



Shopping Mall Management Course: Tenant Mix, Retail Leasing and Footfall

5 – 9 October 2026

Amsterdam - Zuidas business district hotel



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Introduction:

Shopping mall management, covering tenant mix, retail leasing and footfall, is a 5-day course for mall management, leasing, marketing and centre operations teams that ends with a Tenant Mix and Income Improvement Plan for a case mall. Retail centres lose income when anchors weaken, units sit vacant behind poor adjacencies, turnover rent goes unaudited, common areas earn nothing and footfall data never reaches leasing decisions. Nominees already run leasing, marketing or operations at a centre and work through case studies built on rent rolls, tenant sales and footfall counts. CoreConcept Training Center delivers this shopping mall management course.

Course Objectives:

- Classify a retail centre by format, catchment and positioning and set a baseline of rent roll, vacancy and tenant sales
- Design a tenant mix with anchor placement, category clustering and zoning that drives circulation and dwell time
- Structure retail leases combining base rent, turnover rent breakpoints, service charges and marketing levies, and run the leasing process from target brand list to store opening
- Manage tenant relations through sales reporting, turnover rent audits and arrears follow-up, and plan mall marketing, centre events and shopper loyalty activity
- Analyse footfall, dwell time, tenant sales density and occupancy cost ratio, and grow common-area income from kiosks, pop-ups, media sites and parking
- Produce a Tenant Mix and Income Improvement Plan with a mall P&L and NOI bridge, crowd peak and operations measures and repositioning options for a case mall

Target Audience:

- Managers accountable for the income, occupancy and trading performance of a shopping centre
 - Leasing teams responsible for letting retail units, negotiating heads of terms and renewing tenants
 - Mall marketing teams responsible for campaigns, centre events, loyalty and shopper communications
 - Centre operations teams responsible for security, cleaning, FM contractors and crowd peaks
 - Specialty leasing and commercialisation teams responsible for kiosk, pop-up, media and parking income
 - Retail asset management teams responsible for mall budgets, NOI and repositioning proposals
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Course Outline:

Day 1: Retail Real Estate Formats, Mall Positioning and Catchment Baseline

- Shopping Centre Format Classification by GLA and Anchor Count
- Catchment Area Mapping With Drive-Time Rings and Competitor Centres
- Mall Positioning Statement and Target Shopper Segment Definition
- Rent Roll and Vacancy Schedule Baseline for the Centre
- Mall Management Organisation Chart With Leasing, Marketing and Operations Roles

Day 2: Tenant Mix Strategy, Anchors and Retail Lease Structures

- Tenant Mix Matrix by Category, Price Point and Unit Size
- Anchor and Mini-Anchor Placement Plan for Circulation and Dwell
- Food Court and Leisure Zoning With Category Clustering Rules
- Base Rent Plus Turnover Rent With Natural and Artificial Breakpoints
- Service Charge and Marketing Levy Recovery in Retail Leases

Day 3: Retail Leasing, Tenant Relations and Mall Marketing in Practice

- Leasing Plan With Target Brand Lists and Heads of Terms
- Fit-Out Guidelines, Rent-Free Periods and Store Opening Handover
- Tenant Sales Reporting, Turnover Rent Audit and Arrears Follow-Up
- Mall Marketing Calendar With Seasonal Campaigns and Centre Events
- Shopper Loyalty Programme and Digital Channel Engagement Measures

Day 4: Footfall Analytics, Common-Area Income, Operations and Mall NOI

- Footfall Counters, Dwell Time and Conversion Data Interpretation
- Occupancy Cost Ratio and Tenant Sales Density Health Check
- Specialty Leasing of Kiosks, Pop-Ups, Media Sites and Parking
- Crowd Peak Plan With Security, Cleaning and FM Contractor Interface
- Mall P&L, NOI Bridge and Repositioning Option Appraisal

Day 5: Case Study: Tenant Mix and Income Improvement Plan for a Case Mall

- Case Mall Rent Roll, Footfall and Tenant Sales Diagnosis
 - Revised Tenant Mix and Anchor Strategy Proposal Defence
 - Common-Area Income and Specialty Leasing Uplift Estimate
 - Marketing and Operations Actions for Weak Trading Zones
 - Tenant Mix and Income Improvement Plan Completion and Peer Review
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Skills You Will Gain:

- Tenant Mix Planning
- Anchor Placement Strategy
- Turnover Rent Structuring
- Footfall and Dwell Analysis
- Occupancy Cost Assessment
- Specialty Leasing Commercialisation
- Crowd Peak Operations Planning
- Mall NOI Forecasting

Why Attend This Course:

- Hand the centre's asset manager or owner a Tenant Mix and Income Improvement Plan for a case mall, with remix targets, income estimates and a NOI bridge
- Decide which units to remix, relocate or re-let, and when to grant turnover rent terms or rent relief, using tenant sales and occupancy cost evidence
- Avoid lost income from unaudited turnover rent, idle common areas, weak anchors and unmanaged crowd peaks
- Share tenant mix matrices, marketing calendars, footfall dashboards and specialty leasing rate cards with leasing, marketing and operations colleagues

Conclusion:

Back at work, the participant gives the centre's asset manager or owner a Tenant Mix and Income Improvement Plan that sets remix targets, anchor and zoning changes, leasing priorities, marketing and specialty leasing actions, crowd peak measures and a NOI bridge. Management uses it to approve the next leasing campaign, budget for marketing and common-area investment and decide whether a wing needs repositioning. After the first trading season under the plan, the team should review footfall, dwell time, tenant sales density, occupancy cost ratio, vacancy and NOI against its targets.

Frequently Asked Questions FAQ:

What should participants know before the shopping mall management course?

Participants should already work in a shopping centre's leasing, marketing, operations or asset team and read a rent roll and basic income reports. Bringing a tenant list, a footfall report or a recent mall budget helps them apply the case work to their own centre.

How does the shopping mall management course differ from a general property management course?

It concentrates on what makes a retail centre earn: tenant mix, anchors, turnover rent, footfall, marketing and common-area income. General property management courses cover tenancy administration across many building types, and store operations courses cover running a single shop, so both appear here only briefly.

Why does shopping mall management use turnover rent alongside base rent?

Turnover rent lets the landlord share in a tenant's sales above a breakpoint while base rent secures a minimum income. It aligns landlord and tenant interests, rewards investment in footfall and marketing, and gives the centre audited sales data for tenant mix decisions.

What do participants take back from the shopping mall management course?

Participants take back a Tenant Mix and Income Improvement Plan for a case mall, with a revised tenant mix matrix, anchor and zoning proposals, specialty leasing uplift, marketing and crowd peak actions and a NOI bridge they can adapt to their own centre.
