

Retail is changing...



... and so are we, with a new structure that puts customers and visitors right at the heart of our business



In conversation with **Martin Breeden**, Centre Performance Director, and **Rebecca Ryman**, Customer Performance Director

Two of our most experienced people, Martin Breeden who heads the centre performance team, and Rebecca Ryman, who leads the customer performance team, talk about the difference the new focus will make.

So, why is intu changing the way it focuses on customers and visitors?

RR It's a response to the structural change in the world of retail property. Part of our five-year strategy is to sharpen our relationship with our customers and deliver an incremental outperformance against our peers.

MB We want to transform our centres into places with the mix of leisure and experience that makes our visitors want to keep coming back, and do it by making effective use of our capital.

What will the new teams do?

RR Sharpening our relationship with our customers is quite simply about getting closer to our customers in the same way they are getting closer to their customers. Working in partnership and providing them with great places where they are going to thrive, the focus on customer performance will be unique to intu. The team brings together customer relationship management (CRM), online, data and insight and retail innovation.

Our CRM team will be talking to our customers to ensure they are in the right locations, their stores are working well for them and they are performing to their optimum. The online team will grow our customer base by bringing online brands into our centres. The insight team will tap into new trends and the retail innovations team will curate new environments where brands who want to come into shopping centres can take the first step and we share the risk.

MB The centre performance team brings together development, asset management, visitor experience and operations and simplifies our whole structure, with one team and one vision. Placemaking will be our main focus – using our creativity and innovation to curate places where everyone feels they belong. By bringing all these teams together we will be able to transform our centres quickly and cost-effectively.

Our two teams will work closely together because ultimately what is good for our visitors is good for our customers and vice versa.

How are you building sustainability into your strategies?

MB I chair the environmental operations working group which brings the relevant teams together so we can deliver on our commitment to be net zero carbon by 2030. We will also support our customers towards more efficient use of their spaces.

800
unique brands at intu centres

21%
of units at intu centres devoted to catering and leisure

£141m
capital investment planned across the portfolio

69%
reduction in carbon emission intensity since 2010

For our visitors it's as much about the social element of sustainability – making our centres the most accessible centres as well as the beating hearts of the community. And we're very good at that.

RR: Sustainability is very high on our customers' agendas and they want sustainable partners. When we look at new leasing models, sustainability will be an important element.

What are the teams' plans for the next 12 months?

MB I talk a lot about putting on a show – using the fabric of our buildings, our people and activities to put on something people really want to see. A big focus is to make cost-effective enhancements and create placemaking activities across the portfolio. There will be more things happening at intu Lakeside; a place-making programme is ready to go at intu Trafford Centre; new ideas for intu Braehead are already in progress and a transformational programme is planned at intu Merry Hill.

RR We will use our insight to be the voice of retail. We have a huge focus on top-40 customer engagement and new leasing structures. We'll be drawing lessons from our data and insight work to feed into our conversations with customers and curating new spaces such as Fashion House for emerging pureplay brands.



Our business benefits from the footfall intu shopping centres attract through the day. Half our venues are at intu sites and we look forward to continuing our partnership."

Hugh Knowles, Chief Development Officer, UK & Europe, Puttshack