PUY DU FOU France
PVR LIMITED India

QUBICAAMF Italy
RED ENGINE - FLIGHT CLUB DARTS & ELECTRIC SHUFFLE United Kingdom
ROUGE COBALT France
SARL SAGA France
SMILE SAFARI Belgium
SUPERDOUGH Malaysia
TF1 LICENSES France
THE BEZARK COMPANY United States
THE SMURFS Belgium
THELEISUREWAY Spain
TOOLBOX MARKETING United Kingdom
TOYS WAY SERVICE CESKA S.R.O. Czech Republic
TRIOTECH Canada
TWYD France
UCI ITALIA Italy
URBAN LEGACIES LIMITED - URBAN ADVENTURE United Kingdom
VALCKE BOWLING France
VEKOMA RIDES Netherlands
WALLTOPIA Bulgaria
WAVESURFER Belgium
WHITEWATER - ENDLESS SURF Canada
XTREM AVENTURES CONCEPT France
ZERO LATENCY Australia



**Sportswear &
 Sports
 Equipment
 Stores**

361 DEGREE SPORTS China
AC&CO Turkey
COURIR France
DECATHLON Netherlands
FOOTLOCKER France/Netherlands
INTERSPORT FRANCE France
JD SPORTS France
MAYA MAYA- SWISS OUTDOOR LIFESTYLE Switzerland
PACIFIC PECHE France

PUMA Russian Federation
SALOMON France
SPORT 2000 France
SPORT STREET Spain
SPORTSDIRECT.COM RETAIL United Kingdom



AMERICAN CAR WASH France
AMUSOIRE France
AU NOM DE LA ROSE France
AUDIO 2000 France
AUDIOPTIC France
CIGUSTO France
CŒURS DE FLEURS France
D.I.P. DIFFUSIONE ITALIANA PREZIOSI Italy
EBS Poland
FAST RETAILING France
FEU VERT France
GENERAL OPTICA Spain
GRANDVISION FRANCE France
HAPPY France
INDUSTRIAS SAN ISIDRO Spain
ITM MOBILITE France
IZYSCOOT France
KRYS GROUP France
LA POSTE - POSTE IMMO France
LAGARDERE TRAVEL RETAIL France
LED SRL - JOYVILLAGE (ITALY - ROVATO) Italy
LISSAC France
MANÉO France
MIDAS France
MODIS Russian Federation
MONCEAU FLEURS France
NAU! Italy
NORAUTO France
OK SERVICE France
OPTIC 2000 France
OPTICAL CENTER France

PAUSE VIPEE France
PHOTO-ME France
PIL'VITE France
RAPID'FLORE France
RAPID PARE-BRISE France
ROADY France
SOFRANCE France
THE BEZARK COMPANY United States
VAIMO Italy
VAPOSTORE France



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We provide a focus for every community in every urban centre, often incorporating a mix of leisure, office and residential space, creating dynamic destinations and spaces for people to buy the things they need and want, to meet and do business and relax with family and friends.

Join us today to be at the heart of every issue affecting the sector, discuss key topics of relevance to our industry and share knowledge and expertise with colleagues at a European level.

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