



ACROSS
THE EUROPEAN PLACEMAKING MAGAZINE



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ACROSS
ANNIVERSARY
YEAR



ACROSS MAGAZINE
Anniversary Edition:
15
Years
THE EUROPEAN PLACEMAKING
INDUSTRY: MORE COMPLEX AND
SOPHISTICATED, BUT ALSO SMARTER

FUTURE WHY IT IS IMPOSSIBLE TO OVERSTATE THE INFLUENCE OF RETAILERS

ACROSS STUDY TOUR IN MAY 2023, WE WILL EXAMINE HOW LISBON SHAPES THE FUTURE OF RETAIL

FM SERVICE PROVIDER HOW WISAG BECAME AN INNOVATION DRIVER FOR THE INDUSTRY

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DEAR READER,

Taking a bold step is the beginning of every success story: In 2008, the year of the financial crisis and the collapse of Lehmann Brothers, we published our debut print issue. The first ACROSS magazine issue could be found on the desks of executives and decision-makers, right next to statistics on falling consumer spending across Europe and the collapse of once-booming markets. For the vast majority of investors and developers operating in the shopping center business, all plans for the future collapsed like a house of cards. Projects were stopped, rejected, or postponed. We are proud to have lived through the ups and downs of the past few years together with the industry and to have been able to report on such changes. In 2023, exactly 15 years after ACROSS was founded, the world of placemaking is once again at a crossroads. Challenges and various crises have reshaped the industry. In this print issue, we take a journey through 15 years of placemaking history – and not just because we are celebrating our anniversary. It is rather due to our firm conviction: If you want to shape the future, you have to analyze the past.



IMAGE: ACROSS

As part of our thematic focus, leading industry experts take a look back at the industry from their individual perspectives. Giles Membrey, Managing Director of Rioja Estates (page 44), and Daniel Losantos, CEO of Neinver (page 36), analyze the growing importance of outlets, while Steffen Hofmann of ambas takes a look back from an investor's point of view (page 40). Rüdiger Dany, CEO of Nepi, shows how a developer from Eastern Europe has been able to develop over the past 15 years (page 38), and Ibrahim Ibrahim (Managing Director of Portland Design, page 46) and Gregory Fonseca (Director of Architecture BDP, page 32) add further perspective by taking an approach based on design and architecture. In addition, industry leaders, such as Ken Gunn and Redevco discuss how key metrics, such as KPIs, have been completely redefined over the years (from page 50 on).



IMAGE: ACROSS

As an industry magazine, we are particularly proud of one thing: the close cooperation that exists within the industry. The immediate and constant exchange, the feedback that we receive from industry participants, and, above all, the input provided by our advisory board make us confident that our reporting will continue to be both successful and in line with the latest industry developments over the next 15 years, highlighting trends while simultaneously putting them to the test. We are firmly convinced that the placemaking industry is one of the most exciting industries. That is where so many social, political, and economic developments converge and, above all, where real change can occur. Futurologist Andreas Steinl (page 8) describes it as follows: Shopping centers are places where ideas become very concrete, where change can take place, and where positive consumer stories are told. We could not agree more!

We hope you find this anniversary edition to be an interesting and profitable read.

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"We Could Save the World" 8
Retail and shopping centers should become much stronger communicators of a positive consumer vision, especially with regard to sustainability, says futurist Andreas Steinle.

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"Retail has become an experiential interface, and the outlet proposition offers a key difference," states Daniel Losantos.

"Every Predicament has the Potential to Inspire You" 38
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In order to be successful in the future, we need to look at places not through the lens of real estate, but through the lens of content, argues Ibrahim Ibrahim, Managing Director of Portland Design.

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"We have learned to be very proactive and responsive to rapid change," states Maxence Liagre, CEO of MPC Properties.



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Mixed-use is the order of the day for the entire placemaking industry. As a result, shopping centers have increasingly become home to coworking and flex offices.

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