

MAPPING DESIRE IN
THE COMPETITIVE
RETAIL LANDSCAPE





Existing



New Concept

THE BUSINESS OF TRANSFORMING RETAIL PROPERTIES WITH CHALLENGES INTO DESIRABLE RETAIL DESTINATIONS

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WELCOME

TO OUR VISION OF RETAIL PROPERTY REDEVELOPMENT

**WE OPTIMIZE PROPERTIES, CREATING
LONG-TERM SUSTAINABLE VALUE FOR
EVERYONE INVESTING IN THE LOCATION,
USING VERY CONCRETE & OPERATIONAL
WAYS OF DEVELOPING RETAIL PROPERTIES
TO MAXIMIZE VALUE.**

The reteam systems have proven to be successful for retail properties from 3000 m² to more than 100,000 m² located in city centers, big-box retail parks, railway stations and other locations.

Properties used for retail or other consumer-oriented services will benefit from the reteam systems, including changing the current situation or maintaining the current success.

Thank you for reading about reteam. We would be pleased to get feedback and discuss retail property redevelopment in general as well as the reteam way of creating desirable retail destinations.

We look forward to talking to you soon.

On behalf of the reteam Group,

Kathrine Heiberg

Lasse Brodén





NORWAY

SWEDEN

FINLAND

DENMARK

POLAND

GERMANY

HUNGARY

ITALY

LAND



**THE STARTING-
POINT WAS: “WHAT
WOULD WE LIKE TO
KNOW IF WE WERE
GOING TO CONSIDER
PLACING A STORE IN
THIS LOCATION?”**

HISTORY

Kathrine Heiberg & Lasse Brodén, two retail experts with international experience from strong Scandinavian retail brands, established reteam in 2001. Their goal was to use their retail knowledge and experience to help retailers developing their business in Scandinavia.

Property owners asked reteam:

“As a tenant, you always had good ideas for improving the situation not only for yourself, but for everyone. Now we have a minor challenge in a shopping mall. Will you help us?”

Turning retail properties with challenges into desirable retail destinations grew, and today that is the main activity of reteam.

In addition to turnaround projects, reteam advises banks and other investors before they finance or acquire retail property.

How is reteam unique? Neither Kathrine nor Lasse had experience with retail development and redevelopment in 2001, but they had considerable retail insight and understanding of consumers. Instead of using existing methods and models for analysis, they developed their own way of shaping strategies for retail destinations.

The starting-point was: “What would we like to know if we were going to consider placing a store in this location?” This simple approach has turned into a successful business model – the reteam systems.

RETEAM SYSTEMS

“I am always pleased to explain what we do to our clients. When they understand the scope of work that is needed, they are more than happy to entrust us with the task.”

— Kathrine Heiberg, CEO, reteam

Developing or redeveloping a shopping mall in a competitive environment is a challenge that requires understanding the regional retail offerings, the needs and wants of consumers and the current situation in the retail sector. The major future trends in society also need to be incorporated, so that the retail destination can cope with the market demands in 5 or more years. Further, the design and master plan need to be sustainable and flexible.

The reteam systems, including replacemaking, retail mapping and mind16, can manage every aspect of a development project and obtain operational results.

Why is all this work needed? If a catchment area has no major competing retail destinations, retail properties do not need to be optimized, because people will use them anyway. Unfortunately, this situation is very infrequent. Competition between retail destinations is intensifying, and up to 80% of what consumers buy is not based on immediate needs. Retail destinations therefore need to be designed and operated so that they create long-term competitive advantages that focus on consumers' desires when they arrive at the specific location. This requires in-depth understanding of the regional retail offerings and consumer preferences and behavior.

**THE RESPONSE TO
THIS CHALLENGE
IS TO CREATE
A UNIQUE AND
COMPREHENSIVE
STRATEGY
FOR EACH
SPECIFIC RETAIL
DESTINATION.**

RETAIL OFFERINGS THAT **SUIT** CURRENT & FUTURE CUSTOMERS



Retail Remapping & Replacemaking

RETAIL REMAPPING

“Everyone said that the stores in the mall were only for teenage girls. But when we presented the reteam retail remapping, everyone clearly saw that one of the only categories *missing* was stores for teenagers. Fashion stores oriented towards people older than 45 years were already overrepresented.”

— Lasse Brodén, President, reteam

RETEAM DEFINES EACH STORE: OWNERSHIP, RETAIL CATEGORY, PRICE LEVEL, QUALITY OF THE CONCEPT, & TARGET AGES

WHAT KIND OF RETAIL OFFERINGS SHOULD A RETAIL DESTINATION HAVE?

Many different questions have to be answered to prepare a retail strategy.

What retail offerings exist in the catchment area? What is missing? How can the entire region's retail offerings

be improved? Does the current tenant mix already provide a hidden competitive advantage?

How: retail remapping by reteam comprehensively analyzes the retail offerings in the catchment area. We visit all stores in the competing shopping malls and major commercial streets.

Why: The exact retail offerings need to be known to determine what consumers are lacking. A city with many shoe stores may still need more if the current ones all target the same age groups or the same price levels.

Differentiation is required to create sustainable competitive advantages. Another benefit is that reteam retail remapping identifies any strengths of the current retail offerings that can be used to create core categories for a location.

Finally, retail subsectors that the current marketplaces do not cover need to be identified, and this might serve as a new platform for the project.

Result: The reteam retail remapping together with replacemaking comprises the knowledge base for defining the mix of stores for a project. reteam uses these results for the leasing process as well.

When a retailer has seen the reteam presentation for leasing, they understand

that this is a marketplace for them. When they are contacted about the next project, they always want to meet reteam – at least to get the information about the market situation.

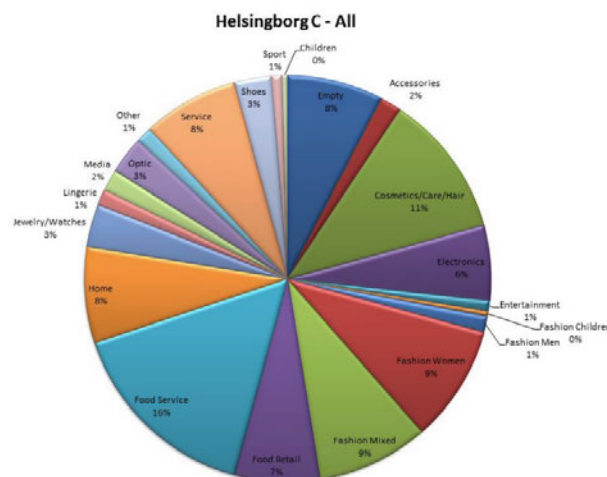
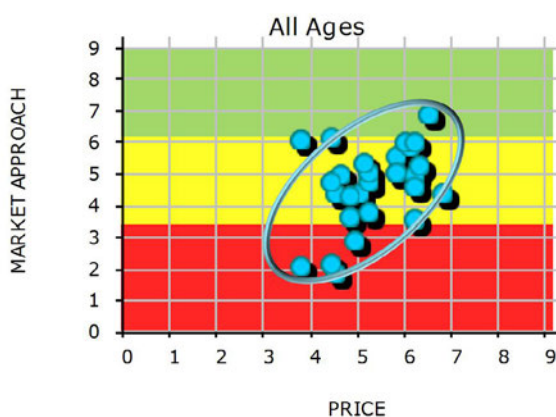
reteam has conducted retail remapping in many cities in different countries, and reteam uses past results for benchmarking.

REPLACEMAKING

How: reteam interviews people at the location and analyzes the accessibility of the location to determine why people are there.

Why: People have three reasons to be at a public space: meeting, moving or market. Each combination of reasons to be at a specific location requires individual solutions for the mix of stores, master planning and design. This is required to understand the retail offerings that suit the current and future users.

Result: We define the various zones in the shopping mall. For each zone, we make a leasing plan, decide what kind of amenities are needed and create a storefront design that reflects consumers' needs and wants. With the understanding of common areas and store location, the development of an optimal master plan is based on very concrete and operational knowledge.



EVERY PLACE HAS A **MIND** OF ITS OWN

MIND/AGE RESULT

INTELLECTUAL
AVERAGE AGE 29 YRS.

EMOTIONAL
AVERAGE AGE 26 YRS.

PRACTICAL
AVERAGE AGE 40 YRS.

SENSUAL
AVERAGE AGE 32 YRS.

MIND/PARENTS & NO CHILDREN RESULT

INTELLECTUAL 19%
SECONDARY FOCUS FOR COMMON AREA

EMOTIONAL 27%
PRIMARY FOCUS FOR COMMON AREA

PRACTICAL 20%

SENSUAL 34%

INTELLECTUAL
15%

EMOTIONAL
23%

PRACTICAL
21%

SENSUAL
41%

Consumers make the most important decisions in the retail sector. Every retail destination needs to have thousands of people decide to go there every day. In developing a retail destination, reteam therefore has to make a location that people intuitively like to visit. The only way to determine how to create such a location is to talk to people.

mind16 is a way of interviewing people to ascertain the values in life they consider important. reteam can determine the profile of a location through mind16 by interviewing 400 people. reteam then transforms the composition of values into a platform for developing architecture and design.

mind16 makes people in the primary catchment area feel at home. People from other locations will experience the essence of the location they are visiting.

**“WHEN I FIRST MET
KRISTINE OUSTRUP
[CO-OWNER OF MIND16],
I IMMEDIATELY UNDERSTOOD
THAT WE COULD USE THIS
TO TRANSFORM CONSUMER
SEGMENTATION SO THAT IT
COULD COMPLETELY CHANGE
THE WAY WE DEVELOP RETAIL
ENVIRONMENTS.”**

—Kathrine Heiberg

How: reteam interviews at least 400 people at the location or at a central public space. The questionnaire includes other questions than those related to values in life.

The interviews determine people's values in life, what they are lacking and how they would change this location if they could do this. The result provides a framework for architecture, design and branding.

Why: Every place has a mind of its own. The mind is a collective result of the people who spend time at the location. People's values and architectural expression are connected, so **mind16** can be used to create an environment that reflects the mind of the location, attracts the people who live there and gives people from elsewhere a local experience.

Result: **mind16** results in a comprehensive report that takes you under the skin of your consumers. It answers such questions as what the optimal atmosphere is, what kind of colors and materials to use in architecture and design, what kinds of values to communicate in advertising, on the website and elsewhere and what kind of events will attract the customers.

**EVERY RETAIL
DESTINATION NEEDS
TO HAVE THOUSANDS
OF PEOPLE DECIDE TO
GO THERE EVERY DAY.**

DELIVERING THE **BRAND PROMISE** IN THE CONSUMER EXPERIENCE



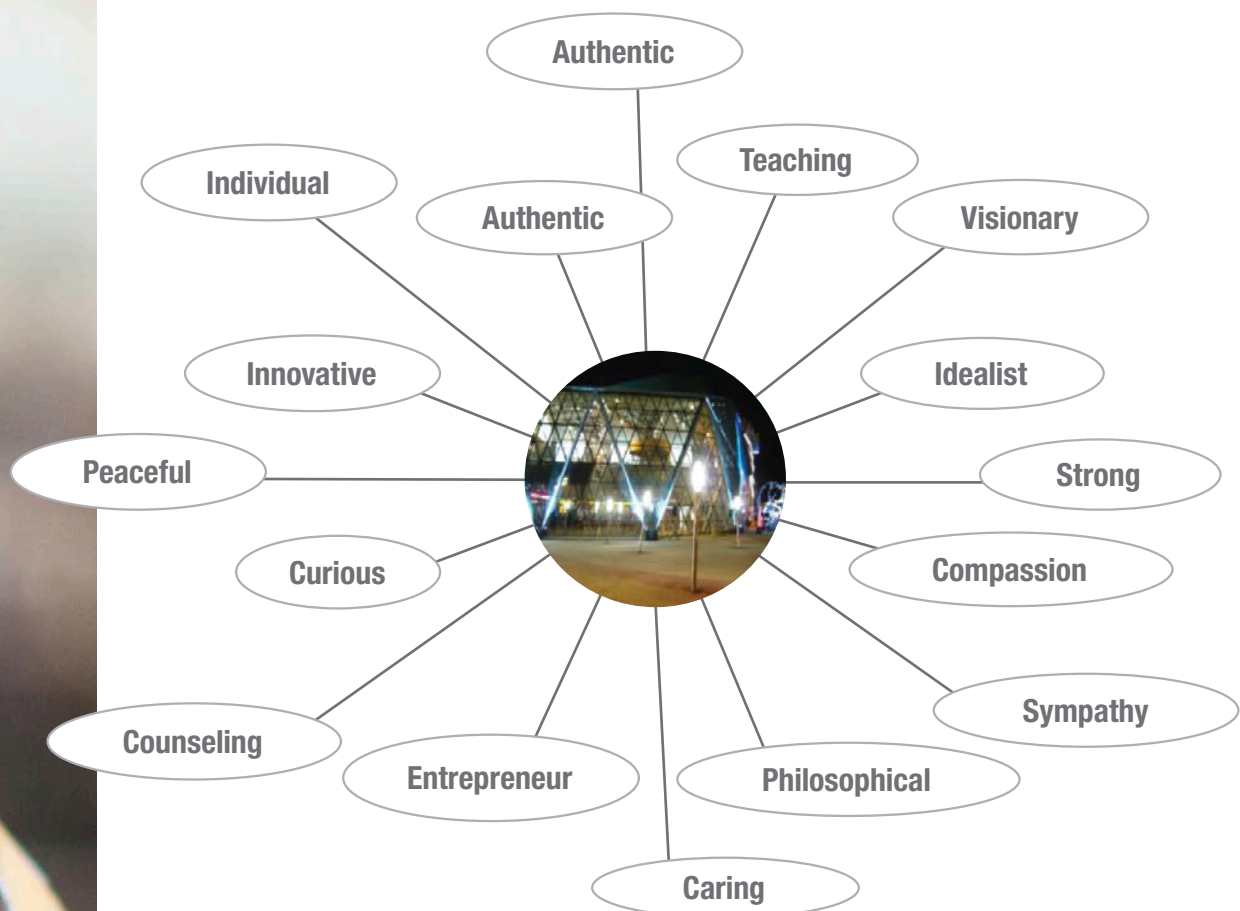
PRODUCT OVERVIEW


What: A branding platform is a framework that includes the core values of the center management, advertising agency, and other people working on communication for the project.

Why: This ensures that the communication is based on the same core values as the architecture and design, so that consumers experience that they get what they come for.

Result: The promises you make through a website, advertising and social media can be delivered through the design, services, and other amenities once the consumers visit the shopping centre.

ENSURING BRAND PROMISES MADE ON THE WEBSITE, ADVERTISING AND SOCIAL MEDIA ARE CONSISTENTLY DELIVERED IN THE CONSUMER EXPERIENCE AT THE SHOPPING CENTRE





THE RETEAM SYSTEMS MAKE A **TREMENDOUS** **DIFFERENCE** IN THE LEASING PROCESS

SIGNING THE LEASE AGREEMENTS CREATES THE REAL VALUE

The final test is ensuring that the project can be leased out. Signing the lease agreements creates the real value. The first step is to get the retailers' attention and make them understand why they should consider having a store at the location.

The results of replacemaking, reteam retail remapping and mind16 are designed to give retailers the information they need to decide.

The leasing process turns into a process of exchanging information and constructive cooperation to find solutions that work for all partners.

Many clients ask us to lease the projects, and we are pleased to do this. Presenting the commercial concept to the retailers sparks genuine feedback on the project. Further, seeing the project materialize in the form of signed leases is a very special joy.

For clients who have their own leasing agents, reteam adapts the results from the reteam systems to fit the clients' needs and desires. We participate in some meetings to ensure that everyone is ready to comprehensively present the commercial concept.



The Team



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RETEAM SYSTEMS: THE TOOLS TO BUILD **DESIRABLE** RETAIL





reteam systems

RETEAM SYSTEMS TOOLS THAT LEAD TO PRODUCTS

THE PRODUCTS GIVEN BY THE TOOLS

	Replacemaking	Retail Remapping	mind 16	Branding Platform	Competitor Analysis	Facts and Statistics	Catchment Area	Seminar
Commercial Evaluation	○				●	○	○	
Marketing Strategy	○	○	●	●	●	○	●	
Leasing Strategy	●	●	○			○	○	
Design	●	○	●		●			
Masterplan	●	●	●	○	○			
Leasing	●	●	●			●	●	
Commercial Project Mgmt.	●	●	●	●				
Supplier	●	●	●	●				
Full Strategy	●	●	●	●	●	●	●	○

Each product developed using the reteam systems has corresponding tools.
Some are required ● for each product and some are optional ○

A small sample from the reteam client list:

AIG	Copenhagen By og Havn
Carval	Aareal Bank
Midroc	Aberdeen Property Investors Denmark A/S
Orion	Carlsberg Byen K/S
SNS	GE Real Estate Poland Sp. z o.o.
HSH Nordbank	Inter IKEA Center Group Polska S.A.
ING	Ivanhoe Cambridge
CBRE	NCC Vasakronan
Citycon	Metro Property Polska



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