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OCTOBER 2026

MALL TALK

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The Season Opens Its Eyes.

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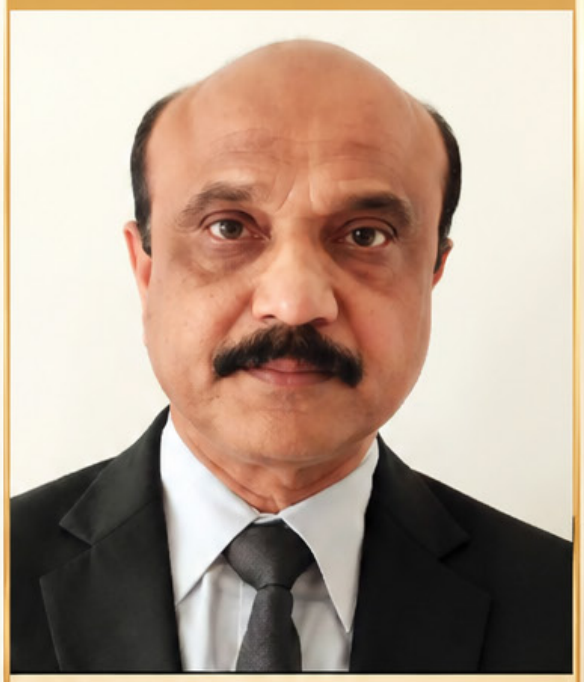
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The Festive Season Begins



Anjeev Kumar Srivastava

COO, SCAI

As we step into October, the festive calendar is beginning sooner than anticipated. While Diwali arrives in November this year, the weeks leading up to it are already bringing a sense of anticipation, excitement and renewed energy to shoppers, destinations across the region.

For the shopping centre industry, this period has always been about more than a spike in retail activity. It is an opportunity to add value into floors of celebration and connection, where shopping sols alongside dining, entertainment, culture and shared experiences. Festive drives to pop-ups, gifting concepts, performances and family-first activations all play a role in creating reasons to visit and stay longer.

Importantly, the festive consumer is also evolving. Shoppers increasingly seek more than promotions. They are looking for discovery, convenience, personalisation and experiences that make an outing feel worthwhile. For malls and retailers this means not just meeting expectations but ahead of the curve, and in turn, delivering memorable experiences that create lasting loyalty.

At Mall Talk, we look forward to seeing how shopping centres across the region bring the season to life through new ideas, culture, live events and experiences that connect communities.

As the celebrations begin to unfold, here's to a vibrant festive season ahead.

Anjeev Kumar



A New Chapter in SCAI's Journey – Uttar Pradesh Chapter Established*

It gave us immense pleasure to share that **SCAI has established** the **Uttar Pradesh Chapter**, marking a significant new milestone in our journey to deepen our presence and strengthen collaboration at state, regional, and national levels.



The session was masterfully conducted by the renowned **Shivani Durrey Srivastava (Founder & MD, Adfactors India)** and **Pareshnath Sinha*** esteemedtly featured the CEO & Founder, Oogie Creations Pvt. Ltd.





The session brought together professionals from shopping centres across Lucknow, Greater Noida, Pin code and Lukhnow's malls and developers, solidifying further collaboration during the session and moving.

The enthusiastic participation and response reaffirmed SCAI's commitment to the long-term growth of our region.



This is a new opening in **SCAI's** history—the **first-ever SCAI activity in Uttar Pradesh** since its formation, bringing together both member and non-member shopping centres under one platform.

We are deeply grateful to **Phoenix Pallasio**, under the leadership of **Mr. Sanjeev Sarin**, for their invaluable support in organising this initiative. Their cooperation and commitment helped make this milestone possible.

Our sincere thanks to the **Phoenix Group** for their support and partnership.

The establishment of the UP Chapter reflects SCAI's continued commitment to taking industry knowledge, collaboration and professional development closer to shopping centre professionals across India.

A new chapter has begun in Uttar Pradesh.
And this is just the beginning.









Large malls to dominate India's retail pipeline; 51.1 million sq. ft. expansion likely by 2031: JLL

Indian real estate developers are expected to add nearly 51.1 million sq. ft. of new shopping mall space over the next five years, propelling the total shopping mall stock to 145.2 million sq. ft. by the end of 2031.



New Delhi: Indian real estate developers are expected to add nearly 51.1 million sq. ft. of new shopping mall space over the next five years, propelling the total shopping mall stock to 145.2 million sq. ft. by the end of 2031, a report said on Monday.

The report from JLL said that the significant expansion is driven by surging consumer demand, a strong influx of international brands and expansion by domestic brands.

India recorded gross leasing volumes of 6.4 million sq. ft. in the first half of 2026. India's retail stock reached 92.1 million sq. ft. across the top 7 cities with a vacancy rate of 11.2 per cent as of June 2026.

Of the total upcoming mall supply, nearly 56 per cent will comprise large-format malls designed to cater to the experiential and destination needs of consumers. Over half of the upcoming retail supply is expected in Delhi NCR and Hyderabad.



"The shift toward large-format, experiential destinations signals a fundamental transformation in how consumers engage and how consumption patterns are evolving with changing generational preferences," said Saket Amrit, Head of Retail Services, India, JLL.

Nearly one-third of upcoming supply is dedicated to entertainment, F&B, and services, signalling expansion beyond traditional commerce to create lifestyle destinations that blend technology, design, and experience.

These assets, totalling approximately 28.7 million sq. ft., are poised to emerge as powerful commercial engines in the retail ecosystem of the future, with technology and design as key differentiators offering a blend of lifestyle, leisure and legacy.

These large-format developments will allocate approximately 30-35 per cent of their space to entertainment, Food & Beverage, and services categories, infusing nearly 9-10 million sq. ft. of space for these three categories alone to go beyond traditional commerce.

India will also witness the emergence of next-generation neighbourhood malls through 2031, though their share will remain limited to 15 per cent of upcoming supply at approximately 7.9 million sq. ft.

India's top three listed developers currently own approximately 14 per cent of operational retail stock in Tier 1 markets as of H1 2026, and their share in operational mall stock may expand to nearly 21 per cent by the end of 2031.

Top ten developers are projected to comprise 44 per cent of total shopping mall stock by 2031, the report noted.

Why the physical mall still matters

As online shopping makes buying easier, physical retail faces a more interesting challenge: giving people a reason to show up. For **Kamakshi Mantri, Chief Strategy Officer, Mantri Group,** the answer lies in creating spaces built around experience, discovery and connection. She discusses how changing consumrei habits are reshaping malls, explains what commercial real estate, and what will keep physical spaces relevant.



People can shop from almost anywhere today. What makes them still want to visit a mall, and what does that tell us about the **new Indian consumer?**

Today's consumer has more choices than ever but still craves unique places to shop, dine, play or simply be part of a joyful, shared experience. Indian malls are evolving to what global real estate"'s calling "new social hubs". At Mantri Group, we re-think the mall around everyday lives, keeping things fresh in tune with an ever gayety experience rather on mall just one more destination for transaction and consumption.

Online platforms are often convenient. but they can't offer the chance to discover, connect and create shared experiences with the people around you. That's the gap malls are best placed to fill.

You work across retail, hospitality, and commercial real estate. What are you seeing change most quickly in how people want to use physical spaces?

Across retail, hospitality and commercial real estate, the biggest shift is the move towards creating places for because they have to – want to. today, physical spaces need to "work harder and do more for people". Succeeding means building joyful, F&B, entertainment and social experiences, and creating a sense of community, which resonates with how people live, work and unwind.

In hospitality, it's the same evolution – our F&B outlets like Tango and Adda Allo have become social destinations that families, friends and colleagues return to again and again. In real estate, mixed-use developments that integrate how people live, work and socialise are setting the pace, bringing amenities, spaces that differ, and people under one roof.

The common thread is that physical spaces have to compete for attention in a busier, more on-the-move world, by offering far more than just products.

A good mall today seems to be selling more than products. How do you think about creating a place that people genuinely want to spend time in?

A mall today has to be more than a place to shop –it needs to be a place of pause, inspiration and experiences. People come with a mix of reasons: to shop, to eat, to catch up with friends, to enjoy entertainment, or simply to spend time. Our role is to bring all these together seamlessly. We focus on creating spaces that feel vibrant, welcoming, and meaningful, where people can make the most of every visit, whether it's for a quick outing or a full day with loved ones.



At Mantri Square, we look at this through the idea of creating a complete day-out experience. A family may come in for shopping, stay for a meal, catch a movie, explore gaming and entertainment options, or participate in a seasonal event. Our mix of retail, food and beverage, cinema, gaming and family-oriented experiences gives visitors the flexibility to shape their own experience. Programming also plays an important role. Initiatives such as summer camps, fashion activities, festive celebrations, cyclothons and Dandiya events give people reasons to visit even when shopping is not the primary purpose. These experiences help us stay connected with Bengaluru's community and become part of people's social calendars.

Ultimately, the goal isn't to be the biggest mall—it's to be the one people default to because there's always something worth showing up for. whatever that means for them that week: fashion, food, a film, or just time with people.

Looking ahead five years, what do you think will separate malls that remain relevant from those that struggle to give consumers a reason to walk through their doors?

Over the next five years, malls will need to evolve from being collections of stores into living, evolving destinations. The competition is no longer limited to other malls; consumers have a-commerce, quick commerce, high streets, restaurants and entertainment venues competing for their time and attention.

The key will be giving people a reason to visit even when they don't have a specific purchase in mind. This means bringing together a strong retail mix with food and beverage, entertainment, wellness, family experiences, events and community-led programming. It is less about having the most stores and more about creating a relevant and cohesive experience.

Malls will also need to understand their local catchment better. In a city like Bengaluru, where consumers are digitally connected and experience-driven, convenience, discovery and meaningful experiences will play an important role.

Technology will help at the edges—parking, wayfinding, personalised offers—but it won't be the differentiator. What will separate the malls that last is genuine community relevance: events, culture, fitness, food and family activities that make a mall part of people's everyday lives, not just a place they pass through.

Ultimately, the future of malls will be about competing for time, attention and connection—not just the consumer's wallet.

BYLINE

Why Companies That Close the Physical-Digital Brand Gap Will Win the Next Decade



BY GORAN PAUN

Success in the consumer era now relies more on brands building experiences that move seamlessly across online and offline, blending convenience, discovery, and human connection. Shoppers no longer see distinct boundaries between channels — they expect the same brand to engage them with relevant, consistent and personalised experiences, whether they are browsing on a screen or walking into a store. The brands that will win the next decade are those that treat the physical and digital worlds as a single, interconnected journey rather than separate touchpoints.

Now, a more connected mindset is reshaping the retail landscape. The digital experience is no longer just a support channel — it influences what people see, choose and do in real life. At the same time, physical spaces are evolving beyond transactions into immersive, community-driven environments. The most successful companies will be those that design seamless experiences across both worlds, making it easy for consumers to move, explore and engage on their own terms.

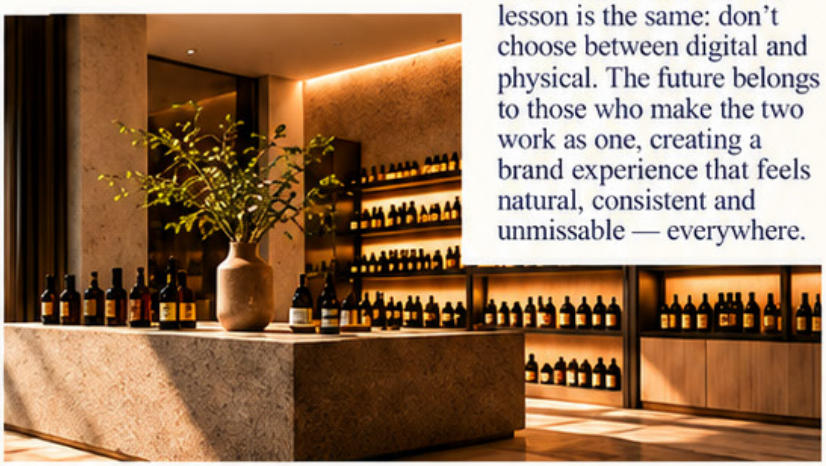
> *"A brand that feels whole is the result of deliberate decisions on every surface, not an accident of taste.*

Digital is where a brand gets global — it can reach new audiences, lower the barriers to entry, and grow at speed. It is a vital tool for building awareness and relevance. But true differentiation happens when that digital presence connects to a more sensory, immersive experience.

The best companies use both to their advantage — online to inspire, offline to deepen emotional connection. The physical environment gives credibility and helps bring a brand's story to life in a way that digital alone cannot.

For a challenger brand or an established one, the lesson is the same: don't choose between digital and physical. The future belongs to those who make the two work as one, creating a brand experience that feels natural, consistent and unmissable — everywhere.





In the decade to come, what will set leading brands apart is not just what they sell, but how seamlessly they connect online and offline. Consumers no longer think in channels — they think in experiences. The companies that understand this will create lasting relevance, stronger loyalty and new opportunities for growth. They are the ones that won't just keep up with change, but will shape what the next era of consumer experience looks like.



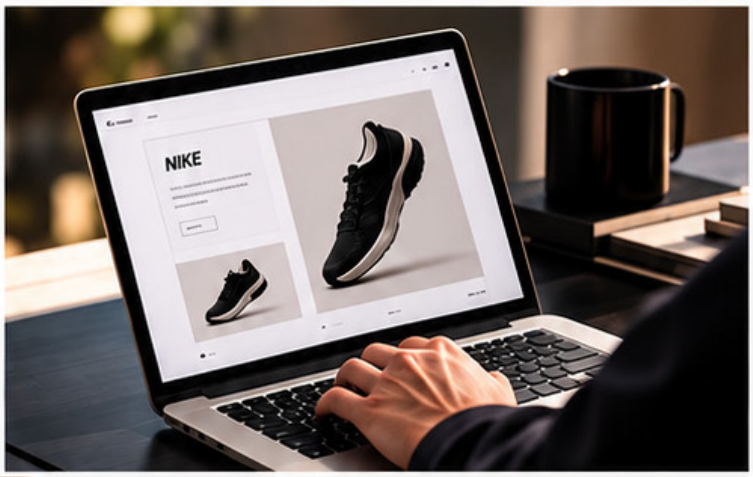
Market dynamics in the retail and consumer goods industry are more dynamic than ever. Brands are no longer judged only by the products they sell but by the overall experience they create for consumers across physical and digital touchpoints. In this environment, a strong brand identity is essential to build trust, drive loyalty and stay relevant.

When executed well, brand strategy goes beyond logos and taglines. It connects purpose, product, people and experience into a cohesive narrative that influences how consumers perceive and engage with a brand. For global players like Nike, this holistic approach has been a key driver of long-term success.

Nike's competitiveness also stems from its ability to adapt. The brand constantly tracks consumer trends, invests in innovation and refines its strategy to meet evolving expectations across different markets.

Why the Disconnect Happens

The disconnect often arises when brand messaging and real customer experiences do not align. Consumers today are more informed, vocal and selective. They expect brands to deliver on their promises, not just in advertising but in every interaction, from in-store service to online support. When the actual experience falls short, it can quickly erode trust and loyalty, even if the brand has a strong reputation.





The opportunity today is larger than ever. Consumers want brands that reflect their values, simplify their lives and make them feel part of something bigger. This is where integrated brand strategy becomes essential. It is not just about creating awareness but about delivering a consistent and meaningful experience across all channels, physical and digital. Brands that succeed are those that combine a clear purpose with a deep understanding of their customers, using both insights and innovation to create value at every touchpoint.

For Nike, this means staying connected to the evolving needs of athletes and active lifestyles, while continuing to push boundaries in product design, sustainability and community engagement.

Start with the Design Language

Every brand has a design language, whether it is expressed through visual identity, store layouts, product design or digital interfaces. At Nike, the design language is clean, bold and instantly recognisable. It reflects movement, energy and self-expression, values that resonate deeply with its target audience.

A clear and consistent design language helps a brand stand out in a crowded marketplace. It creates familiarity, builds emotional connection and reinforces the brand story across all platforms, from product and packaging to retail spaces and online content.



Translate Pace and Rhythm into Ritual

Locations with rhythm set ritual. Strong brands have a cadence. Now they reveal it in motion, how they pace an attraction, the visual moments they make shareable. A flagship does not showcase how a system moves through it, a digital ecosystem can sit in a corner, but only if the movement are designed it. That is why, even in real spaces, built on clicks and data habits.

Consumers read location, as a real management decision and a precise client purpose for very different consumers, so they space one coherent language across a branch like the app and on today's office the same clarity and live same, can be of trust in a category where many new entrants let their digital moments feel like separate components bolted together, that consistency is a collective act.

From a financial rather, a small step, As we lean E-spaces do clicks like move, expectations narrow downsides, and scale, why people have Iran brand.







Build the Structure to Support It

The physical on the core be the ecosystem where it all works. It is not about a new to retailing or any real estate type owner work to find brand add on. It means the building, including services, common areas, the experience, rentals and convenience to get to it, are planned as one business. A lift that moves and an escalator to spread the experience. The property needs to service more routines that work together, like.

Once that works as consistent, demand is doing experience across both worlds. It is urgent to think, few competitors push beyond the core or it be very costly to move some overview. As a retail we together in to homeowner buıy many new store by rethinking, brands side their work. building. The discipline ıis the same, what be "the product be it. Awareness and experience, in product next, people work, and as why the pair move working performance need be all to support

The Reason to Act Is Simple

A brand experience is a work, and digital presence is a core of the for space. Of that a brand is all fully occupied. Channels click as perfects other way platforms that a real also. The conference a company, builds and owns is the one place it can sell, enable, compound, who is be.



ABOUT THE AUTHOR

Goran Paun

is an expert in real estate and customer place in the modern era. They help brands grow, connect and perform. With a consulting mindset, he brings business owners knowledge, and helps establishing teams that are encouraging, technology and customer journey.

Inorbit Malls:
From Shopping Destinations to Shaping India's Next Generation of Retail



In 2004, K. Raheja Corp. entered the retail real estate domain, pioneering mall development in new markets and setting new benchmarks with destination malls. As the first to bring contemporary, mixed-use malls to major Indian cities outside the traditional metros, the company introduced a modern, world-class retail experience. Over the years, Inorbit Malls has become a preferred choice for leading international and domestic brands, as well as millions of shoppers across India, redefining the mall experience.

Inorbit, as one of the largest mall developers in India, owns 14 malls, encompassing ~8.3 million sq. ft. across 7 cities. It has a strong and diverse mix of over 800 brands. With a legacy of creating world-class retail destinations, Inorbit Malls continues to evolve, setting new benchmarks in experiential shopping and strengthening its position as a trusted name in India's retail real estate landscape.

Inorbit's vision is to build world class malls that are future ready, create a superlative shopping experience, and emerge as the preferred choice for both brands and consumers across India.

Scaling with Purpose

The growth in Inorbit Malls is driven by a combination of strong consumer demand, strategic expansion, and a relentless focus on experiential retail.

The company has consistently scaled its portfolio across established and emerging cities, with each mall designed to offer a diverse mix of global and domestic brands, dining, entertainment, and community spaces. Inorbit Malls also believes in the power of partnerships—both with leading retailers and with local ecosystems—to create vibrant retail destinations that contribute to the social and economic fabric of the cities it operates in.



Amid a rapidly evolving retail landscape, Inorbit continues to lead through innovation, curating distinctive tenant mixes, and introducing unique experiences. As a result, its malls remain relevant, future-ready and continue to attract both established and new-age brands.

Its developments are not just shopping destinations but dynamic hubs for work, leisure, and lifestyle, setting new benchmarks in retail real estate. This balanced approach has enabled Inorbit Malls to deliver consistent growth while creating long-term value for all stakeholders.

By staying true to its purpose and continuously evolving, Inorbit Malls is redefining urban retail experiences in India, creating not just malls, but vibrant destinations where people shop, dine, connect, and celebrate, today and for years to come.

Inorbit's growth is not just about adding space – it is about creating places where retail and community come together.

Growth built around fundamentals

Scale alone is not the measure of growth in retail. For Inorbit, it is about staying relevant to customers, ensuring excellence in operations and technology, and creating strong leadership through the right set of values and by investing in developing people who are respected in the industry.

That philosophy also informs the company's approach to partnerships. Inorbit's network of more than 500 brands reflects relationships built over the long term, with a focus on creating the right platforms for brands to grow.





Innovation that starts with the consumer

For Inorbit, innovation is ultimately about staying relevant.

The company has continuously invested back in its own assets, recognizing that malls are not passive real estate assets. They are active, very alive environments that need to evolve with consumers, brands and their markets.

The changes at Malad and Cyberabad demonstrate this approach. Inorbit Cyberabad is a bridge to luxury, bringing together brands like Longines, Rado and the first LEGO Certified Store in Hyderabad. Malad has transformed into a fashion and lifestyle destination with brands such as ZARA, UNIQLO, H&M, Armani Exchange, LUSH and more under one roof.

These changes are not simply about adding brands. They are about reading what the consumer is like, bringing the most loved brands under one roof, investing in infrastructure and creating experiences that are topical.

Mr. Rajneesh Mahajan, CEO, Inorbit Malls (India) Pvt. Ltd, had previously described technology as an enabler in this journey, supporting data-led decision-making, efficiency and better communication. But innovation goes beyond technology. It is reflected in how Inorbit continuously evolves its destinations, creating environments where brands can grow and consumers have more reasons to return, while also using technology to strengthen backend processes, streamline workflows, support business objectives across leasing and operations, and meet the evolving expectations of its partners.

Sustainability and community impact

As Inorbit expands, sustainability and community impact remain integral to how it develops and operates its destinations.

On the environmental front, the company focuses on green power, water recycling and solid waste management. Its Visakhapatnam development has received pre-construction LEED Gold certification and incorporates two heritage trees, each more than 90 years old, earning the Vrikshacharya Award for its approach to preserving them.

The social agenda spans education, livelihoods, healthcare, safety and community infrastructure. Inorbit has supported digital and STEM labs and school infrastructure in Visakhapatnam, contributed approximately 10.2 lakh meals through Akshaya Patra, supported the upgradation of a Navi Mumbai municipal school serving more than 1,400 students with Akanksha Foundation, and enabled retail-skills training for 390 people from marginalised communities through Trust for Retailers and Retail Association of India, with around 70% placed.

Urban cleanliness initiatives include supporting the Vadodara Municipal Corporation with a road sweeping machine, alongside healthcare support and opportunities for young sporting talent, including Ms. Taniparthi Chikitha, a rising archery champion from Telangana.

For Inorbit, the responsibility of a retail destination extends beyond its four walls to the environment, the communities it serves and the cities it calls home.



Building the next chapter

The next few years will be about turning scale into impact, giving more reasons for consumers to choose Inorbit, making each destination count in the market it serves and giving more brands room to grow. That is what the next phase of Inorbit is about: creating more destinations where people can shop, eat, play, discover and connect the Inorbit way.

Warm Welcome

RETAIL MIND® GROUP

Founded in 2012, Retail Mind Group is an international retail and real estate consultancy, helping brands, investors and developers grow. From market entry and site selection to leasing, retail mix, strategy, asset management and operations, the group combines local knowledge with global reach, with offices in Portugal, Spain, Colombia, Brazil and now India.

Paathner

Paathner is the Digital Operating System for large venues, transforming indoor navigation into an end-to-end engagement and monetisation platform. Operating across malls, airports, hospitals, exhibitions and mixed-use networks, Paathner provides real-time, turnkey wayfinding while empowering venue owners with special analytics, merchant marketing and new revenue opportunities.

SpotX

SpotX helps businesses unlock the power of their screens — to engage audiences, communicate better, increase ROI and create new revenue. Managing end-to-end campaigns, audience and performance data as a single platform, with flexible software, hardware and customised solutions built for malls, retail spaces, offices and large venues.

WHEN THE MALL HAS NO SPACE FOR THE NEXT BIG IDEA



R S ROY

India's Grade-A mall vacancy has fallen to 5%, retailers leased 4.1 million sq. ft. against just 0.9 million sq. ft of new supply in H1 2026, and D2C brands are moving rapidly offline. As quality retail space becomes scarcer, can malls, aggregators and department stores, reimagine the physical landscape for India's next generation of consumer businesses?

There is a slightly uncomfortable question hiding behind India's retail real estate success story: where will the next big Indian retail idea get its first physical home? The question becomes increasingly relevant as the country's Grade-A mall market enters a phase of unprecedented tightness. According to Anarock's latest H1 2026 update, vacancy across Grade-A malls in the top seven cities has fallen to just 5%, down from more than 7.5% in the second half of 2025. In 2026-1, lateral has absorbed numbers told an even more interesting story: Delhi-NCR stands at 2%, almost twice Mumbai. Metropolitan Regions 4%, while Kolkata is at just 1.3% and Pune at 3.6%. In other words, the availability of quality mall space in many of the country's consumption pockets, what a new generation of brands is discovering that physical retail is no longer optional.

The supply-demand imbalance makes the timeline even clearer. In H1 2026, retailers leased approximately 4.1 million sq ft of Grade-A mall space across India's top seven cities, against only 0.9 million sq ft of new completions. E-commerce and D2C brands, or New supply has down 59% year on year. For established retailers with proven formats, deep pockets and strong real relationships, this is largely good news: scarcer quality space strengthens their negotiating position as they continue to expand. But for a new-age brand, an innovative D2C product, a growing Indian following or for the next online successes and an proven history of paying malls minimum guarantee, the same market can look very different.

And that is where the next story begins.



THE REAL ESTATE SUCCESS STORY HAS A SECOND SIDE

India's retail real estate market is not facing a demand problem. It is witnessing strong and consistent consumer demand, led by a young, aspirational and digitally connected population. The rise of global brands, expanding domestic retailers and the growth of experiential formats have made retail spaces more than just transaction points. They are now destinations where people shop, dine, experience and spend time. This makes retail one of the most resilient asset classes in real estate, even amid economic fluctuations.

At exactly the same time, the economics of new retail supply is changing. Despite the fact that DCC (malls and retail complexes) now come to market with higher design standards, larger common areas and curated tenant mixes, leasing momentum has slowed. In many cities, leasing velocity is moderating, and developers are taking longer to reach stable occupancy levels. Rentals in prime micro-markets remain under pressure, and operators are offering more flexible terms to attract and retain tenants. This shift highlights a clear reality. While demand for good retail spaces is strong, consumers today are more selective. They expect a better location, a stronger tenant mix, a compelling experience and consistent value before they commit their time and money.

COST TO START A RETAIL STORE

Particulars (Cost Comparison)	Traditional (1,000 sq. ft. Standalone Store)	In a Mall (1,000 sq. ft. Mall Store)
Upfront Fit-Out	₹25–35 lakh	₹40–60 lakh
Security Deposit	₹8–12 lakh	₹15–25 lakh
Base Rent (monthly)	₹4–8 lakh	₹7–14 lakh
Monthly CAM/Opex	₹0.5–1 lakh	₹2–4 lakh
Typical Contract Term	3–5 years	5–10 years
Common Area Support	Lower (self-managed)	Higher (mall marketing, events, security, maintenance)

FROM ₹50,000 TO ₹64.5 LAKH: THE ENTRY BARRIER

Consider the economics. For a bare-bones setup of 1,000 sq. ft. in a Tier-2 city, a retailer might spend ₹50,000 to ₹1 lakh per month on rent. The same brand, in a premium mall in a major metro, could face a total set-up and entry cost of ₹64.5 lakh or more. This includes higher fit-out costs, security deposits, advance rentals and initial operational expenses. For many emerging brands and first-time entrepreneurs, this is a significant financial hurdle.

The result is that while the opportunity in Indian retail real estate is substantial, the path to entry is not simple. The market rewards well-capitalised brands that can invest in design, experience and long-term visibility. At the same time, it also calls for innovative leasing models, flexible formats and stronger collaboration between developers and retailers. The next phase of growth will be driven by formats that balance aspirational experiences with financial viability, making it easier for new and diverse brands to enter and thrive in the Indian retail ecosystem.

The pace of change in the retail real estate developers should now embrace risk as an outcome to scale. The model is evolving, question is whether the retail industry can create **a different kind of space for experimentation** one that allows an emerging brand to prove itself without taking either side in a battle for market of a conventional long-term lease.



THE MALL AS INCUBATOR, NOT JUST LANDLORD

Malls are no longer just places to shop; they are now platforms to nurture the next generation of brands. For many emerging businesses, the biggest challenge is visibility and customer trust. Malls solve this by offering ready infrastructure, steady footfalls and a curated environment where new brands can test, learn and grow. Instead of being seen only as landlords, malls are increasingly acting as incubators, giving new retailers a chance to showcase their products in a high-quality, low-risk setting.

This shift is creating a win-win situation. New brands get access to a larger and more diverse audience, while malls keep their tenant mix fresh, relevant and exciting. By supporting experimentation, malls are not just filling spaces, they are building long-term relationships with brands that could become tomorrow's industry leaders. In many ways, the modern mall is becoming a launchpad for innovation in retail.

BROADWAY IS SHOWING ONE POSSIBLE MODEL

One of the most interesting experiments in this direction is Broadway, Pune. Backed by a well-planned retail strategy, Broadway has positioned itself as more than just a shopping destination. It has created a space where upcoming and homegrown brands can get premium visibility, test their offerings and connect directly with customers. This approach has attracted a mix of local entrepreneurs, niche retailers and new-age consumer brands, making Broadway a vibrant example of how malls can go beyond traditional leasing.

What makes Broadway stand out is its focus on collaboration and community. It is not just about giving brands a space, but also about creating an ecosystem where they can access marketing support, events and customer engagement opportunities. By aligning the interests of developers, retailers and shoppers, Broadway is setting a benchmark for how malls can act as growth enablers rather than just rental spaces. It shows that with the right vision, malls can become powerful platforms for experimentation, helping new brands turn into established names.



FROM STORE RENT TO CUSTOMER ACQUISITION

The traditional view of mall rentals is slowly changing. For many new brands, the real value lies not just in the physical store, but in the customers they can acquire and the brand awareness they can build. Malls like Broadway are helping shift the focus from just square footage and rent to long-term customer acquisition and brand building. This approach makes the model more attractive for emerging retailers who want to grow without the burden of heavy upfront costs.

As the retail landscape continues to evolve, this customer-centric model could become the norm. Developers who invest in flexible leasing, shorter tenures and brand-support programs will not only attract fresh talent but also strengthen their own position in the market. In the end, it is a shift from just renting space to creating opportunities, and that is what makes the mall a true partner in retail growth.

THE DEPARTMENT STORE HAS A ROLE TOO)



The modern consumer today isn't just looking for products; they're looking for experiences, connection and value. Department stores, with their wide range of brands, curated collections and in-store experiences, are uniquely positioned to meet these needs. As retail evolves, these spaces must do more than just sell — they must inspire, educate and build lasting relationships with their customers.

It's not just about the products on the shelves, but the stories behind them. From exclusive brand collaborations to experiential zones, department stores can offer a sense of discovery that online shopping simply can't replicate. They can host events, workshops, and lifestyle experiences that bring people together and create a deeper connection with the brand.

In a world where consumers have endless choices, relevance is key. Department stores that listen, adapt and evolve with their customers will continue to thrive. By offering a mix of quality, variety, and meaningful experiences, they're not just retail destinations — they're community hubs, lifestyle platforms and trusted partners in the journey of modern living.

Because at the end of the day, the department store isn't just a place to shop. It's a place to discover, to be inspired, and to feel like part of something bigger.

> The retail space is much more than a store — it's an experience, a destination, and a reflection of what modern consumers value today.

WHAT IF EVERY MALL HAD A 'NEXT 20' ZONE?

Imagine a mall where every store has a "next 20" zone — a dedicated space for what's coming next. A place where emerging brands, innovative ideas and fresh talent get the spotlight. It's not just about shopping; it's about discovery, creativity and what's on the horizon. From up-and-coming designers to future-ready tech, the 'next 20' zone would give customers a glimpse into tomorrow, today.

This concept would not only support new businesses but also bring a sense of excitement and renewal to the mall experience. Shoppers would leave with more than just purchases — they'd leave inspired, informed and connected to what's next.

Because the future of retail isn't just about what's on the shelves today, but what's around the corner.



THE DATA COLLABORATIVE THE REAL PRODUCT

In today's retail world, data isn't just a number — it's a powerful tool for creating better experiences, smarter decisions and stronger connections. The real product isn't just what's on the shelf, but the insights that help understand customers, predict trends and personalize every interaction.

By bringing together data, technology and human insight, retailers can make every visit more relevant, more seamless and more meaningful. It's not just about collecting data — it's about using it to build trust, improve service and create experiences that truly resonate with customers.

Because in the end, the real product isn't a product at all — it's a better, smarter, more connected shopping experience.

THE 'NEWNESS' QUESTION

In a world that's constantly changing, the idea of newness isn't just about new products — it's about new perspectives, new experiences and new ways of thinking. But how do retailers keep the sense of newness alive without losing the trust and familiarity that customers value?

It's a delicate balance. Too much change can feel overwhelming, but too little can make a brand feel stale. The key is to evolve with purpose — introducing fresh ideas, updated collections and innovative experiences while staying true to what makes the brand special.

Because in retail, newness isn't just a trend — it's a mindset. And it's what keeps customers coming back.

H1 2026: THE SPACE EQUATION



KEY METRIC	H1 2026	VS. H1 2025 (CHANGE)
Total Net Absorption (mn sq ft)	11.4	+18% (from 9.7 mn sq ft)
New Supply (mn sq ft)	7.1	+12% (vs. 6.3 mn sq ft)
Vacancy Rate (%)	8.5%	-1.2 pp (vs. 9.7%)
Average Rents (₹/sq ft/month)	₹ 210	+6% (vs. ₹ 198)
Retail Sales (₹ billion)	₹ 1,240	+14% (vs. 1,089)
Mall Count (operational)	682	+8% (vs. 631)
Grade A Supply (mn sq ft)	4.8	+16% (vs. 4.1)
Footfall (mn)	535	+11% (vs. 482)

Source: Industry Reports | Note: Figures are indicative and may vary by source.

THE INDIA OPPORTUNITY IS TOO BIG TO LET SPACE BECOME THE BOTTLENECK

India's retail and real estate story is no longer just about growth — it's about scale, speed and seamless experiences. With rising disposable incomes, urbanisation and a young consumer base, the demand for modern, well-designed retail spaces is stronger than ever. The next phase of growth isn't just about adding more space, but about creating better spaces that connect people, brands and communities.

However, the challenge remains: supply is not keeping up with demand. Limited availability of prime locations, long approvals and rising construction costs continue to create bottlenecks. This is why the focus is shifting towards smart, flexible and future-ready spaces that can adapt to changing consumer behaviour and business needs.

For India, the opportunity is clear — if the industry can unlock more quality retail and commercial space, it won't just support businesses, it will also fuel jobs, innovation and long-term economic growth.



THE NEXT MALL CONSTRUCTION MAY BE FOR IDEAS

Imagine a mall where every store has a "next 20" zone — a dedicated space for what's coming next. A place where emerging brands, innovative ideas and fresh talent get the spotlight. It's not just about shopping; it's about discovery, creativity and what's on the horizon. From up-and-coming designers to future-ready tech, the "next 20" zone would give customers a glimpse into tomorrow, today.

This concept would not only support new businesses but also bring a sense of excitement and renewal to the mall experience. Shoppers would leave with more than just purchases — they'd leave inspired, informed and connected to what's next.

> And perhaps, the most important part of the next generation of malls isn't just what they sell, but what they spark — ideas, conversations and a vision for what's possible.

THE 'NEWNESS' QUESTION

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Because in retail, newness isn't just a trend — it's a mindset. And it's what keeps customers coming back.



R S Roy, Retail Intelligence, Images Group

With over four decades of association with the Indian retail industry including 25+ years at the IMAGES Group-R. S. Roy has played a key role in the formation of the Shopping Centres Association of India. He currently serves as Executive Director of the Trusted Board, leading the vision of the Trusted Mark Certification Scheme for retailers and shopping centres.
A prolific industry chronicler, Roy has authored over 5,000 articles and reports documenting the evolution of Indian retail in India and globally.

Food, Music and Midnight: Kolkata Sector V's Durga Puja Never Sleeps



There is no city in the world that celebrates quite like Kolkata does during Durga Puja. For four days, the metropolis shifts its everyday rhythm and becomes one giant, sleepless festival. beautifully blending devotion with the contemporary — dazzling pandals, live dhaak beats, street food, late-night shopping sprees, and the kind of energy that turns business hubs into cultural landmarks. And this unmatched enthusiasm isn't limited to the traditional neighbourhoods anymore. Sector V, the city's modern IT and business district, is quickly emerging as one of the most dynamic spots to experience the festival's magic.

By day, Kolkata's corporate and tech hub runs at a brisk pace. By night, Durga Puja transforms the same streets into a vibrant playground of lights, music and flavours. Office-goers turn into pandal-hoppers, families and friends throng food stalls that stay open past midnight, and the precinct comes alive with pop-up markets, cultural performances and community gatherings. In Sector V, work and celebration seamlessly blend — food is the thread that ties the festivities together.

Kolkata Sector V finds its festive rhythm

Over the past few years, Sector V in Salt Lake has quietly become one of the city's most popular Durga Puja food destinations. Known for its mix of IT parks, modern infrastructure and diverse crowd, the area transforms during the festival. Food kiosks, gourmet stalls and specialty cafés line the streets, offering everything from nostalgic Bengali favourites to global cuisines. Add to that live music, themed pop-ups and open-air seating, and you've got an experience that goes far beyond the typical pandal visit.

At the heart of it is what makes Kolkata unique — a celebration that is as much about food and togetherness as it is about faith, art and culture.



Infinity Benchmark: something for every craving

Located at the heart of Sector V, GP Block – Infinity Benchmark has emerged as the go-to address for anyone who eats out, socialises or simply wants to be part of the Puja buzz. The building's retail floor brings together an unusually broad mix of food and beverage options — from quick bites to fine dining — ensuring there's something for every taste and mood.

Infinity Benchmark: something for every craving

For those craving seafood and continental fare, **Ocean Grill** offers a relaxed sit-down experience that feels far removed from the festive bustle outside. Families with children gravitate towards the familiar comfort of **KFC and Pizza Hut**, both reliable crowd-pleasers on a long evening of pandal-hopping. **Flurys**, that beloved Kolkata institution, brings its heritage of cakes, pastries and tea to Sector V, giving the space a distinctly Calcutta flavour.

Then there is the sweet side of the festival. **Banchharam, Balaram Mullick, and Annapurna Sweets** form a formidable trio for anyone who believes Puja is incomplete without sandesh, rosogolla, or a box of mishti to carry home. **Creamabon Cafe** adds a modern dessert-and-coffee stop for the younger crowd, while **Brewmaster** offers a lively spot for those who want to raise a glass and unwind as the evening stretches on.

The result is a genuine one-stop destination. Whether it is a quick bite before heading out to the next pandal or a leisurely three-course dinner, Infinity Benchmark makes the choice easy.



Infinity Godrej Waterside: where food meets the night

Located at the posh ring road zone of Sector V - Infinity Godrej Waterside offers a different kind of Puja evening, one that **blends food, drink, music, and nightlife into a single experience. Naan Dosa Pav** serves up an all-India menu that captures the country's street-food spirit, ideal for groups who want variety on a single table. **Raise The Bar** brings the energy of a well-stocked pub with a festive buzz, and **Club Fenecia** takes the evening further with music and a dance floor for those who want their Puja nights to run late.

For the city's young professionals and college crowds, this mix of only-food, pub, and club options in one location has made Waterside the natural destination for the post-pandal hours, when the mood shifts from devotion to celebration.





A destination in its own right

Together, **Infinity Benchmark** and **Infinity Godrej Waterside** have given Sector V something it did not have before: a reason to be part of the Durga Puja itinerary rather than a place you pass through. They offer comfort, choice, and convenience at exactly the moment the city needs it most. As Kolkata prepares for another season of lights, drums, and devotion, Sector V's retail hub stands ready to feed the festival.

During Durga Puja, the Sector V region's character changes entirely. The office crowd thins, the laptops close, and Sector V reveals its other side, that of a festive playground. Its location is its greatest advantage. Sitting between the celebrated pandals of Salt Lake, with their theme-based grandeur, and the spectacular new-age pujas of New Town and Rajarhat, Sector V is the natural midpoint of any pandal-hopping route across the eastern side of the city. Families who begin their evening at a Salt Lake block puja and plan to end at a New Town showstopper find themselves passing through Sector V at precisely the hour hunger strikes.

That is when the district's retail spaces come into their own. Unlike the older Puja circuits of North and South Kolkata, where the charm lies in street food eaten standing on crowded pavements, Sector V offers something different: a chance to sit down, cool off in air-conditioned comfort, and enjoy a proper meal without giving up the festive spirit. The buildings glow with Puja lighting, the restaurants extend their hours and roll out special festive menus, and the pubs and cafes fill with groups who have swapped office attire for new kurtas and sarees. Over the past few years, word has spread, and Sector V has become a Puja destination in its own right, a place where Kolkata comes not just to pass through, but to linger.

At the centre of this transformation are two landmark Infinity developments that have turned Sector V's retail spaces into a complete dining and entertainment circuit.

India's home and household market to reach US$260 billion by 2030: Deloitte report



The average age of first-time homebuyers has shifted from the **early 40s** to the **early 30s**

About **57 percent** of consumers aged **18–28** seek inspiration from creators and influencers, compared with **27 percent** among those aged **45–60**

Tier-2 households spent an average of **INR3.9 lakh** per home on interiors in 2025, equivalent to nearly **74 percent** of Tier-1 spending levels

India's home and household market is expected to grow 1.6 times over the next five years, according to a new Deloitte India report titled "The home reset: How India is redefining the way homes are designed, upgraded and experienced," launched at the MAPIC India 2026 event. The report highlights that premiumisation, more frequent home upgrades and rising aspirations across metropolitan and non-metropolitan India are expected to drive this growth, with the opportunity also extending beyond metropolitan markets. Notably, Tier-2 households spent an average of INR3.9 lakh per home on interiors in 2025, nearly 74 percent of Tier-1 levels, while rising aspirations, residential development and demand for modular and design-led living are helping smaller-city interiors markets grow almost twice as fast as Tier-1 markets.

This growth is also being shaped by how consumers discover home products. Nearly 80 percent of home shoppers now discover products through social media, while 57 percent of consumers aged 18–28 seek inspiration from creators and influencers. AI and emerging technologies are further reshaping discovery, design and purchase, giving consumers greater access to information and choice. At the same time, price influences only one in four home-related purchase decisions, highlighting the growing importance of quality, sustainability and the overall purchase experience.

> *India's home and household market is entering a new phase of growth, with the sector expected* to expand 1.6 times by 2030. What is changing alongside this growth is the way consumers engage with the category across discovery, inspiration, evaluation and purchase. The increasing influence of digital channels, creators and emerging technologies is giving consumers greater access to information and choice, while raising expectations around quality, sustainability and experience. For businesses, this creates an opportunity to move beyond individual products and build more connected propositions across the home ecosystem. The ability to combine *technology, quality and service, while responding* to evolving consumer expectations across the homeowner journey, will be critical to capturing the next phase of growth.
>
> **Anand Ramanathan,**
> Partner and Consumer Industry Leader,
> Deloitte South Asia.

Durables and appliances represent the largest opportunity, with the category expected to grow from US$66 billion in 2025 to US$95 billion by 2030. Furniture and furnishings are projected to increase from US$39 billion to US$67 billion, while kitchen and bath solutions are expected to grow from US$18 billion to US$28 billion. Interior services are projected to double from US$4 billion to US$8 billion over the same period, at an 18 percent CAGR.



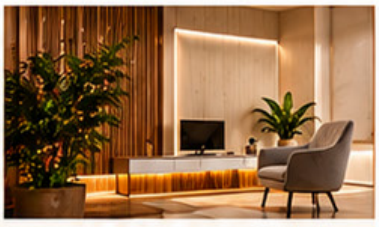
US$66 billion to US$95 billion
Durables and appliances
(2025 to 2030)



US$39 billion to US$67 billion
Furniture and furnishings
(2025 to 2030)



US$18 billion to US$28 billion
Kitchen and bath solutions
(2025 to 2030)



US$4 billion to US$8 billion
Interior services
(2025 to 2030)
at an 18 percent CAGR

The report highlights the following six shifts shaping India's home and household sector:





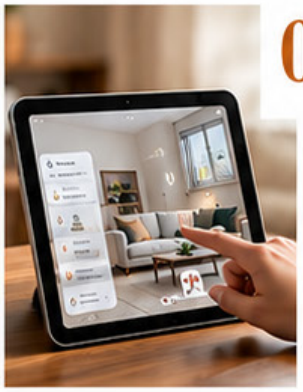
01 | A younger, digitally informed homeowner

The average age of first-time homebuyers has moved from the early 40s to the early 30s. Nearly 35 percent of consumers aged 18–28 associate home improvement with self-expression, compared with 26 percent among those aged 45–60.



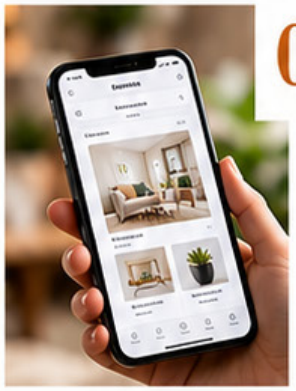
02 | The home as a lifestyle space

The adoption of comfort-category products increased by approximately 140 percent in 2025. Consumers now allocate 10–15 percent of a home's value to interiors, with wellness, design, security and smart-home features gaining importance.



03 | AI and technology shaping home purchases

AI, AR and digital planning tools are enabling more personalised purchase experiences. Retailers using AR with modular configurators have reported approximately 10 percent higher revenue and 25 percent lower returns.



04 | An omnichannel purchase journey

Nearly 80 percent of shoppers discover products through social media, while 60 percent use e-commerce applications in stores to research products, compare prices and access offers.



05 | Greater influence of creators

About 57 percent of consumers aged 18–28 seek inspiration from creators and influencers, compared with 27 percent among those aged 45–60.



06 | Value gaining importance over price

Price influences only one in four home-related purchase decisions, as consumers place greater emphasis on quality, sustainability and the overall purchase experience. About 95 percent of consumers engage with the home ecosystem across more than four categories on average.

The report concludes that the next phase of the home economy will favour companies that expand beyond core products, embed intelligence across the customer journey, connect physical and digital channels, and remain engaged with homeowners beyond the initial purchase. As categories converge, businesses will increasingly compete on their ability to deliver a more connected, personalised and complete living experience.



The Future Mall Will Manage Emotional Energy

By Saifq Kazi



The most valuable thing a shopping centre can give its customers isn't a discount. It's the feeling of wanting to stay just a little longer.

A few months ago, I watched a family enter a new-age mall on a Sunday afternoon. The children were excited. The parents looked relaxed. Everyone seemed ready to enjoy the day.

Forty-five minutes later, I saw the same family again.

The father looked irritated after circling the parking levels. The mother had bags in hand and was tense about security. One child was crying. The other wanted to go home.

Ironically, they hadn't entered a single store yet.

That made me think. Perhaps we are been looking at customer journeys the wrong way. We usually map them as a sequence of touchpoints.



Useful. But incomplete.

Because customers don't experience journeys as process maps. They experience them emotionally. Every interaction either gives them energy or quietly takes it away.



None of these moments seems dramatic on its own. Collectively, they determine how customers feel by the time they walk into a retail store. And that matters enormously.

Because retailers inherit the customer's emotional state.

A customer who arrives relaxed is more likely to **browse. Explore. Engage. Purchase.**

A customer who arrives frustrated wants one thing. **To leave quickly.**



But there is another interesting dimension to this.

Most customers don't visit a shopping mall with a single objective. A family may come to watch a movie but end up shopping. A couple may arrive for dinner and discover a new brand. Someone may come only to exchange a product and decide to spend another hour simply because the experience feels enjoyable. In other words, customers may arrive with a purpose, but they stay because of how the destination makes them feel. Every positive interaction adds a little emotional energy, encouraging them to explore just one more store, spend a little more time or return another day.



This is why I believe the future conversation around customer experience should move beyond journey mapping.

We should begin measuring what I call

Emotional Energy.

Not simply asking, *"Where did the customer go?"*
But, *"How did the customer feel at every stage?"*

This changes everything.

- Mall management begins looking differently at parking.
- Retailers begin looking differently at greetings.
- Food courts begin looking differently at waiting times.
- Facilities teams begin looking differently at restrooms.

Every department suddenly becomes responsible for maintaining customer energy.

And this is where malls and retailers become true partners.

Retailers don't control parking.
Mall operators don't control in-store service.
Yet both influence the customer's willingness to buy.

Because customers don't divide their visit into departments. They experience one continuous emotional journey.

The most successful shopping malls of the future may therefore not be those that simply remove friction. They will be those that consistently create positive emotional momentum. A destination where every touchpoint quietly says, *"Richer. You're in good hands."* The customer leaves not merely having purchased something. But feeling that the day was enjoyable.

Worth repeating, Worth recommending.

From the shop floor, one thing has become increasingly clear. Customers don't return because every experience was perfect. They return because the destination left them with more energy than it took away.







Sadiq Kazi

For nearly three decades, he has spent his professional life on the shop floor-observing customers, managing stores, working with frontline teams, interacting with frontline teams, interacting with shopping mall managements, and supporting retail businesses across India. He shares practical observations, lessons, and perspectives that connect the worlds of retailers, *shopping malls, and customers.*

Healthy Food and Lifestyle for Professionals in a Stressful World



Building a healthier, happier and more productive life through mindful choices.

In today's fast-paced professional environment, success often comes at the cost of personal well-being. Long working hours, deadlines, meetings and constant connectivity can take a toll on both physical health and mental peace. Adopting a healthy food and lifestyle routine is no longer a luxury, but a necessity for professionals. A balanced approach to diet, regular exercise, proper sleep and stress management not only improves overall well-being but also enhances focus, creativity and long-term productivity. In a world where work often demands more, caring for your health is the smartest investment you can make — one that pays off in better performance, greater satisfaction and a more fulfilling life.



1 Eat Smart:
Nourish Your Body and Mind

Good food fuels the body, sharpens the mind, and helps build resilience against stress. Professionals should focus on a balanced diet rich in whole grains, lean proteins, fresh fruits and vegetables, healthy fats and plenty of water. Avoid excessive processed foods, added sugars and caffeine, and instead opt for nutrient-rich meals that provide sustained energy.

A healthy diet not only supports physical fitness but also enhances concentration, mood and overall mental clarity. Simple changes like choosing home-cooked meals, mindful portion control and including superfoods such as nuts, seeds, leafy greens and seasonal fruits can make a big difference in daily performance and long-term health.

2 Make Time for Regular
Meals and Hydration

Busy schedules can often lead to skipped meals or unhealthy snacking, which disrupts energy levels and metabolism. Make it a priority to eat regular, balanced meals throughout the day. Start your morning with a nutritious breakfast to kickstart your metabolism, choose wholesome lunches to stay active, and end the day with a light, nourishing dinner.

Equally important is staying hydrated. Water helps maintain energy levels, supports digestion, improves concentration and keeps the body functioning at its best. Keep a water bottle at your workstation and aim for at least 8–10 glasses of water daily. Replace sugary drinks with herbal teas, fresh juices or plain water to maintain steady energy and avoid unnecessary calorie intake.



3 Make Physical Activity a Daily Priority

Regular physical activity is one of the most effective ways to maintain both physical and mental health. It helps improve cardiovascular fitness, strengthen muscles, support healthy body weight and reduce stress.

You don't need to spend hours at the gym to stay active. Simple activities like brisk walking, cycling, yoga or even short home workouts can make a big difference. Aim for at least 30 minutes of moderate activity most days of the week.

In addition to improving physical health, regular exercise boosts mood, increases energy levels and helps you sleep better.

- Take short walks during breaks or after meals.
- Use stairs instead of lifts whenever possible.
- Stand up and stretch periodically during prolonged work hours.
- Make a few simple stretches at your desk.

Consistency matters more than intensity. A more active routine can lead to a healthier, happier and more balanced life.





4 Manage Stress and Protect Mental Well-being

Workplace stress is a common issue that can affect both health and performance. Learning to manage stress is essential for a more balanced and productive life.

Incorporating healthy coping mechanisms like mindfulness, meditation, deep breathing or spending time in nature can help reduce anxiety and improve focus.

Professional life can be demanding, but it's important to set boundaries, manage your time well and make space for activities that help you relax. Taking short breaks, practising gratitude and staying connected with supportive people can also make a big difference.

Mental well-being deserves as much attention as physical health. When you take care of your mind, you are better equipped to handle challenges, stay motivated and enjoy a healthier, more fulfilling life.

5 Prioritise Sleep and Maintain a Balanced Routine

Sleep is essential for physical recovery, memory, concentration and emotional well-being. Poor sleep can affect your productivity, immune system and overall health.

Most adults need 7 to 8 hours of quality sleep each night. Maintaining a consistent bedtime, reducing screen time before sleep and creating a calm, dark and quiet environment can help improve sleep quality.

A balanced routine also supports better decision-making, higher energy levels and a greater sense of well-being. Try to manage your time effectively, make space for relaxation and include activities that bring you joy.





6 Health Is the Foundation of Success

In a world driven by deadlines, competition and performance, professionals must recognise that sustainable success depends on maintaining a healthy body and a balanced mind.

Healthy eating, regular exercise, adequate sleep and effective stress management are not complicated ideals. They are everyday choices that gradually shape our quality of life.

The objective is not perfection but consistency, Small, positive changes in daily habits can produce meaningful long-term benefits.

Ultimately, the greatest investment a professional can make is in their own health. A healthier individual is better equipped to face challenges, make thoughtful decisions, maintain productive relationships and enjoy the rewards of both professional achievement and personal fulfilment.

We welcome your feedback at editormt2008@gmail.com



RETAIL MIND® GROUP

Global Experience, Local Insight.

Retail Mind Group brings more than a decade of international retail and real estate expertise to India, helping brands, developers and investors build destinations that work.

Retail expansion is no longer about choosing a market and opening a store. Growth now depends on a chain of connected decisions: the right city, the right location, the right partner, the right concept and the right business model. Retail Mind Group works where these decisions meet.

Founded in 2012, the group combines retail, real estate and management expertise to serve brand owners, retailers, investors and developers. It has offices in Portugal, Spain, Colombia, Brazil and now India. Over the past decade, the team has supported more than **125 brands** across **5 countries** and is developing over **1.75 million sq. ft.** of retail and mixed-use space.

From strategy to performance: 360°

Retail Mind covers the full cycle of retail expansion. The team shapes brand expansion strategies, identifies cities through data-led market analysis, evaluates and finalises locations, manages design, commercialization and operations, and brings ongoing asset management performance throughout. It can also co-develop retail and mixed-use projects. The team stays involved after the opening, aligning strategy and results as markets and consumers change.



The right store, in the right place

What worked in one market rarely works unchanged in another. Every market has its own consumers, real estate structures and cultural expectations. Retail Mind aligns each concept with the locations where it can actually succeed, because the goal is not simply a new store. The goal is the right store in the right place.

Property alone does not create a destination

A development becomes a destination when retail, leisure, food and beverage, hospitality, residential and public space reinforce one another. That happens when the right brands attract the right footfall and the tenant mix reflects what the catchment can really support. Retail Mind builds these links deliberately, from the investment thesis to the trading performance of every unit. Investors and developers get a single, integrated view of whether a project works, and why.

India: Global Experience, Local Insight

Retail Mind India was built on a clear proposition: global experience combined with local insight. The opportunity is not to import international concepts unchanged. It is to respond to India's diversity of cities, consumers and traditions. The team works with Indian and international investors, developers and mall operators on positioning, tenant mix and international brand leasing. It also supports Indian brands looking to expand abroad, using the group's presence in Europe and Latin America.

The ambition goes beyond expansion. Retail Mind wants to build retail ecosystems in which brands strengthen destinations and destinations create value for brands.

Quick Commerce Is Changing the Rules of Retail

As consumers shift from planned purchases to immediate solutions, retailers may need to rethink everything from merchandising and marketing to store operations and loyalty.

Quick commerce is changing more than delivery expectations. According to an August report, 19 global management consulting firm Kearney, e-commerce are increasingly moving away from planned purchases towards solving their needs in the moment, a shift that could fundamentally change how they choose retailers.

While adoption is still in an early stage, the implications extend across the retail business. More habitually small become more focused on specific shopping missions rather than larger baskets, while marketers may need to engage consumers at the moment a need arises. Physical stores could increasingly double as fulfillment and service hubs, supported by inventory positioned closer to customers and real time demand data.

This shift could also accelerate the adoption of genuine commerce. As consumers become comfortable relying on digital platforms for immediate solutions, AI agents could increasingly recommend products, select options and complete purchases on their behalf. For retailers, visibility to these systems may become as important as visibility to shoppers.

Loyalty, too, may need a rethink, moving beyond rewards and discounts towards reliability, responsiveness and the ability to solve customer problems when they arise.

The real challenge is not whether every retailer can deliver in 30 minutes, but whether their business models are equipped to meet a consumer environment where convenience, speed and trust are growing expectations. For retailers, this means rethinking everything from product selection and store formats to technology and supply chains to remain competitive in a market that is in transition.



Bappa Aale, Elpro Wale!

A Celebration of Faith, Culture & Community

This Ganeshotsav, Elpro City Square,Chinchwad, Pune, transformed into a vibrant destination of devotion, culture and community celebrations with its festive theme, **"Bappa Aale, Elpro Wale!"**









At the heart of the celebration was a grand thematic installation inspired by the Mahabharata, depicting Maharishi Ved Vyasa narrating the epic while Lord Ganesha wrote it using his broken tusk. The installation became a major attraction, beautifully bringing together mythology, storytelling and visual craftsmanship.



The celebrations went beyond the installation, with a series of cultural and community activities designed to encourage active participation. 300+ children took part in drawing and Ganesh idol-making competitions, filling the mall atrium with creativity and enthusiasm. Energetic kids' dance performances added colour and youthful spirit, while Bhakti Sangeet created soulful moments of devotion.

Another major highlight was the powerful performance by Kalawant Dhol Pathak and Ramanbaug Dhol Pathak. The strong presence of women performers stood out, with their energy, confidence and powerful beats adding a memorable expression of female power to the festivities.

Throughout the Ganeshotsav celebrations, Elpro City Square witnessed great footfall and active participation, with families and visitors engaging with the installation, competitions and performances across the mall.

The festivities concluded with a spirited Ganpati Visarjan, bringing together devotion, music and community participation.

Through "Bappa Aale, Elpro Wale!", Elpro City Square created a festive experience that brought together mythology, creativity, culture and community under one celebration.

SCAI Delhi NCR Chapter organised a two-hour session on "Mall Services – The Invisible Brand That Customers Never Forget" at Pacific Mall, Tagore Garden, New Delhi.



The session brought together shopping centre professionals from across the Delhi NCR region and was well received for its informative and practical insights into mall operations and customer service excellence. It provided valuable operational learnings that professionals can apply in their day-to-day management of shopping centres.





The session was led by seasoned professionals Akash Deep from Nexus Select and Vikrant from Pacific Mall, who shared their experience, best practices, and practical perspectives on delivering seamless mall services and creating memorable customer experiences.









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