Office and Mixed-Use
Advances in technology and a constantly evolving business world have transformed the way we live and work in our cities. Our cities have moved from having distinct business, residential and leisure districts into developing sustainable mixed-use communities which coherently combine all of these key elements. The result is a change in what we need from our buildings. Offices have changed in terms of their overall size, floor plate and use of technology and are constantly evolving to meet the requirements of a 21st century global economy and evolving occupancy preferences.

The Office and Mixed-Use Council looks to keep its members at the forefront of this changing world by sharing lessons from cities across Europe as well as bringing industry leaders together to examine all aspects of investment, financing, development, architecture, technology and sustainability.

Retail and Entertainment
Retail and entertainment is one of the most innovative and diverse sectors of the real estate industry. From shopping centres, high street shops and out of town retail parks to restaurants, cinemas and concert venues, the Retail and Entertainment Council examines all aspects of ownership and operation.

Set against a backdrop of global retail and entertainment brands, the council’s membership and content programme reflects the fact that the sector transcends geographical boundaries. As well as examining best practice in Europe, the council draws ideas from both established and emerging markets to provide members with a clear insight of the market.
Roundtable:

The Increasing Impact of Serviced Offices

Patrik Ölvebäck, Country Manager, IWG Sweden and Denmark

Patrik explained the IWG business model that offers office spaces under five different formats Regus, Spaces, HQ, Signature and No. 18. Each product offers the client a different type of work environment, each has a different price point and adapts to the needs of the respective clients.

Key Takeaways:
- Length of stay varies however the average is 11½ months – some clients stay for years and others as short as one month.
- No. 18 is the most expensive of the brands, which follows a lifestyle concept, but not necessarily the most profitable.
- Client base consists of 50% SMEs, 40% corporate, 10% start-up clients. Corporate are the client base which is growing the most.

Kim Herforth Nielsen, Founder and Creative Director, 3XN

Kim introduced 3XN’s development of human centric office design which is designed to improve quality of life for employees. Kim particularly focused on the example of their work on the International Olympic Committee’s headquarters in Switzerland.

- In the design of offices construction cost is 2%, operation of the offices is 6% and staff is 92%. Therefore, the better the quality of office for staff the more profitable the business.
- A typical interruption during work takes an employee 23 minutes to get back to the task. The average worker is interrupted 7 times an hour.
- Flexibility in offices is very important. The IOC headquarters is very adaptable with changeable ventilation and configuration. Every workspace has its own screen which can be used to adjust the temperature.
- The IOC headquarters has connected spaces throughout the whole building and is connected inside one circular staircase inside an open atrium.
Repositioning Retail to Mixed-Use

**Juergen Fenk**, Member of the Group Executive Board, SIGNA Group

Juergen introduced SIGNA Holding who are a major shareholder in various successful real estate and retail groups. Juergen then went on to discuss in more detail the actions SIGNA have taken to tackle the challenges facing retail today.

- SIGNA Holding is a retailer and real estate owner. Everything around online and offline commerce is relevant to the company. There are department stores also 15 e-commerce stores.
- Department stores with five or six floors are now looking to use some floors for other functions such as logistics. Only successful e-commerce businesses will be those with physical presence as well.
- In Vienna SIGNA converted a street to a pedestrianised retail experience. The company worked with the city on this project.

**Karen Egede Nielsen**, Director of Development, Hines Nordics

Karen Nielsen outlined Hines Nordics portfolio before focusing on a case study of Universitet Passagen. Universitet Passagen is a four building 21,000 square meter mixed-use asset which is situated on Købmagergade, a pedestrianised shopping street in Copenhagen.

- There is a high demand for quality hotels and retail in Copenhagen. A large number of tourists come to visit the city and there is a limited amount of good quality hotel stock.
- The Universitet Passagen is located next to the Round Tower which is a big tourist attraction and therefore a good location for a hotel. The site is a unique location with giant footfall and historic buildings.
- Hines wanted to work with a boutique hotel because from their research this is what the market wanted.
- There were many stakeholders in the project, Hines sought out these stakeholders to hear their concerns and work with them to a positive result.

**Jean-Paul Viguier**, Architect, Jean-Paul Viguier es Associés

Jean-Paul Viguier introduced Jean-Paul Viguier es Associés and the work the architects have done around repositioning retail to mixed-use.

- Jean-Paul Viguier es Associés want to consider a new approach to improve density.
- In Leon, Jean-Paul Viguier es Associés developed 200 hectares behind the train station which was a 20-minute walk from the city centre.
- The development in Leon is mixed-use including a hotel, restaurant, movie theatre and retail. The shopping centre has an enclosed roof but no walls, so the area has a sense of openness. The trains for the station run through the shopping centre and this has become an attraction of the development.
- Jean-Paul Viguier es Associés organise workshops in the areas they work in to make sure the community is happy.
Applying Retail Customer Data Expertise to Offices

Per Østergaard Jacobsen, CEO, Efficiens & External Lecturer, Copenhagen Business School

Per Østergaard Jacobsen introduced his experience as co-founder and project manager of the “Rio to Roskilde” research project. Per worked with one of the largest festivals in Europe to develop new sustainable business models based on Big Data insights.

- The festival which the research project focused around had infrastructure and the scale of a small city.
- Attendees at the festival were tracked through an app. The app collected data through sensors such as how often toilets were used, where attendee spent the most time and what transactions they made.
- Data was collected in real time. In the control centre screens followed the data. This allowed organisers to react to the information by redistributing relevant staff or supplies.
- This technology was also used at a Danish mall. The app location services and heat maps show the patterns of shopping and in particular the gender disparity of users.

Dan Gildoni, CEO & Co-Founder, placense

Dan introduced placense technology which is integrated into partner apps. The technology asks users for explicit consent before tracking their location and anonymising their data.

- Tracking location data allows for customers to understand accurate information rather than relying on theories.
- The technology was launched initially in Germany. Data protection laws are especially tight in Germany which meant placense were confident if they could succeed in Germany they could in any country.
- A supermarket chain in Germany used the data to compare between locations. The data allows clients to see how often customers go to stores, their income level, gender and age. Interpreting the data can also allow you to see where they go after they visit the supermarket — home, office, other.

Site visit

The walking site tour was led by Tom Nedergaard who is Head of Commercial Sales and Lettings at Carlsberg Byen P / S. The tour lead members around the development of Copenhagen’s new city district which is due for completion in 2024. The development transforms the historic brewery area into a new neighbourhood between Frederiksberg, Valby and Vesterbro - in the centre of Copenhagen.
Members and guests of the Council

Mikael Andersson, Echo Investment S.A.
Andrew Angeli, CBRE Global Investors Europe BV
Cem Arslan, Regus
Louisa Batts, ULI Europe
Jorge Beroiz, CallisonRTKL-UK
Marije Braam-Mesken, CBRE Global Investors AIFM B.V.
Kenneth Christian, CallisonRTKL-UK
Xavier Denis, AG Real Estate
Jürgen Fenk, SIGNA Holding GmbH
Nic Fox, Europa Capital Partners LLP
Alexander Gebauer, Allianz Real Estate GmbH
Laetitia George, Groupama Immobilier
Dan Gildoni, placense
Rachel Hanke, FREO UK Management Ltd
Chris Igwe, Chris Igwe International
Per Jacobsen, Copenhagen Business School
Bas Jochims, Bouwinvest Real Estate Investors BV
Herman Kok, Meyer Bergman
Wilson Lee, Cale Street Partners

Rikke Lykke, PATRIZIA AG
Karen Nielsen, Hines Nordics
Kim Nielsen, 3XN Architects
Patrik Ölivebäck, IWG Sweden and Denmark
Anne Petitjean, Herbert Smith Freehills Paris LLP
Xavier Ramette, AXA IM – Real Assets
Marc Reijnen, M&G
Pete Reilly, JPMorgan Asset Management
Holger Schmalfuß, Berlin Hyp AG
Bill Sebring, STIR Architecture
Achille Simo, Jones Lang LaSalle SE
Adolfo Suarez, Lombardini22 S.p.A
Gabriel Uzgen, BESIX Real Estate Development
Jean Paul Viguier, Jean-Paul Viguier et Associés
Andy Watson, Europa Capital Partners LLP
Birgit Werner, REALCUBE
Joris Winters, Arcadis Nederland B.V.
Alexander Zahrt, Silvertown Asset Solution GmbH

About ULI Europe

The Urban Land Institute is a global, member-driven organization comprising more than 40,000 real estate and urban development professionals in 76 countries dedicated to advancing the Institute’s mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. In Europe, we have over 3,500 members.

European Councils are forums for industry leaders to meet, exchange ideas, share best practices and foster thought leadership in their specific sector of the real estate market. Consisting of a genuinely international membership, the councils provide a unique platform to learn from peers in the same sector who are operating in different geographical markets, as well as help shape the future of pan-European real estate.

Join us today

The success of ULI’s Product Councils relies on the active participation of our senior executive full members. If you would like to share your expertise and be involved in shaping the future of real estate in Europe, please contact the relevant Chair or Louisa Batts at louisa.batts@uli.org for information on applying to join a Council.

https://europe.uli.org/join