

Feature: Our digital transformation strategy

Over the past year – despite Covid-19 – we have been rolling out our new Digital Transformation strategy. The strategy will help us take a more scientific, data-driven and fact-based approach not only to where we invest and how we manage our centers, but also how we can improve services to tenants and visitors.

Internally, it means we can be more efficient – we have already digitized some of our core processes, including the introduction of ArcGIS and Salesforce for leasing and Power BI dashboards for business planning. This cuts back on costs, and reduces the risk of losing information, especially when key employees retire or leave the Company. It also creates a common database for leasing and improves customer relationship management. The next step, in 2021, will be to further digitize our financial processes.

At the same time, we are using more data to give us insights into consumer behavior. Data can tell us about what consumers spend their money on, when they spend it, what shops, bars or fitness centers they use or how satisfied they are with our centers. We are sharing more turnover data - all within the legal restrictions as dictated by the GDPR regulations. That, in turn, allows us to understand what drives our customer NPS (Net Promoter Score), one of our key strategic metrics.

It also gives us a better understanding of how tenants are performing – of what the right mix might be in a particular center, for example, or whether tenants would perform better at a different location within the center. We can even begin to analyze the impact of new leases on investment values.

We are including all this data in blueprints for our centers. Increasingly, data will help determine our investment and commercial decisions. Most importantly perhaps, this is valuable data we can share with our tenants, via *flow by Wereldhave* for example, to bring more visitors into our centers, improve tenants' procurement and staff planning, and help them develop and grow their businesses, alongside our own.

“Our relationship with tenants is changing – and digital is an important part of that. It’s no longer just a financial relationship; it’s a partnership where, through data, we can provide real insight for our tenants.”

Tim Smeets, Head of Digital Transformation



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