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OPERATIONAL EXCELLENCE

Doing the things that really matter: Especially in times of uncertainty, Operational Excellence has increasingly become the foundation on which the future will be shaped.

INTERVIEW BIG ACROSS INTERVIEW WITH HBB ON WHY COOPERATIONS WITH CITIES ARE ESSENTIAL
RETAIL WITH PROFOUND DATA REGIODATA OPENS DISCUSSIONS ABOUT CURRENT CHALLENGES FOR RETAILERS
ENERGY A LOOMING ENERGY CRISIS IS MAKING CITIES DISCUSS THE USE OF CHRISTMAS LIGHTING



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Stadsfeestzaal, Belgium



DEAR READER,

Many people think of operational excellence in terms of efficiency, effectiveness, value creation, productivity, and, more generally, excellence and top performance. Operational excellence is, in principle, the highest performance level of a company. That definition is timeless. However, a company's fundamental values and approaches determine how successful it will be in the future, particularly during challenging times. That is why we have made operational excellence the main theme of this issue.

Since there is no single approach to operational excellence that fits all companies and organizations, the centerpiece of this cover story is a roundtable discussion with ACROSS Advisory Board Members from all fields of the placemaking industry (page 22). This high-level discussion panel, composed of Klaus Striebich (RaRE Advise), Gregory Fonseca (BDP), Herman Kok (Kern), and Henrik Madsen (HMJ International), shows how differently operational excellence can be defined and implemented in an organization, depending on its goals and fields of work. More importantly, it reveals how your own opinion about operational excellence can change and evolve once you start talking about it. The roundtable discussion is complemented by various examples of how companies are putting operational excellence into practice: Redevo, for example, has created a board of young leaders to ensure that the company will continue to be successful in the future. Kaufland explains how the company is addressing the labor shortage – one of the biggest challenges facing the industry – and becoming an even more attractive employer in the retail sector (page 42). In order to continue to deliver top performance in the future, HBB relies on close cooperation with cities, for example (page 49).

The most important and perhaps most daunting topic of our time is arguably the question of energy efficiency and resource security. In a detailed best practice story, ECE shows how shopping centers can be made fit for the future via the Energetic Renovation Roadmap (page 66). As discussions have already begun across Europe, ACROSS has also raised the question within the industry as to whether Christmas lighting at shopping centers and in cities is still part of the zeitgeist (page 70). Read the surprising and profound answers provided by, among others, Christoph Andexlinger (SES) and Thomas Mark (MK Illumination).

Last but not least: We would like to invite all of you to meet us at MAPIC 2022. ACROSS is the official media partner of the most important European trade fair for the retail and placemaking scene. Please contact us to schedule a meeting and further discuss important industry topics.

We hope you enjoy reading the latest issue of ACROSS.

Sincerely

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Mark Faithfull looks at a project that required nothing other than excellent results, that involved many different actors, and that finally fizzed and popped for umdasch.



IMAGE COURTESY OF STRABTE, PHOTOGRAPHY BY RUPERT FRACE

HBB: Challenging Times Call for Ingenuity and Flexibility 49

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IMAGE: HBB

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