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LIVE 2020 TAKEAWAYS



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INTRODUCTION



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With a world disrupted by an unprecedented global pandemic, this year's MAPIC and LeisurUp moved to an online platform for 2020. The highlight of the networking and content platform was two live days of presentations, panel discussions and special forums that showcased the key themes of collaboration, innovation, food & beverage, leisure and lifestyle destinations.

Yet MAPIC & LeisurUp Digital is about more than just these fantastic sessions. The platform is available until December 31 via www.mapic.com and includes all the live content, plus exclusive on-demand sessions, special content and a networking platform. The industry is resilient and there is no doubt that once

the virus passes, physical retail will return reinvented, expressed through more intense and purposeful experiences. This was a message reinforced throughout the intense discussions, questions and debate that we enjoyed during our two Live days, underlining the need for our community to gather once again at MAPIC and LeisurUp, to plan for a new retail future.

Indeed, our adapted event ended up, fittingly, focusing on adaptation. The world was already changing before COVID-19 but the pandemic has accelerated the consumer behaviours that will define the next decade of retail, place, space and time. This special report brings you a flavour of two dynamic, packed days.

MAPIC will once again be a physical event in 2021, as it runs alongside LeisurUp and The Happtite at the Palais des Festivals, Cannes, November 2021.

To find out more
www.mapic.com



“Running a 100% digital event was a new experience for all of us and, like the industry, we are learning how best to be omni-channel with our platform. It was a new journey for us and we are very proud of its success. At the same time, one thing that remained the same was our total commitment to bring you some of the world’s most innovative experts, cutting-edge content and brilliant networking opportunities, as the retail, leisure and F&B sectors collaborate to reshape the future,”

Nathalie Depetro,
MAPIC Shows Director



“Leisure is playing a crucial role in redefining the customer experience within retail and lifestyle destinations. At LeisurUp Digital, we brought together many of the great leisure and entertainment projects that are reshaping our cities, shopping destinations and tourism locations. The current health crisis has accelerated this huge change, which was already underway, pushing players to act to prepare for this new world. LeisurUp is the bridge between the leisure and the property world, helping players to define new and sustainable models of collaboration to build new places to live, play and shop,”

Francesco Pupillo,
Show Director
LeisurUp - The Happetite - Mopic Italy

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TEN KEY LESSONS

from MAPIC & LeisurUp 2020

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for purpose:**

Retailers need to review and rethink their offer

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Brands and IP will only work if they connect with location

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Food operators need to act fast, be flexible and stay focused

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Survival of the fittest-for purpose

An all-female panel session got the first MAPIC and LeisurUp Digital off to a great start, featuring Anne-Sophie Sancerre, managing director retail, France, Unibail-Rodamco-Westfield; Cristina Santos, managing director property management, Iberia, So-nae Sierra; and Joanna Fisher, managing director centre management and designated CEO marketplaces, ECE.

Given that, as with previous financial crises, not all the retailers and tenants will survive this hugely challenging period, opportunities for landlords include increasing the levels of co-working within malls, both within dedicated spaces and, said Cristina

Santos, through encouraging food courts to be used as informal work spaces.

Anne-Sophie Sancerre, URW, added that the experience for the customer is about before, during and after a shopping centre visit. "To be able to do that is very much by

connecting through the digitalisation of the mall. It's the switch from brick-and-mortar to click-and-mortar - booking collections, booking a parking space, etc that will enhance the customer journey to give them a better experience. We want to be a service platform for our retailers."



“It’s very easy to create new things in small spaces with AR and VR. E-sports and gaming offer huge possibilities, to connect to a huge mass of people,”

Joanna Fisher, ECE



Get local right

Understanding the local market is key to determining whether an IP can “justify the cost and the issues of dealing with the IP holder”, warned Yael Coifman, senior partner, Leisure Development Partners, a sentiment echoed by Pablo Moragrega, former general manager, Parque Warner Madrid. He recalled Pepsi signing up superstar Lionel Messi for a campaign

in Finland, where neither he nor football had strong traction. He said: “Make sure the IP is well recognised in the location you are going to develop your concept. Only use if you can engage your target market.”

Louis Alfieri, principal and chief creative officer, Raven Sun Creative, added that COVID had become a massive technological accelerator. “Flexibility is key as to

how we are going to integrate these technologies,” he said, while Paul Barham, founder and director of competitive socialising concept Flight Club Darts added: “We appreciate landlords who are up to speed and understand the situation. The more landlords we can push into a turnover rent rather than a flat rent, the better. More landlords can see the value of keeping us.”

“COVID has impacted everybody, so it needs new relationships. A brand that elevates locations allows you to take that beyond rent,”
Louis Alfieri, Raven Sun Creative



Respond fast



“Food is about three important things – the focus on customer centricity; hybrid formats; and changing business models. It is about the heart and the stomach,”

**Reowein Niesten,
Conceptional**

Food isn't just important, it is “mission critical”, said Ian Sandford, president, Eurofund Group, as he insisted: “Food is at the absolute centre of shopping centres today. It's not just the amount, it's the variety of the food.”

It was a view enthusiastically agreed with by the panel, who stressed that food operators and destinations need to adjust to the prevailing trends. Jochen Pinsker, SVP Foodservice Europe, The NPD Group, said: “Nothing is predictable, so make sure you can react fast. And make sure

you can deliver at home.” And Francois Blouin, founder and CEO, Food Service Vision, echoed this point: “The crisis has changed the parameters – the choice between going out or not, visiting urban centres or not, new formats and best-in-class for local people. The largest change for me has been the places we live and the time we are spending in them. Working from home will create new places people want to go.”

Joao Cepeda, president and creative director, Time Out Market, stressed that F&B is also a way of defining areas,

saying of the group's first site at Lisbon, which is co-located with the original market: “The relationship is now a perfect one with the traditional market and the new Time Out Market. It helped change the whole neighbourhood and, I hope, the whole city. Everything is very much about content. It is always the key word, what type of content are we bringing to each corner of the city? We brought one solution, we brought it from editorial curation. The best venue cannot be filled up with the wrong tenants.”

Invest smart



“Yes landlords will need to invest more but there is a lot of capital in the market,”

**Jonathan Doughty,
ECE**

Entertainment doesn't dilute the retail experience, it intensifies it," said Jonathan Doughty, global head of foodservice, leisure & placemaking, ECE, as he set out a roadmap for where entertainment and leisure fits within retail destinations. "We need to think about what we are going to do to rebuild and how it works," he said.

Reinhart Viane, business development director, KCC Entertainment Design, added of investment strategies: "I believe entertainment is one of the driving factors that should be integrated from the start. But it should also be a flexible space. There should be no more boundaries between entertainment, food and beverage, living, working and shopping. Entertainment should be the glue to bind these together."

That point was echoed by Howard Samuels, president and CEO, Samuels & Company: "More than ever, cash is king. Cash long-term goes back to the fundamentals, if cap ex is really expensive - which it is for entertainment - landlords need to understand how capital stack looks. Location-based entertainment needs to reinvent itself every three to five years."

Change was also addressed by Michael Lopez, senior vice president, American Wave Machines, who said: "We've reinvented our technology every year, to stop from going stale."

New partnership models

“People want wonder, people want excitement, people want this everywhere. We have looked at a site in Europe and we feel it could be all over the world. It is about curating, whether it’s retail or experience or events,” said Winston Fisher,

CEO, Area15-Fisher Brothers, as he reflected on the need for new thinking.

It was a theme picked up by all the panellists as they urged participants to reconsider the norms and to move away from traditional

models. “The golden years of spending low and earning more are behind us,” said Philippe Journo, CEO, Compagnie de Phalsbourg. “With the city you have the opportunity to transform into anything, housing, mixed use. You can create new centralities.”

While managing a more conventional portfolio, Matthijs Storm, CEO, Wereldhave, insisted: “When you transform retail, it’s typically a challenge in terms of numbers. If you could build retail in the past, you built retail because it’s the most productive.”



“The past is the past. We have to look forward and change,”
Philippe Journo,
Compagnie de Phalsbourg

Don't look back in anger

Enrique Martinez, CEO of Fnac Darty, laid out a plan to ensure his technology-to-appliances business remained a market leader and relevant to all customer ages and attitudes in his address to MAPIC Digital. “We want to be more than market leaders... we used to talk about category killers but we need to be the best choice as a specialist. We create the eco-system around this,” he said.

Martinez said that the challenge for the business is ensuring that it evolves its offer while remaining strong in its core product categories. “From time to time we move on in

terms of product diversification, keep faithful to our offer but add things that help,” he said.

“There are some core markets that are top-of-mind for customers. If you want a PC, you will come to Fnac. For appliances, Darty. We keep our main focus on these core categories. But what we ask the customers is what they expect from Fnac Darty in the future, for us to remain as a contemporary brand. To pass a message to the customer that they can come to Fnac just to discover the trends. This is part of our mission, to be one step ahead of society.”



“A company like us has the ability to drive traffic from digital to physical. This is quite rare and we can use to gain new traction from customers, back in the physical world,”

Enrique Martinez, Fnac Darty

Online brand experience

With an increasingly blurred online and offline world, CK Chan, head of Tmall and Taobao, Hong Kong and Macau, Alibaba Group, stressed that incoming brands to the Asian markets want to offer “experiences” and said: “If we want to further expand, we need to work with and embrace offline retail in a more collaborative manner. Merchants driving the business is not good enough, we need to bring in other players like content creators. We see that trend, not just in China, but in the world.”

One such example is live streaming, which has been a way to reach customers during lockdown. “We have seen this double year on year,” said Chan. “Previously companies needed to open stores to create brand experiences for the customer. Now they can do that online and the audience is much wider. We see that trend speeding up.”

One example is online player On The List and Delphine Lefay, CEO and co-founder, added of opening a store in Asia that it was about “experience...to try on the fashion. Our strength is in our community and so we really try and work on this community to make them loyal. The future will be O2O.”



“ We are very committed to build tools to empower merchants and brands to work more efficiently,”

**CK Chan,
Alibaba Group**

Partner right



“The foundation of a partnership is purpose, team and a good spirit. A shared mind-set,”

**Michael Linander,
Boconcept**

A session that encompassed an introduction to the world of franchising and then moved into a series of speed pitches in breakout rooms, started with operators from F&B and furniture retail discussing their sector experiences during the COVID trading period.

Michael Linander, chief retail officer, Boconcept, said that even pre-crisis the company had seen a move towards people spending more on their homes: “There was already a shift driven by insecurity in the world,” he said. “COVID-19 is just an accelerator. Now it has just gone crazy.”

He stressed that success in the franchising world is about more than just choosing a strong category and instead is about looking at the fit. “Find a franchisor that has the right know-how. The foundation of a partnership is purpose, team and a good spirit. A shared mind-set,” he said.

Eric Wauthier-Wurmser, international director, Groupe Le Duff, foresees more tough times: “From what we know, the first three months of 2021 might be difficult. We hope that spring might bring back a more normal situation,” he said, adding of new consumer insights: “We are switching from a real estate business to a data business.”

The innovation generation

“We clearly see that customers want to shop. In many of our markets we have seen a rebound,” said Kolja Kiofsky, senior VP global retail management, Swarovski, of reopening markets. “We see very little cannibalisation [between online and offline]...The customer still shops with us but, all-in-all, the direction that we were heading in has accelerated.”

Carsten Keller, VP direct-to-consumer, Zalando, added that innovation in how channels work together is also being spearheaded by platforms such as Zalando which, in the “near future” is to introduce click-and-collect. “This whole element of ‘am I more here or there with online and offline?’ will change,” he said.

Indeed, logistics and the relationship between online and stores was a key theme. “We’re definitely seeing different trends from 12-18 months ago,” said Guy Douetil, managing director, Hickey & Associates, of logistics strategies. “Re-shoring. On-shoring. I call it best-shoring. Where is the best location?”

“So part of that would be whether they are going to offer more online, 24-hour delivery. So what does that mean from a logistics point-of-view? Well, that means operating out of one or two big distribution centres across Europe no longer will suffice. They need to have more hub and spoke models...24-hour delivery is going to be a hugely important piece looking forward.”

Benjamin Calleja, CEO & founder, Livit Design added that: “When restaurants open up, online is not going to disappear. So we now need to think how we live together. For example, dark kitchens within established restaurants. If you want convenience or experiential I can serve you.”



“Our future will very clearly be a mix of digital and physical,”

**Kolja Kiofsky,
Swarovski**

Cities for everyone

Urban regeneration is at the heart of many mixed-use schemes, with a new emphasis on creating places that are attractive locations to live, work, shop and play. This was a central theme of the two days and the on-demand sessions, with almost all new schemes and redevelopments featuring a mix of uses and projects featured, including completely new urban concepts, such as that being developed by Ingka Centres.

Ekaterina Kirichenko, concept and customer experience director, Ingka Centres, discussed Kings Mall in Hammersmith, London, which is to be re-

vamped as the company's first urban community centre that "really goes far beyond retail."

Likewise, Synnove Lyssand Sandberg, CEO, Oslo S Utvikling, presented the large scale Bjorvika redevelopment on the waterside of the Norwegian capital. "The mix is crucial," she said. "It is about an urban, active lifestyle."

Architect Joan Busquets, professor GSD, Harvard University, spoke up on behalf of traditional neighbourhoods and stressed: "Old towns are places we need to keep active as a piece of the city. It's about helping places become

real cities where people live, shop and have culture."

Joao Cepeda, president and creative director, Time Out Market, added: "What we are trying to do is pick up these ideas of mixed use and bring them to smaller companies that can activate them in a single place. I think inevitably this is the future."

And Ricardo Veludo, councillor urban planning, Lisbon City Hall, lauded urban regeneration "We want to deliver liveable neighbourhoods, carbon neutral but curated because otherwise we have beautiful places without a soul," he said.

The screenshot shows a virtual event interface. At the top left, the logo for 'mapiC Le'surUp digital' is visible. The main title of the event is 'RESHAPING URBAN LANDSCAPES TO BE FIT FOR THE FUTURE'. Below the title is a grid of six video feeds showing the speakers: Edouard DEQUEKER, Synnove LYSSAND SANDBERG, Ekaterina Kirichenko, Joao CEPEDA, Joan BUSQUETS, and Ricardo VELUDO. On the left side of the interface, there are icons for video and audio controls. At the bottom, it indicates 'Content Partner' with the Ingka logo and 'Co-organised by' with the ESSEC logo.

“

The best venue cannot be filled up with the wrong tenants”

**Joao Cepeda,
Time Out
Market**

Cities and suburbs



Two special sessions dedicated to the French retail real estate market underlined the need for strong public and private collaborations to help define new communities for future uses of space. In particular, speakers emphasised the need for city centres and suburbs to work together and to complement each other, instead of seeing each as enemies or direct competition.

Antoine Frey, chairman Frey, stressed: “We must stop this internal war between peripheries and town centres. At present this war opposes more physical and online shopping centres.”

Similarly, Gerard Gazay vice-president Metropole Aix-Marseille-Provence, said: “The behaviour of our citizens has evolved, with a return in demand for local commerce...[which means] we must work on a complementary [strategy] between local and peripheral retail.”



Opportunities in a growing market

The final session of MAPIC & LeisurUp Digital was the Italy Forum, featuring many of the most influential decision-makers in the Italian retail and retail property market. Industry body CNCC focused on showcasing new, refurbished and extended retail real estate projects in Italy, before participants enjoyed a networking session. Despite the challenges this year, the speakers remained upbeat in terms of a strong comeback for the retail sector.

“The health crisis has shown how shopping centres are considered as important places to meet and socialise. There is no doubt that the recovery of the property retail sector in Italy will be extremely rapid as was the case in the June-September quarter,” said CNCC president Roberto Zoia. “The consumer’s need for social interaction leads us to view the future with confidence.”

Meanwhile, investment in the Italian market

remains strong, although more capital is now coming from domestic players, according to Cristina Ottaiano from Invest in Italy.

“International capital has always played a key role in the development of the commercial real estate market in Italy,” she said. “The health crisis generated a more wait-and-see attitude on the part of international investors but this was offset by a very positive reaction from Italian investors.”

Supported by the Italian Trade Agency and co-organised by CNCC Italy, the Italy Forum also included an introduction to some of the latest retail, leisure and real estate projects in Italy, including: Santa Giulia in Milan (Lendlease); MIND - the Milano Innovation District (Lendlease); Forum Palermo (Multi Corporation); Lingotto Shopping Centre, Turin (Pradera); Merlata Mall, Milan (Ceetrus); To Dream, Torino (Ceetrus); and I Gigli, Florence (Eurocommercial Properties).

MAPIC & LEISURUP 2020 LIVE DIGITAL EDITION DATA JOURNEY

THE WHOLE RETAIL REAL ESTATE AND LEISURE COMMUNITY GATHER IN 1 DIGITAL PLATFORM



2300

e-participants



60

countries



1037

companies



130

virtual
corporate pages

SPLIT PER COMPANIES



11%

PROPERTY DEVELOPERS
& CITIES



25%

SERVICES
PROVIDERS



45%

RETAILERS &
LEISURE OPERATORS



12%

BROKERS



3%

INVESTORS



5%

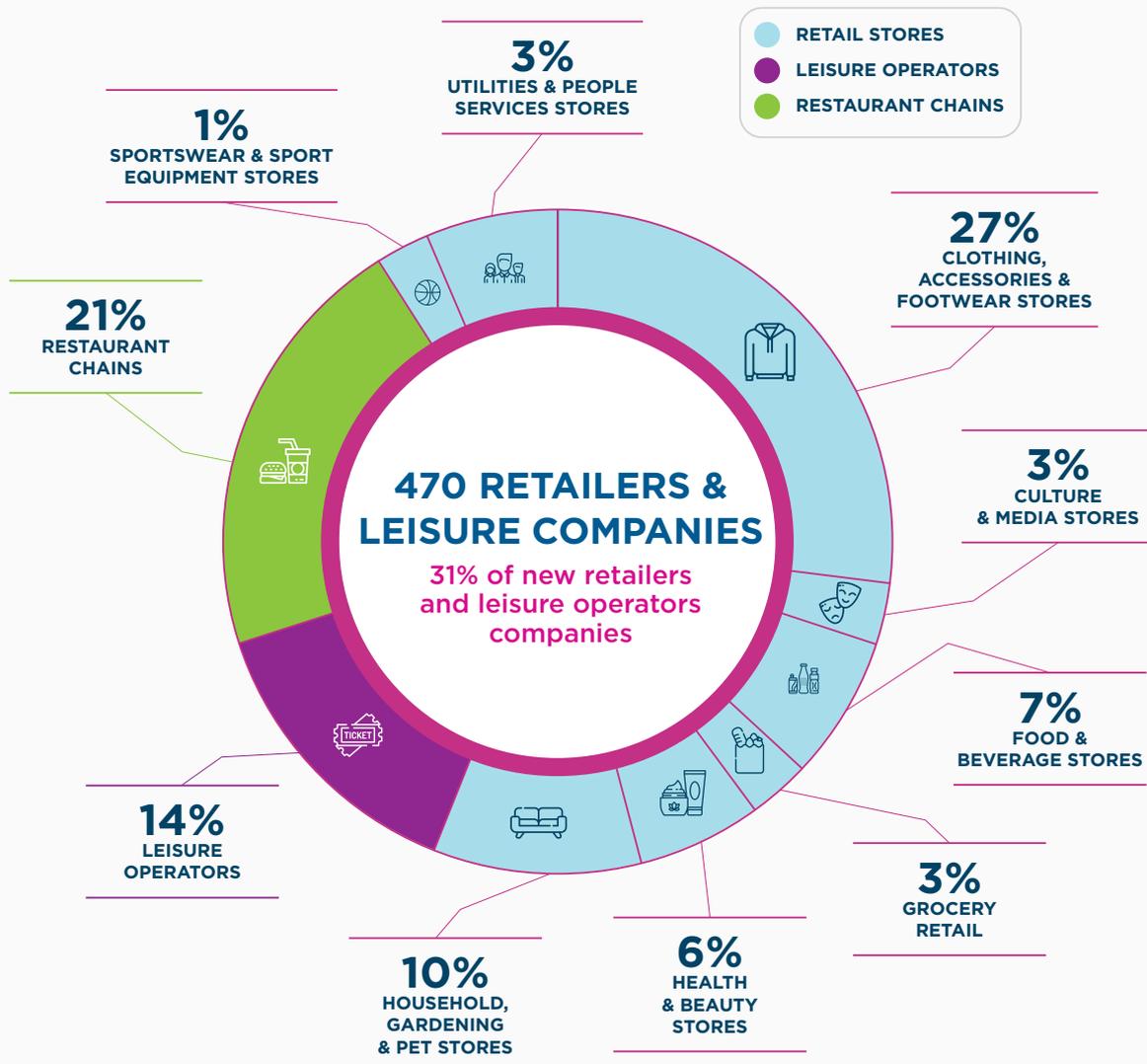
MEDIAS



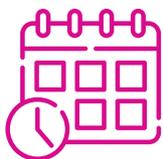
7%

SUPPLIERS

THE NEW RETAIL MIX PER COMPANIES IN 2020



LEISURE PARTICIPATION



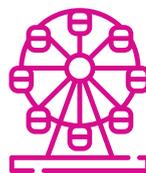
9

Leisure Sessions



35

Leisure Speakers



82

Leisure Companies



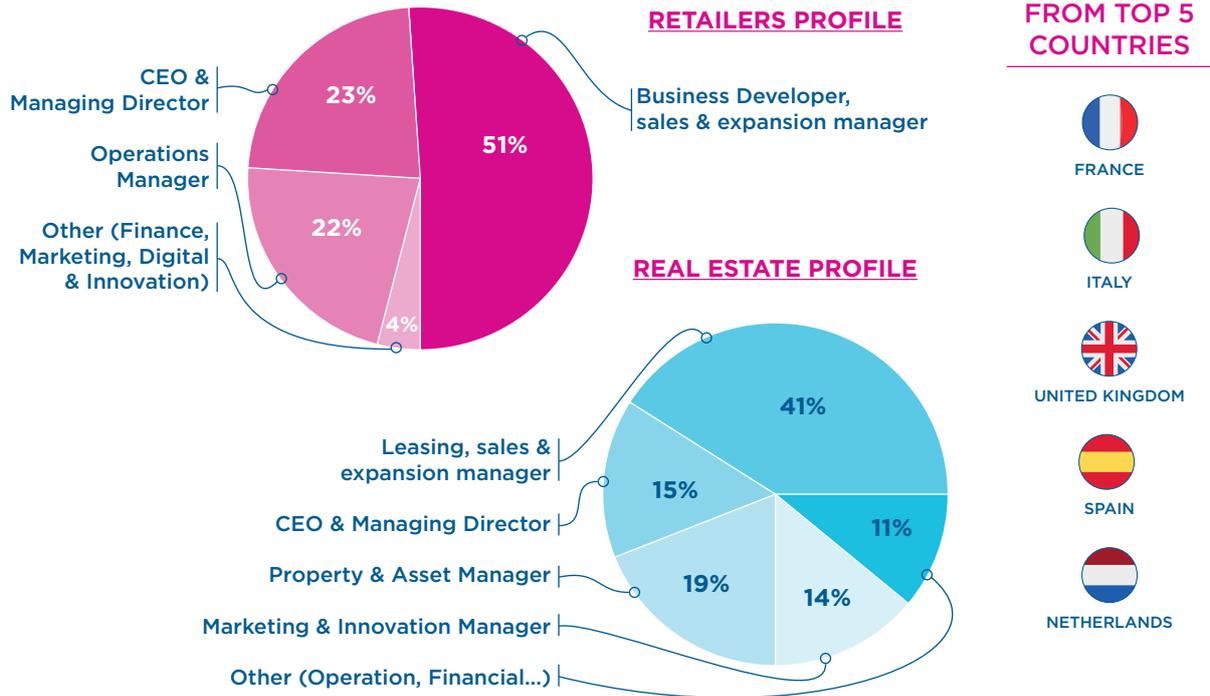
130

Leisure Participants

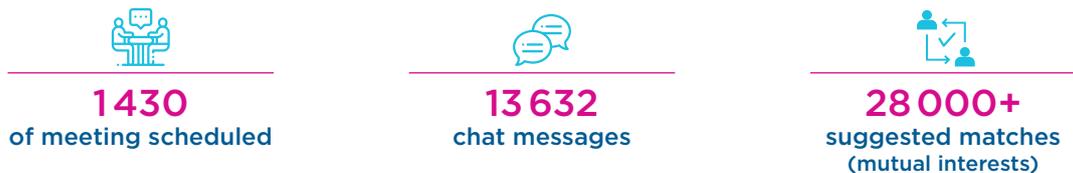
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1561 ACTIVE USERS

70% of e-participants connected at least once to the platform
5000+ of virtual meetings



Matchmaking & Networking events



Networking events & Participants Directories



AN INDUSTRY HUB TO LEARN AND SHARE INSIGHTS

Session & Content



24+
SESSIONS



110
INTERNATIONAL
SPEAKERS



1900
VIEWS



725
UNIQUE
PARTICIPANTS

+30% ATTENDEES AT CONFERENCES (VERSUS LAST YEAR)



TOP 5 SESSIONS



- Reinventing retail with entertainment
- Collaborative retail: ready to change the rules
- Best time ever to invest in mixed-use projects
- (Re)building the next retail generation - part 1
- Think physical retail, think different



MAPIC & LeisurUp INDUSTRY CONTENT



ONE BOOK, 801 reads, average reading time 9 minutes

Top readers:

French, English, American, Italian and Spanish

40 Industry content articles and Market research

AN INTERNATIONAL AND HEAVY VOICE

Media & Online reach

14 SPONSORS

30 MEDIAS
PARTNERS

73
JOURNALISTS

37 MEDIAS
FROM
8 COUNTRIES

10 622 UNIQUE VISITORS ON MAPIC & LEISURUP WEBSITE*

FROM TOP 5 COUNTRIES: FRANCE/UNITED KINGDOM/ITALY/UNITED STATES/SPAIN



2 788 134
OF REACH*

(# OF USERS THAT COME
ACROSS OUR POSTS)

425
POSTS*

LINKEDIN
FACEBOOK
TWITTER



2 LIVE EMAILS¹ SENT TO 25 100 CONTACTS



OPEN RATE: 31 %²



¹ 2 emails were sent during the Live events to customers and prospects database

² The average B2B email open rate is 15.1% from "Data & Marketing Association - Email benchmarking report 2018"

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*Mapic & LeisurUp from 1st of October until 20th of November

“ [MAPIC & LeisurUp Digital] allows
direct access to decision makers
in the property developer sector ”

Rios Salvador, Senior Business Development Manager,
Scheidt & Bachmann GmbH

“ This was my first time at Mapic
LeisurUp and I've been surprised
of the quality of attendees,
both exhibitors and visitors.
Also, the system worked super well! ”

Jorge Canela, Licensing Department,
Dorna Sports,S.L

“ Good content in the presentations
but the real value was the online
networking and the extended access
to the participants. There is never
enough time to get around old and
new clients at the 'real' MAPIC. ”

Director,
Coverpoint Foodservice Consulting