

MAPPING DESIRE  
IN THE URBAN  
RETAIL LANDSCAPE







**“A CITY EXISTS FOR THE SAKE OF A GOOD LIFE,  
NOT FOR THE SAKE OF LIFE ONLY.”  
- ARISTOTLE**



# THE BUSINESS OF TRANSFORMING CITIES WITH CHALLENGES INTO DESIRABLE CITY DESTINATIONS

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# WELCOME

## TO OUR UNIVERSE OF CITY DEVELOPMENT

**WE OPTIMIZE CITY DISTRICTS, TOWNS AND VILLAGES BY DEVELOPING STRATEGIES THAT ENABLE ALL STAKEHOLDERS IN THE CITY TO CREATE LONG-TERM SUSTAINABLE VALUE USING VERY CONCRETE AND OPERATIONAL WAYS OF DEVELOPING THE PUBLIC SPACE, THE BUILDINGS AND THE RETAIL OFFER.**

Today, half of the world's population lives in cities. By 2030, it is expected to increase to 60 percent. Big and small – cities are a big deal. However, not all city districts are attractive places to live, work or spend free time. A desirable place in a city is the result of visions, planning, investment and hard work from a lot of people with very different backgrounds, possibilities and goals. This is the core of both the challenges and the opportunities for cities. When all city stakeholders stand behind the plan, nothing can stop the realization. The question is how to get them to that point.

reteam group has developed retail properties since 2001 – most of the work has been working with shopping centers turning them into desirable destinations for consumers and retailers. Our work usually includes an approval procedure with the authorities, change of zoning or the approval of building, or changing a property. Every time we have presented a strategy to the representatives of a city, we also have been invited to present to a larger audience, as our work brought the city administration new knowledge about what the inhabitants' wants and needs and about the retail offer in the city. In 2008, we were asked to supply a strategy on an entire city. Since then, our cooperation with the cities has expanded every year.

Our passion is to improve the quality of people's lives. It can be done by creating business opportunities for retailers or public spaces that enhance social interaction. This passion also goes hand in hand with the objective of landlords and the city administration. The more desirable a place gets, the more value is generated for landlords in terms of increased rent, and an increase in tax income for the city.

The key to making it happen is the understanding of people's needs and desires in public spaces. This understanding is the foundation of reteam group. It is the reason that all kinds of stakeholders can understand and approve the results.

Welcome to reteam group! We look forward to telling you about the reteam way of creating desirable city destinations.

On behalf of the reteam group,

Kathrine Heiberg

Lasse Brodén

NORWAY

DENMARK

BLOKHUS

ESBJERG

THE NETHERLANDS

DAN HAAG

ROTTERDAM

JOHANNESBURG, SOUTH AFRICA

MADRID, SPAIN

GERMANY





FINLAND

TAMPERE

OULU

KUOPIO

LAPPEENRANTA

TAPIOLA

HELSINKI

SWEDEN

KARLSTAD

UPPSALA

HALLSTAHAMMAR

NYKÖPING

LINKÖPING

GÖTEBORG

MÖLNDAL

AALBORG

VÄXJÖ

ÄLMHULT

KARLSKRONA

AARHUS

HELSINGBORG

HÄSSLEHOLM

LUND

ORSENS

GLOSTRUP

MALMÖ

TRELLEBORG

ODENSE

COPENHAGEN

SZCZECIN

BYDGOSZCZ

BERLIN

POLAND

WARSAW

LODZ

LUBLIN

BYTOM


BRATISLAVA

SLOVAKIA

HUNGARY

BUDAPEST

The dots represent a sample of  
reteam projects. For full project list  
please contact us.



**ONCE YOU START  
UNDERSTANDING A CITY  
FROM THE INHABITANTS POINT  
OF VIEW, **EVERYONE CAN**  
**AGREE ON THE DIRECTION OF  
DEVELOPMENT.****

## HISTORY

Originally, reteam group business strategies never included city development. One day, we were asked if we could help make a strategy for a small town of 1,000 inhabitants. The person who contacted us had noticed what we had accomplished for a shopping center in serious trouble. He said “if you could fix this – you can probably fix anything”.

This town was purely a summer destination but they needed a strategy to become a destination during winter time. We accepted that challenge and used the same methodology for the town as we would have used for a shopping center. It worked. The landlords, the retailers and the municipality could now work from the same understanding of how to develop the town. It was much easier and faster for all parties to make and realize the decisions. The initiatives we suggested pushed the town and businesses in the same direction. We planned for an 18-month implementation period but we managed to be done with 80% within the first 8 months\*.

A few years later, one of our larger clients asked us to do what we had already done for their shopping center in a city with 240,000 inhabitants. We used the reteam systems developed for shopping centers for the city and once more the result was useful. Not only did the landlord start to develop the properties according to the strategy, the city administration changed the priorities for the public space.

Since then, our cooperation with cities expanded. We have realized that working with cities is not the same as working with a shopping center. The consumers are the same but the structure of ownership and management are very different. This calls for a different way of presentation and implementation for results. In the last few years, we added new tools to our developed strategies. This enables us to reach out and help city administrations, landlords and retailers to create desirable city districts.

In the following pages, we will explain the reteam systems. This way of working is based on the understanding of people and retail. We understand that retail alone will never make a city. There are many other disciplines that are as important and that need to be incorporated in a strategy; housing, culture and transportation just to mention a few. We have experienced that once you start by understanding the city district from the inhabitants' points of view, everybody can agree on the direction of development.

*\*If you want to hear the full story of how we developed the strategy for the town, just contact us and we will set up a case meeting.*

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

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**JUST AS EVERY CITY HAS ITS OWN  
UNIQUE CHARACTER, IT REQUIRES  
ITS OWN UNIQUE SOLUTIONS  
WHEN PLANNING WHAT KIND OF  
RETAIL OFFERS AND SHOPPING  
EXPERIENCES THAT SUIT CURRENT  
AND FUTURE CITIZENS BEST.**





## RETEAM SYSTEMS

"I am always pleased to explain what we can do for 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 group

## DEVELOPING OR REDEVELOPING A CITY IS A CHALLENGE THAT REQUIRES IN-DEPTH UNDERSTANDING OF THE NEEDS AND DESIRES OF ITS INHABITANTS -

all while balancing these desires with the existing retail offer, economic realities, cultural needs, environmental concerns and design opportunities.

Based on our consumer understanding and retail experience we deliver competitive and sustainable solutions for city redevelopment. We can manage

every aspect of a city redevelopment project and obtain operational results. The reteam systems includes replacemaking, retailmapping, mind16 and zoning.

Through detailed analysis of a city's retail offerings, the consumers' preferences and behavior, reteam systems provide operational solutions of flexibility and responsibility to market demands. In building on a city's strengths and responding to its challenges reteam systems incorporates the unique cultural and architectural qualities of a city to create solutions that match the personality of its people.

### WHY IS ALL THIS WORK NEEDED?

If a city's retail offer and cultural life is developed without knowledge of its people's real needs and desires it is difficult to ensure the viability of these initiatives in practice. reteam systems acts in response to this by bridging

the gap between strategy, design and implementation.

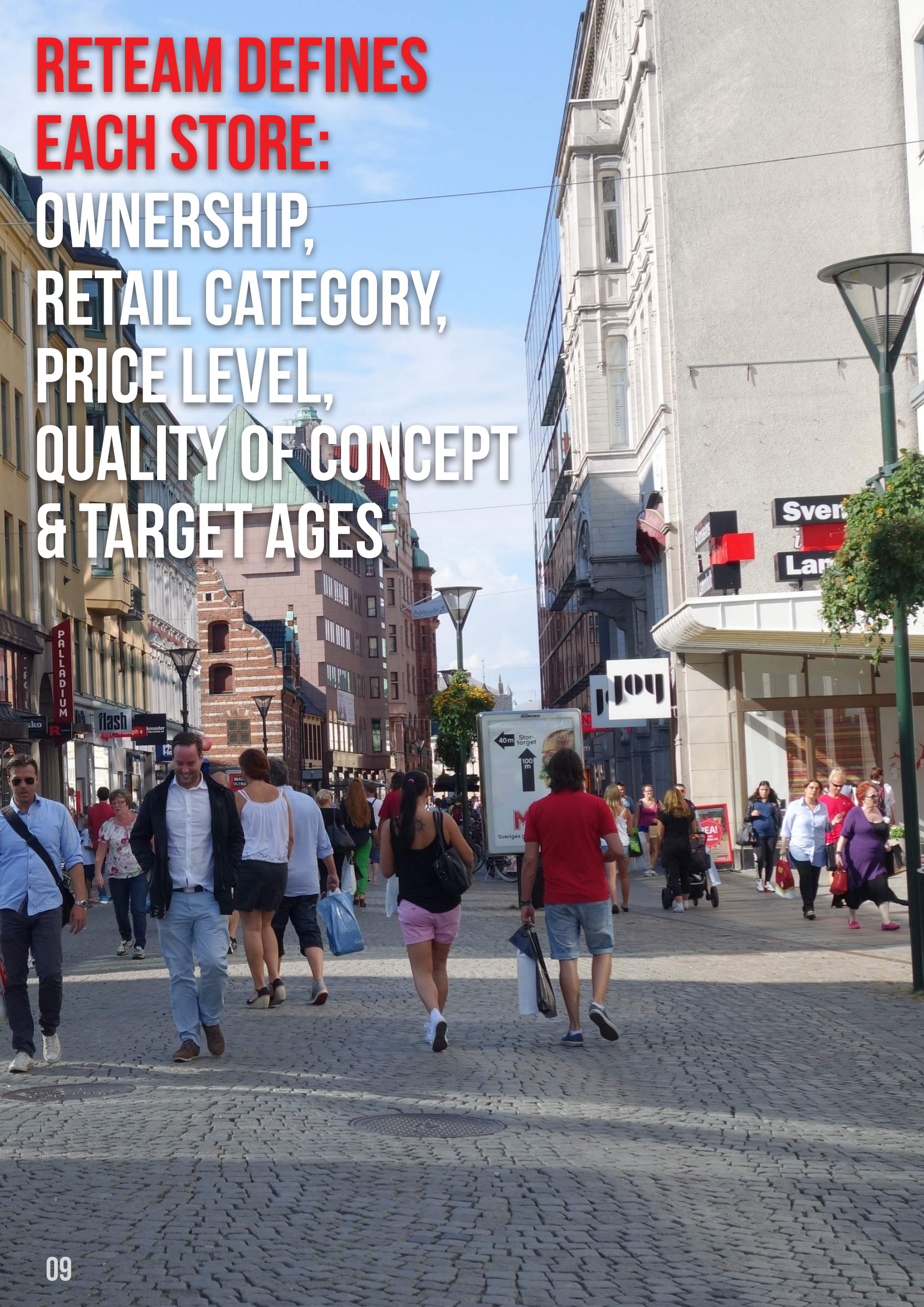
To make a retail destination desirable you need the answers to:

1. Why are people here, what are their needs and wants?
2. What will be the optimal retail offer in our city's location?
3. Are people enjoying the atmosphere and the environment our city offers?
4. What should the streets look like – design direction?
5. What are the strengths and weaknesses of our city and its competitors?

The use of reteam systems' replacemaking, mind16, retail mapping and zoning will give you the answers to the these questions and many more.



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





The **mapping of the current retail offer** in any city district **is** a key factor in getting a comprehensive understanding in order to offer a detailed retail strategy. Only when you know what you have is it possible to make a strategy that can improve the current situation and develop the city's retail offers to its full potential.

There are many different questions that have to be answered in order for a retail strategy to be developed and implemented. The most important ones are:

What are the existing retail offers in the city? Are there differences in the retail offers in different areas the city? What kind of retail offers, events and experiences should a city offer to become a destination? Is something missing? Do we already have a hidden competitive advantage in the current tenant mix, but nobody knows?

**How:** reteam systems retail mapping is a comprehensive analysis of

the retail offers in the city. We map and analyze each store. We start by identifying the relevant streets, squares and galleries. Each store is then defined with regard to ownership, retail category, price level, concept quality and target age.

**Why:** The exact retail offer needs to be known to determine what consumers are lacking. For example, a city with a lot of shoe stores may still need more shoe stores if the current ones are all directed at the same age group and within the same price level. Copy and paste business solutions never create sustainable competitive advantages. The research from retail mapping also identifies opportunities and strengths in the current retail offer that can be used to create a core category for the location.

Finally, by examining if there are areas that are not already covered by the current market places, we identify how these can serve as a new platform for a special area or street.

**Result:** The final results from retail mapping gives the answers to how a city gets the most out of its retail offer while developing the city to its full potential. The retail mapping is delivered in a report where the strengths and weaknesses of each retail category are described. There is also a recommendation on how to improve the categories if needed.

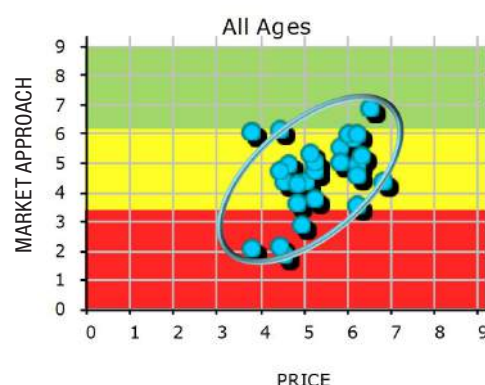
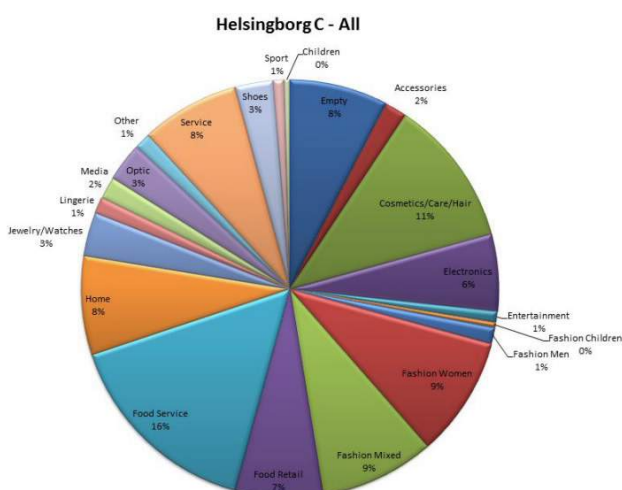
**The retail mapping report is a valuable tool for landlords. Even a landlord with only a few tenants on street level needs to understand what kind of retailer will be right for the location in order to improve long term value of the investment.**

The report can also be used as leasing material to explain to potential retailers why and where it would be a good idea for them to open a store in the city.

The existing retailers will also gain knowledge about their own situation and understand if they have to improve their stores to be able to compete with other stores and shopping centers.

**“OUR LEASING PROCESS HAS CHANGED DRAMATICALLY. IF WE NEED A NEW TENANT, WE TAKE A LOOK IN THE REPORT RETEAM MADE, THEN WE KNOW WHAT WE ARE MISSING AND WHAT KIND OF RETAILER THAT WILL BE ABLE TO MAKE A GOOD BUSINESS AT THAT PARTICULAR LOCATION — AND THE TENANTS WE CONTACT USUALLY AGREE.”**

—Sture Caesar, head of retail Uppsala Vasakronan, 2014.





# RETHINK YOUR CITY'S **RETAIL** **OFFERINGS** TO SUIT CURRENT AND FUTURE CUSTOMERS



## **MARKET**

To live in a city also means you get to enjoy shopping! Market refers to all activities we do in relation to buying things. Here you are at a location because you want to buy something. When you look in the fridge and there is no milk, you want go to the grocery store. If the weather is getting colder and you need new clothes for the coming season, you go to your favorite fashion store.

## **MEETING**

Meeting covers all kind of social activity. You can be out to meet a friend or hope to make contact with people you don't know yet. It could also be a social activity for a family that wants to go 'shopping', not to buy anything specific, but just to spend some time together.

## **MOVING**

Moving is when you are at a location on the way to some other place. It is when you take the train to go to your job, or when you enter the airport to fly somewhere. When people are on the move, the most important thing for everyone is to get to the destination in time. If you have to catch the train and you are late, you don't stop to buy anything. As soon as you know that you are on time it opens up for buying options such as getting a sandwich or a coffee in a place close by that have quick offers to go.



## REPLACEMAKING®

People have different kinds of needs and desires in different areas of a city. In order to create an attractive public space where they can easily find retail offers it is important to understand why people come to a specific street or location. Sometimes you see public installations - for example a bench that no one ever uses, and just around the corner people are hanging out with no places to sit. In another example you see retailers doing fantastic in one part of a street, but in the same street 100 meters away the tenants are changing all the time. With replacemaking you will know exactly what the strengths and weaknesses are in the city and most importantly, you will know how to respond actively to create solutions that appeal to the citizens.

**How:** With replacemaking we analyze the accessibility of different streets, squares and market places in the city to determine why people are there. Furthermore, we interview people at the location and observe the behavioral patterns of citizens in order to identify where improvement is needed.

There are three reasons for people to be at a public space: The first reason is for shopping, the second is to meet people and the third is when one is on the move from one destination to another.

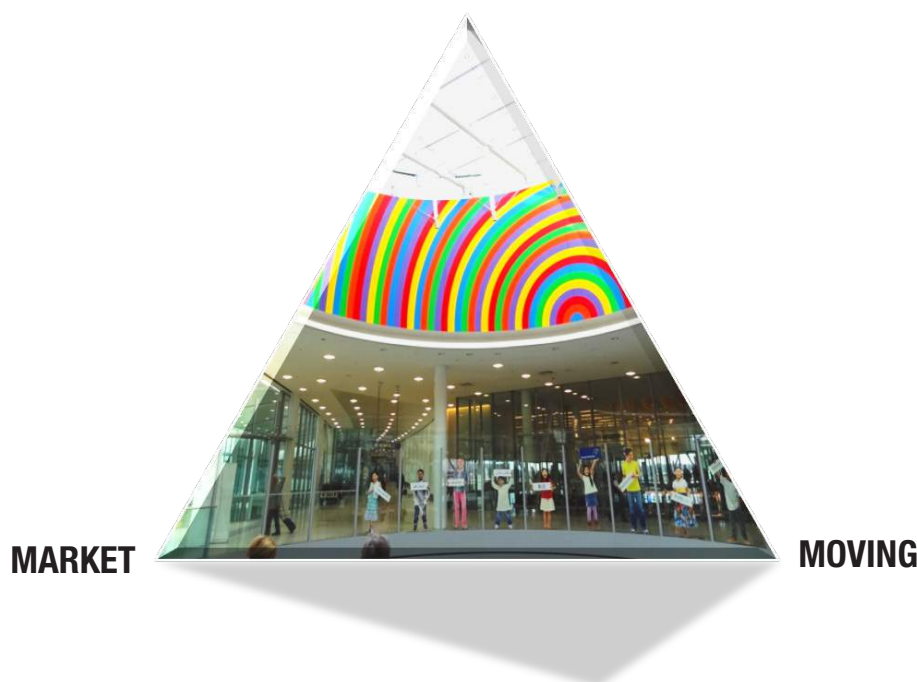
In reteam we classify these activities as: Market, Meeting, and Moving.

If there is a potential of creating new destinations in the city; the combination of market, meeting and moving should be determined in order to create the right framework for taking care of people's needs.

**Why:** It is not possible to force people to use specific parts in the city if they don't find it natural or attractive to do so. Therefore, the starting point is to understand what citizens would like to do at each location.

**Result:** The analysis of replacemaking provides operational solutions on how to enhance the retail mix and the amenities in the public space (signs, benches, decoration, event areas signage etc). Thus, with focus on the customers' needs and behavior, replacemaking gives concrete guidance on how to create the ideal balance between market, meeting and moving in the city.

## MEETING







# A CITY'S DIFFERENT AREAS REQUIRE A **CUSTOMIZED FOCUS**

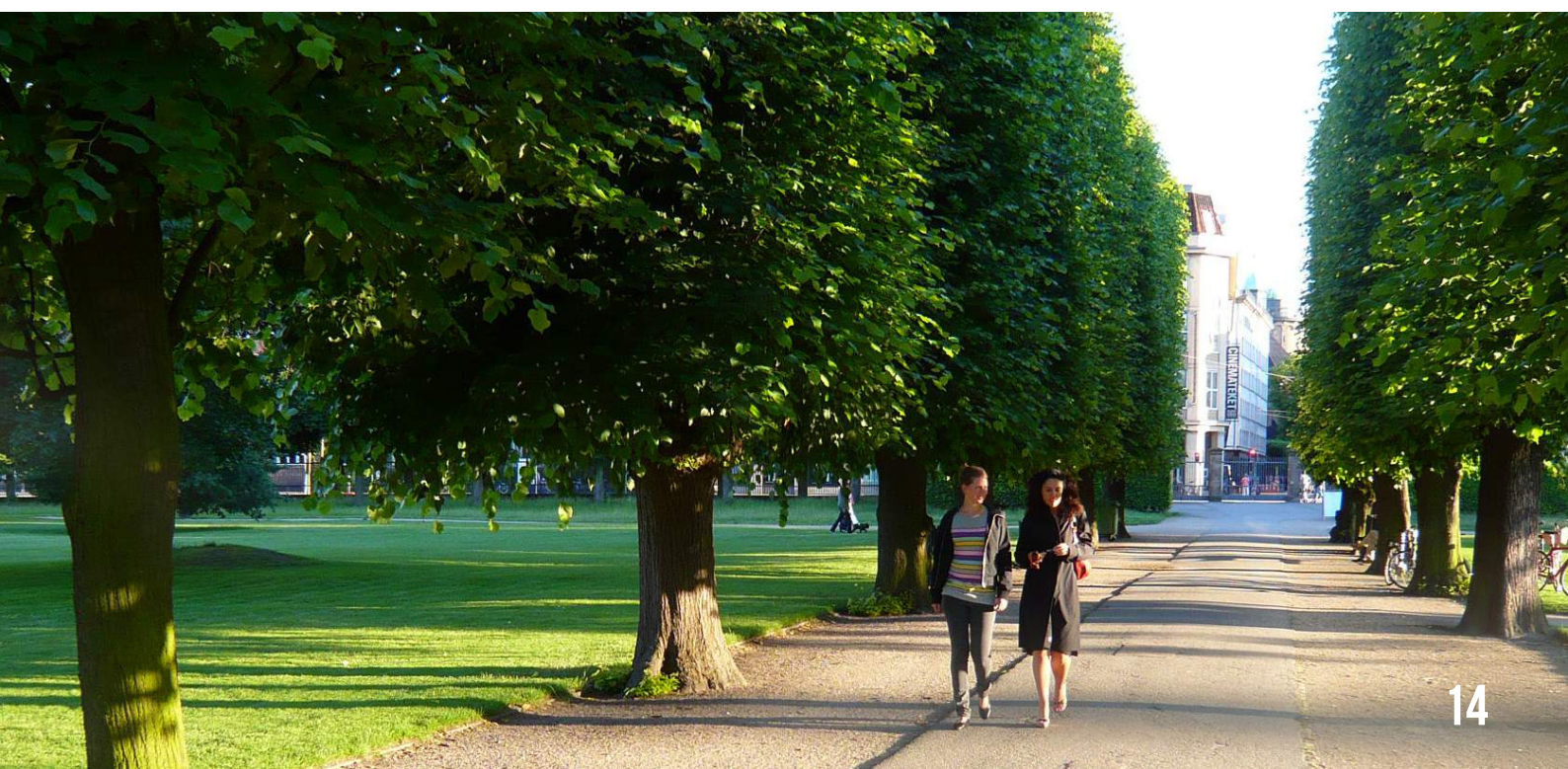
A city is an entity consisting of people of all ages with different cultures and backgrounds. But a city is only an entity preserved by the joint contribution of the large and small districts that all together form the city. Just as different cities require different strategies of development, a city's different areas require a customized focus. Some cities are small and others are bigger. Some have all shops and activities within the same area, but in other cities, the activities may be clustered in distinct areas with different sets of roles. By focusing on the differences between areas in a city, reteam systems looks at cities through 'zoning'.

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**TO ENSURE THE DEVELOPMENT OF SOLUTIONS THAT STRENGTHEN THE QUALITIES OF EXISTING POTENTIAL IN EACH AREA OF THE CITY, RETEAM SYSTEMS APPLIES RETAIL MAPPING, REPLACEMAKING AND MIND16 ON EACH ZONE IN THE CITY.**

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# CUSTOMIZED FOCUS

**HOW RETEAM SYSTEMS DIVIDES THE CITY INTO ZONES ON THE BASIS OF THE CITY'S EXISTING STRUCTURES AND CHARACTERISTICS. AFTERWARDS RETAIL MAPPING, REPLACEMAKING AND MIND16 ARE APPLIED WITHIN EACH ZONE TO IDENTIFY OPPORTUNITIES OF IMPROVEMENT.**

The analysis of each area form part of the final development strategy and lays the basis of creating a coherent strategy that takes into account the existence of varying needs, wants and opportunities of improvement in each zone.





# WHY

## IF WE DON'T ACKNOWLEDGE THE DIFFERENT IDENTITIES AND ROLES BETWEEN THE ZONES COMPRISING A CITY, AND ONLY LOOK AT THE CITY IN ITS ENTIRETY, WE CANNOT BE SURE THAT THE INITIATIVES WE SET FORWARD MAKE SENSE TO THE PEOPLE USING THE CITY EVERY DAY.

There are different kind of landlords and retailers. And Landlords and retailers with the identical characteristics seem to cluster in zones. A large investor has different ways of making decisions and different financial possibilities than a small local landlord. And the same applies to retailers. A global international retailer acts completely different to a local owned store. Different kind of companies need different tools and framework to implement strategies.

# RESULT

## BY DIVIDING THE OVERALL STRATEGY INTO SUB STRATEGIES FOR EACH ZONES, THE STRATEGY BECOMES OPERATIONAL AND EASIER TO IMPLEMENT FOR ALL STAKEHOLDERS.





# EVERY CITY HAS A **MIND** OF ITS OWN

**“WITH THE HELP OF THE RESEARCH OF MIND 16, WE DISCOVERED HOW IMPORTANT THE LOCAL IDENTITY WAS IN LAPPEENRANTA. IT HELPED US TO STEER OUR ARCHITECTS TO DESIGN THE COZY INTERIOR THAT CREATES THE RIGHT ATMOSPHERE. WE HAVE RECEIVED LOTS OF POSITIVE FEEDBACK ABOUT THE ATMOSPHERE FROM BOTH CUSTOMERS AND TENANTS.”**

*—Heikki Alén, project development manager at Citycon, Finland 2015.*



The most important 'ingredient' in a successful city is the people using it. People attract people, and the more people you have, the more attractive it is for tenants to operate stores, restaurants and other public oriented activities.

Therefore, it is crucial to understand what motivates people to make the decision to use the city. The city has to offer solutions of the needs and desires of people in the city. Why are they here, what do they want to do, what kind of atmosphere do they prefer when they are out shopping, what are they missing etc.

mind16 is a way of interviewing people based on consumer behavior and socio-demographic understanding. After a mind16 analysis you will know exactly which forms, shapes and colors citizens are drawn to. With interviews lasting 5-7 min each, you get a full understanding of what is important for the different types of people living in your city, what they are missing, where they prefer to go shopping and what they would like to improve in the city.

**How:** A minimum of 400 people will be interviewed in the city at different locations. The locations for the interviews should be where a lot of people are passing by or at central squares where people meet. The interview includes 3 different kinds of questions:

1: Questions related to general data including age, gender, post codes and family status of the interviewed consumers.

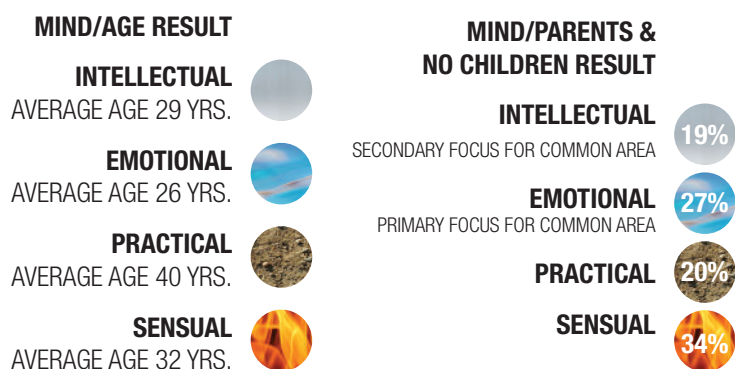
2: Questions about the interviewed consumer's viewpoint on the offers in the city including which parameters are important for the consumer when he/she goes shopping, favourite brands and shops, what he/she would like to improve in the city.

3: Questions about the interviewed personality.

**Why:** Every place has a mind of its own. The mind of a city is made by the people using it. The determination and understanding of the mind is key to improve the attractiveness of the city. mind16 makes it possible to really understand people and create an environment (retail offers, outdoor facilities, design, communication, events etc.) that reflects the needs and desires of the people.

**Result:** The result of mind16 is delivered in a report that explains what is important to people and what motivates them to use the city. Here you will discover what citizens are attracted by in terms of text, design, service etc. With mind16 it is no longer a stomach feeling or overall interpretation of what citizens might like and are attracted by. Instead you will **find a clear direction for future decisions** because all suggestions for improvements are based on 'real people' and their experiences of what they want to see in the city.

The result gives operational solutions to the municipality's work with public space and public offers, as well as giving retailers the insight into the factors that motivates the consumer. Finally, the **municipality, retailers and landlords** will then be able to optimize the use of the buildings.





# DELIVERING THE BRAND PROMISE IN THE CONSUMER EXPERIENCE.





# Additional Services - From Strategy to Implementation

## **ADDITIONAL SERVICES - FROM STRATEGY TO IMPLEMENTATION**

Now you have the strategy, how do you ensure implementation? In supporting the core benefits of retail mapping, replacemaking, mind16 and zoning, reteam offers a variety of additional services designed to address specific, unique, and often one-time project needs that can be used alone or in addition to reteam systems other services. Each service is customizable and based on your project's specific needs and requirements.

Some of the additional services we offer include:

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### **UPGRADE STORES**

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### **EVENT & LEISURE MANUAL**

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### **CITY TOUR**

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### **REFURBISHMENT EXTERIOR AND INTERIOR DESIGN CONSULTING**

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On the next pages we will give you a quick tour to what these area all about. For a detailed description and case studies please contact us directly.







## UPGRADE STORES

How do you get the best stores in your city? Upgrade Stores give the answers.

Upgrade Stores give shop owners competence and concrete tools and guidance on how to improve their stores and reach their full potential. It's a workshop based product set over an approximately 5 month's period to ensure implementation of strategy and action.

This product is particularly useful for local retailers with limited resources, but even chain stores owned by a local partner benefits from participating.

To enhance the shopping experience and optimize the sales, reteam group offer Upgrade Stores to municipalities and cities that want to create an attractive city center and improve the stores physical appearance.

Upgrade Stores helps store participants increase their turnover, get better cooperation between the stores in the city and spark new energy and desire to develop their stores further.

In bringing stores together you will get a city where store owners learn from each other, share ideas and where everybody become eachother's best ambassadors.

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**“IT’S NOW BUBBLING AND  
BUZZING AMONG THE  
MUNICIPALITY AND THE  
LANDLORDS, WHICH YOU  
HAVE PROBABLY NOTICED —  
VERY COOL!”**

— Jenny Rungegård, Head of Växjö  
Citysamverkan AB, 2014

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## EVENT AND LEISURE MANUAL

How can a city develop into a place with a powerful, artistic and leisure heartbeat? And what bring people together in a city and makes it an exciting place to be? The presence of events and leisure activities are fundamental to create buzz and excitement that makes life fun and full of new inspiration for the people who live there as well as for tourists.

In examining the possibilities in your city according to your budget and the different zones in your city we design a customized event and leisure manual with tangible ideas to be used all year around. By providing detailed instructions of each practical step to be made within the given framework of each event the strategy serves as a handbook for turning event ideas into action.

## CITY TOUR

One thing is to read in a report another thing is to experience the reality face to face. Together we invite landlords, politicians, architects, shop owners and representatives from the municipality to go with us on a tour through your city. Here we join forces and discuss our experiences. In looking at the city as a team all parties bring diverse competencies and in experiencing the city together all are encouraged to reach a common goal through mutual commitment and knowledge sharing. It suddenly becomes obvious what you have to do to improve the consumer experience.

## REFURBISHMENT, INTERIOR & EXTERIOR DESIGN CONSULTING

Facade and storefront improvements are one of the most effective ways of promoting retail activity and enhance the overall experience of the pedestrian. In some cases simple signage changes can make a world of difference for the appearance of a store - other times a property may face more complicated challenges. With reteam Refurbishment, Interior & Exterior Design Consulting we help property owners and tenants overcome property challenges in relation to signage, architecture, parking conditions and much more by creating inspiring solutions for reinforcing the image and experience of the store.



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**“THANKS FOR ALL YOUR AMAZING  
AND PROFESSIONAL ADVICE ON  
HOW WE CAN IMPROVE OUR STORE. I  
THINK THIS IS TOP-NOTCH!!”**

— Erika, Shop owner 'La Leia Underwear', Malmö  
Sweden, 2015

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**“THIS IS THE BEST THING THAT HAS  
HAPPENED TO MY STORE SINCE I  
STARTED 15 YEARS AGO.”**

— Kristina, Shop owner 'Brillor å sånt',  
Malmö Sweden, 2015.

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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

	Retail Mapping	Replacemaking incl. Zoning	mind 16	Branding Platform	Competitor Analysis	Facts & Statistics*	Catchment Area
Marketing Strategy	○	○	●	●	●	●	●
Leasing Strategy	●	●	○	○	●	○	○
Design**		●	●	○	○		
Street Programming	○	●			○		
Leasing	●	●	○	○	●	●	●
Commercial Concept***	●	●	●	●	●	●	●

#### Additional services – From strategy to implementation:

Upgrade stores  
 Event & Leisure manual  
 Seminars  
 Workshops  
 Scenario Workshops  
 City Tour  
 Coaching – Leasing  
 Coaching – Landlords *(for instance Exterior and Interior Design Consulting)*  
 3 year follow up *(reteam group offers a customized follow up plan after 2-3 years of implementation of the original strategy completed by reteam group).*

#### RETEAM CITIES & MALLS

\* If available, client provides fact & statistics material

\*\* Design can be developed by reteam architects or the by architects contracted by client under the supervision of reteam. Design can include public spaces, lightning program, signage program, facades, tenants criteria etc.

\*\*\* Full operational strategy

Each product developed using reteam systems has corresponding tools.

Some are required for each product. ●

Some are optional. ○

### A SMALL SAMPLE OF THE RETEAM CLIENT LIST

*(randomly placed):*

Aareal Bank, Aberdeen, AIG, Carlsberg Byen P/S, Carval, CBRE, Citycon, Copenhagen By og Havn, Executive Property, Fourway, GE Capital, Glostrup Municipality, Helsingborg Citysamverkan, Hässleholm Municipality, HSH Nordbank, ImmoFinantz Group, ING, Inter IKEA, Ivanhoe Cambridge, Jernhusen, Karlskrona Municipality, Kongeegen, Lund Municipality, Malmö Citysamverkan, Merrill Lynch, Metro Properties, Midroc, NCC Property Development, Norrporten, nrep, Orion Capital Managers, Pareto, Rotterdam Municipality, SNS, Tapiola, Tartu Kaubamaja, The City of Copenhagen, Trelleborg Citysamverkan, Vasakronan, YIT, Växjö Citysamverkan, Älmhult Municipality



# The Team



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