

across

THE EUROPEAN PLACEMAKING MAGAZINE

4 | 2022

PP, A-1010 VIENNA
VN: 08Z037864M

across-magazine.com

HERE! THINK!

HOW TO REASSESS DEVELOPMENT,
INVENTION AND COMMUNICATION
IN RETAIL REAL ESTATE

INTERVIEW ECE ON WHY POSITIVE THINKING AND EXPERTISM ARE NEEDED MORE THAN EVER
SOLAL AWARDS THE RULES OF MARKETING EXCELLENCE IN RETAIL AND LEISURE ACROSS EUROPE
COMPANY HISTORY HOW KAUFLAND BECAME ONE OF EUROPE'S LEADING FOOD RETAILERS



FIBA CP BUILDING



DOWNTOWN MALL, RESIDENCE, OFFICE & HOTEL / TURKEY



SHOPPING MALLDOVA, CENTER OFFICE & COURTYARD BY MARRIOTT / MOLDOVA

EXCELLENCE

FIBA Commercial Properties develops and implements tailored strategies to invest, operate and manage globally in various mixed used real estate projects and assets. FIBA Commercial Properties specializes in development, design, renovation, refurbishment, resizing, repositioning, leasing and management of commercial real estates. With its expertise in shopping malls, retail centers, mixed used projects, offices, hotels, residences and cinemas, FIBA CP offers 360 degree management approach.

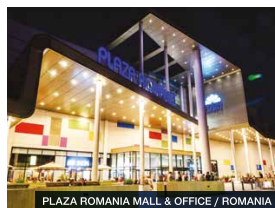
IN MIXED USED PROJECTS

CEO and Board Member of Fiba CP, Yurdaer Kahraman stated that: "At FIBA Commercial Properties, we use global synergies of digital and robotic automation systems with the collaboration of our partners. Thanks to the experience we gain from our various mix used projects and new digital innovations, our team became an expert in 360 degree asset management both in our own and in clients' investments."



STARMALL / CHINA

AT **4** COUNTRIES **12** SHOPPING MALLS **5** OFFICE BUILDINGS
4 RESIDENCE COMPLEXES **1** HOTEL **1000+** BRANDS & STORES
3 CINEMA COMPLEXES **700.000+** M² LEASABLE AREA



PLAZA ROMANIA MALL & OFFICE / ROMANIA

DEAR READER,

The challenges facing the retail real estate sector have never been as great and diverse as they are today. Granted, our industry has had to reinvent itself time and time again, but the current challenges are driving worry lines down the faces of even long-serving industry experts. The real estate industry has been in a state of change for a few years now: increasing online retail, the move to multi-channel, changing logistics requirements, a strong emphasis on entertainment, a much higher level of diversity in retail, and last but not least, the big issue of ESG. "Re-think" - is the order of the day. This does not mean doing everything completely differently and anew. However, it very much means reviewing the quality and profitability of one's own offering and working on new solutions. This change process has only been accelerated by the consequences of the corona pandemic and now by inflation and the energy crisis.

Currently, the industry needs a lot of optimism and knowledge, ECE Marketplaces CEO Joanna Fisher and her colleague Steffen Friedlein, Managing Director Leasing Services, sum up the current situation as such (page 22). It is precisely this optimism that they demonstrate in their projects such as Playce in Berlin, where they are breathing new life into an old retail property. "Better Spaces, Better Communities and Better Together" is how Unibail-Rodamco-Westfields describes its strategy for the future (page 29). An integral part of this is the entire retail sector's focus on and orientation towards sustainability. The examples of MPC (page 26) and Sonae Sierra (page 33) show that this is the approach at the moment.

Clearly, not all industry representatives are as relaxed as Rüdiger Dany, CEO of Nepi Rockcastle (page 82). He is neither concerned about inflation nor in the position of having to actively seek tenants for his sites in Eastern Europe. Nevertheless, despite all the crises, it is clear that the industry is extremely active and future-oriented projects are being implemented and launched. The many projects that have applied for this year's MAPIC Awards in the category "Best Performing Shopping Center" (page 14) show just how much reason there is for optimism. Having said that, good projects also need good marketing. You can read about this in our marketing focus starting on page 48. Find out on page 58 what the future may hold for designer outlets - the winners of the corona pandemic.

These are challenging times, no doubt, but they are just as exciting as they are instructive! We wish all readers an exciting MAPIC 2022 and look forward to exchanging ideas with you.

We hope you enjoy the latest issue of ACROSS.

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Winter Is Coming 12
Retail real estate is facing tough times as we close in on the prospect of a long, cold winter. Amidst the impending energy and economic crisis and an escalating threat resulting from a war in Europe, for many, the fear is here say Markus Porvari and Hannu Käki from Hyperln.

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Sonae Sierra accelerates future-proofing its real estate portfolio. One essential factor: Knowing how energy is being consumed is key to understanding and identifying where the most effective changes should be made



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RETAIL

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RETAIL

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Now, more than ever, consumers want to reduce their overall expenditure, lower their consumption, and adopt sustainable practices. That is why Coniq has created this list of top tips to help start any mall's sustainability journey.

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