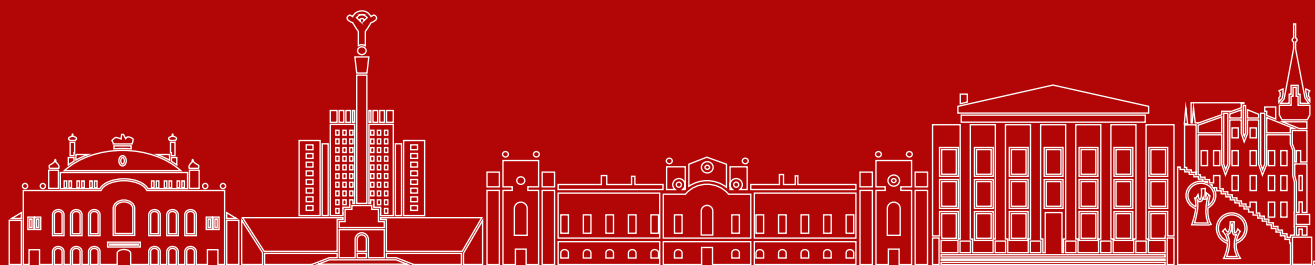


# ARRICANO NEWS DIGEST №22



**arricano**  
commercial real estate

## The results of 2020

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## Dear partners!



This year, which tested our endurance and strength, forcing us to look in a new way at the classical perception of space and time, creating unexpected conditions for reality, is coming to the end.

In 2020, Arricano celebrated its fifteenth anniversary in the Ukrainian development and retail market. For 15 years, the

company has built more than 200,000 sq.m. of shopping malls in Kyiv and major cities of Ukraine. It became possible due to the efforts of a team of professionals, who have developed and continue improving shopping malls and building trusting relationships with retail partners. Together we create a social space and ecosystem that plays an important role in a community's life.

In 2020, together with the EBA, the Association of Retailers of Ukraine, the Malls Club of Ukraine, and the Council of Shopping Malls of Ukraine we initiated and supported the consolidation of the market of retail and shopping malls in order to develop a common position aimed at minimizing losses for the industry.

Understanding our role in the development of urban planning, we have supported a number of projects on corporate social responsibility and created several culturological expositions.

We held a special workshop and learned how Kyivans see the social space of Lukianivka shopping mall.

The long-awaited event: the opening

of the 3-D model of the architectural ensemble of Sophia of Kyiv with Braille inscriptions has taken place. Arricano has joined the realization of the concept in 2018 and for two years has been actively cooperating with Kyiv City Council and the Department of Culture developing this idea.

We managed to renovate the Arricano shopping malls by opening more than 40 new stores in all our projects, including well-known international brands and representatives of the Ukrainian fashion industry.

In autumn, we celebrated three birthdays of our shopping malls: "RayON" shopping mall, "Sun Gallery" shopping mall and "Prospekt" shopping mall, which were 8, 12 and 6 years old, respectively. We have generated innovative BTL concepts to give the local communities patriotic ideas and interesting life hacks. The light show dedicated to the city in Kryvyi Rih has become the main event of the holiday. Distancing of entertainment and intellectual locations in "Prospekt" shopping mall gave visitors an opportunity to choose the activity they liked.

Next year retail will face new ambitious tasks. Our visitors expect us to take the lead in strengthening social relations and developing communities throughout the digital aspect. Given these demands, we continue to improve our shopping malls, realizing our mission - to create a comfortable space for living, working and leisure.

Our corporate goals for 2021:

- developing and strengthening of quality partnerships with tenants based on mutually beneficial cooperation;
- diversification of tenant-mix in shopping malls, expansion of key categories of operators that strengthen the ecosystem of shopping malls;
- improvement of shopping malls, investment in atmosphere, comfort and safety;
- rethinking marketing: strengthening the focus on the audience within the concept of "first catchment area" and forming an adaptive map of visitors shopping, strengthening of social relationships with local communities.

There are many other interesting projects ahead. Therefore, first of all, in the eve of the New Year I want to wish new goals and achievements, optimism, inspiration and prospects. And of course - warmth, joy and comfort in your families.

Retailly yours,  
**Anna Chubotina**

## About new tools of interaction with community

Every year, Arricano shopping malls play an increasingly important role for local communities. In addition to shopping, they offer visitors art and social projects, new formats of events and an opportunity to become direct participants of the action.

For example, this year the birthday party of “Sun Gallery” shopping mall has become a holiday for the citizens of Kryvyi Rih, because for the first time they had an opportunity to see a large-scale laser show Dark & Light, which conveyed the spirit of the city. Usually a famous artist is invited for such events, but in this case, the mall itself has become the headliner.

An unusual format was offered for the birthday of “Prospekt” shopping mall: the event was expanded to 6 locations so that visitors did not concentrate in one place and could find activities to their liking. One of such point was Intellectual Happy moments, where a pediatrician, podologists, children safety consultant and psychologist gave advice visitors of the mall. Judging by the feedback from the audience, it is important for the shopping mall as a social space to give the floor to individuals who have competencies, demanded by the society.



Laser show Dark & Light at “Sun Gallery”



Psychologist Volodymyr Naumenko on Intellectual Happy moments



Laboratory “Interesting Chemistry” on the birthday party of “Prospekt” shopping mall



The spirit of Kryvyi Rih on the facade of “Sun Gallery” shopping mall



The great idea for the birthday party of “Prospekt” shopping mall has become a 3D LED photo-zone with dynamic content, which was being displayed on three surfaces at once (on two walls and on the floor). Due to this effect, the appearance of the photozone was constantly changed, producing a dizzying effect of depth. According to the initiator of the project Pavlo Moiseenko, the photo area was popular among visitors, because due to its constant updates they could create photos with different plots.

Another way to interact with the community is art exhibitions. For example, this year in “RayON” shopping mall, three exhibition projects attended by students and teachers of Desnianskyi district were held. It was an opportunity for a mall to communicate through children with their parents who are potential buyers of the mall.



Unrestrained drive on 3D LED-photo zone in “Prospekt” shopping mall



Unusual photo area and mirror pandas



Exhibition “Wandering along pages of Art History” in “RayON” shopping mall



Art exhibition “Summer Fantasies” in “RayON” shopping mall



Retrospective project “ArtFashion: from the 20s to the 20s” in “RayON” shopping mall

## Arricano in figures: about partnership, loyalty and business case generation

### Empathy, performance, observation

- **16** B2B online and offline industry conferences with the Arricano team
- **8** art exhibitions in Arricano shopping malls
- **7** meet&talk at "Prospekt" shopping mall
- **1** Dark & Light laser show in "Sun Gallery" shopping mall, created especially for Kryvyi Rih
- **25** master classes at Arricano malls
- **27** thematic media projects with the participation of fashion brands of the shopping malls
- **42** TV stories
- **1** large-scale workshop "Lukianivska Square for Pedestrians: 'I'm changing for you'"
- **12** creative hash tags

### Corporate partnership

- 180** collaboration cases, including -
- Eldorado, Foxtrot, ALLO, vivo
  - Colin's, Vovk, Puma, New Balance, Conte, Intertop
  - Uklon
  - Game Park, Multiplex
  - Red Bull, Milka, Laska
  - Art Mart
  - "Weekend", Broadcasting company "Kyiv", New channel
  - Desnianska District State Administration, Zaporizhzhia City Council of Oleksandrivskyi district
  - NGO "Movement without Borders", NGO "The Union of Mercy", "The Dream Library", Charitable Foundation "Happy Sun", All-Ukrainian Association of Disabled People

### B2B & B2C communication

- **1045** mentions in the media about the Arricano brand
- **620** mentions in the media about the "Prospekt" shopping mall brand
- **584** mentions in the media about the "RayON" shopping mall brand
- **547** mentions in the media about the "Sun Gallery" brand
- **524** mentions in the media about the City Mall brand

### Digital coverage of observers of mall's brands

- **39,264,821** coverage and manifestations related to "Prospekt" shopping mall
- **13,008,023** coverage and manifestations related to "RayON" shopping mall
- **12,403,294** coverage and events related to "Sun Gallery" shopping mall
- **8,939,497** coverage and manifestations related to City Mall

## Denys Kornuta, "We put great hopes on December as it is a high shopping season. So I wish our partners and players in the retail market to be successful."

Denys Kornuta, Director of the Retail Space Department, shared his vision how to develop shopping malls with zero vacancy, why the electronics and sport stores are in the greatest demand and which projects have the highest priority today.



**You have been working as the director of the Retail Space Department since June. In such a dynamic period, it is long enough period of time to sum up certain results. What do you consider the most important during this period?**

I used to work in consulting and accepted the activities of lessors in a different

way - I did not realize that so many processes were involved. Already in Arricano, I understood that management of commercial real estate is a complex multi-stage mechanism, which involves relationships and negotiations with tenants, as well as a constant support of their activities.

For the effective work of the Department of Retail Space, it is also necessary to keep in touch with all departments of the company, to correlate tasks and team work with the legal, financial, marketing, operation and PR department. Data on commercial conditions and sales volumes in the field of

consulting are obtained empirically, but in the field of development, you can analyze the absolute parameters, their dynamics of growth or decline, track market causes and find solutions to improve the results.

The fact that I have understood these processes I consider to be my personal

achievement.

As for the work of the Department during the 6 months, we managed to keep the status of technical vacancy in all projects. Second, we managed to retain most of the tenants who worked with Arricano before the lockdown. Of course, some rotations were necessary, as some tenants demonstrated disappointing results even before the quarantine.

For example, instead of the cosmetics store, which had difficulties in managing its turnover, we started to work with the Turkish brand Flo.

"Prospekt" shopping mall has also signed two new agreements with the Swiss

brand Tally Weijl and the Ukrainian operator Fozzy Group with a new format of impulsive purchase OffTop - happiness united by Silpo.

**How one can develop tenant-mix in shopping malls with almost zero vacancy?**

In this process, the most important is to track the product categories and their dynamics, as well as to assess the level of influence of a particular brand in each of the groups.

According to our data, good results may be observed in the middle price segment

**WE MANAGED TO SAVE MOST TENANTS WHO COOPERATED WITH ARRICANO BEFORE THE LOCKDOWN.**



**TODAY DURING NEGOTIATION WITH OUR TENANTS WE MAKE AN ANALYSES AND APPEAL TO FINANCIAL RESULTS. I THINK THIS IS THE PARTNERSHIP WHEN WE LISTEN AND HEAR EACH OTHER.**

of such categories as “Electronics”, “Sports” and “Fashion”. Given the market trends, we have signed an agreement with the German brand New Yorker, which specializes in affordable fashion category for a wide range of buyers of “Prospekt” shopping mall.

In City Mall we've analyzed the work of the food court and realized that for the development of the shopping mall it would be more effective to work with another product category in that place. The present-day situation is a challenge for tenants themselves, who have to adapt their management models to feel the market and their customers better.

In this situation, it is easier for a lessor to

communicate with them and to respond more flexibly to customer requests.

**In your opinion, what is the secret of success of the most promising tenants of Arricano shopping mall?**

The most promising tenants in the category “Fashion” have worked well with the assortment of goods and new collections. However, those who had difficulties with updating seasonal goods after the quarantine, have lost their market position, and thus their turnover “has sunken”.

As for the category “Electronics”, this trend can be traced in other malls. For example, people in Kyiv are actively

moving into new apartments, and new housing requires new equipment so the demand arises. Another motive for buying electronics is to invest customers' savings.

The growth of “Sports” category has another explanation. First, sportswear and footwear have gradually transformed into fashion. Secondly, many Ukrainians have the opportunity to work remotely, so it is logical that a transition from a classic office style to a comfortable casual style happens.

**Share your techniques for successful negotiations with tenants**

Today during negotiation with our tenants, we make an analyses and appeal to financial results. I think this is the partnership when we listen and hear each other.

Facts and figures help me personally during negotiations, because they allow me to understand better the tenant's business model and an unbiased reasoned position, rejecting emotions.

Another useful experience I gained while working in the field of consulting. After all, having established networking with tenants and lessors, I could get information even before it was published

in the media. However, then during the negotiation I had to take a neutral position, when a success means signing of an agreement.

**The New Year is coming. What is the ideal gift for the director of the Department of Retail Space?**

December is a high shopping season we put our hopes on. I will be happy to see in the reports of our tenants the peak figures of their turnover. New Year's earnings are an opportunity for tenants to plan their own development for the next year.

So, I wish all our partners and players in the retail market success, high sales and satisfied customers.

## Features of tenant-mix-2020 in Arricano shopping malls

2020 has become an unexpected test for the mall and for the retail. First, a nearly three-month full lockdown, and then the November weekend quarantine, had a significant impact on consumer purchasing power and behavior. However, even under such difficult conditions, it turned out that shopping malls are the key places of fashion shopping for loyal customers who prefer offline shopping.

This trend has been followed up by both international retail brands and Ukrainian fashion industry operators, which have decided to develop their brands due to the business advantages of the malls. These include solvent traffic, offline commitment of key audience segments, communication opportunities of the media, which allow increasing the recognition of a fashion brand by potential buyers of shopping malls, and so on.

Thus, several dozen of brands have settled in Arricano shopping mall. Among them, there are international fashion operators such as New Yorker, Befree and FLO in "Prospekt" shopping mall, Ukrainian fashion manufacturers Lesya, Stimma in "Sun Gallery" shopping mall, as well as IT, cosmetic novelties and new service points in all malls of the company. Each shopping mall has its own tenant-mix strategy that meets consumer demands and needs. Renovation of shopping malls is a process of high-quality selection of tenants that offer up-to-date innovative formats, concepts and solutions.



- Clothing store TALLY WEIJL
- SharMAN shoe store
- PALITRA beauty store
- Apple YABKO original devices store
- Mobile phone and accessories store  
Smart Shop
- Currency exchange service point
- Dried Fruit Shop "Funduk-Sunduk"
- "Lazer Pro" laser hair removal studio

Befree fashion brand store

#Prospekt\_News  
Про нові магазини

**МЕСЕДЖ СВОБОДИ**  
від фешн-бренду befree  
в ТРК «Прспект»

6 272  
Охоплено людей

159  
Engagements

[Просувати допис](#)

New clothing store of the German brand New Yorker

#Prospekt\_News  
Про нові магазини

**НІМЕЦЬКИЙ NEW YORKER**  
у ТРК «Прспект»

5 124  
Охоплено людей

711  
Engagements

[Просувати допис](#)

Shoe store of the Turkish brand FLO

#Prospekt\_News  
Про нові магазини

**ДЕМОКРАТИЧНИЙ FLO –**  
**ВПЕРШЕ В КИЄВІ**  
для українських покупців у ТРК «Прспект»

2 328  
Охоплено людей

418  
Engagements

[Просувати допис](#)



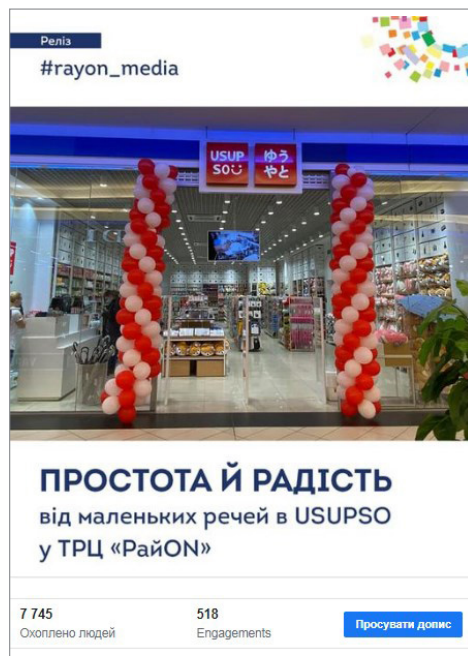


### Sports shoe store New Balance



- Merit shoe store
- Specialized store of silver jewelry "Silver Age"
- SharMAN shoe store
- Cosmetics store Beauty prof
- Apple YABKO original devices store
- Mon Cheri women's clothing store

### Shop for bright life of the Japanese brand USUPSO



### Jasmine lingerie store



## СОЛНЕЧНАЯ ГАЛЕРЕЯ

### Shop of the Ukrainian fashion brand Lesya

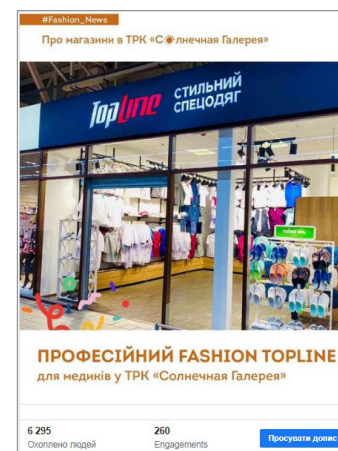


- Clothing store San Marino
- Viva cosmetics store
- Clothing store "Harderob"
- Jewelry Department of the plant Diamant 13
- Shoe store Bacara
- The island of high-quality perfumes D&P Perfumum

### Clothing store of the Ukrainian brand Stimma



### TopLine Medical Clothing Store



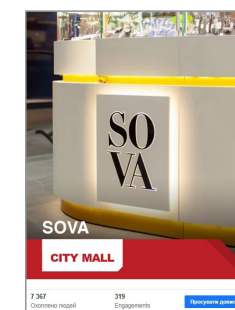
## CITY MALL

- Polish clothing store DIVERSE
- Home Appliance Store BOSCH
- Jasmine lingerie store
- Korean cosmetics store ISEI
- Optics and branded glasses store "Luxoptika"
- Dried Fruit Shop "Finiky"
- "Italian" Dry Cleaning Service

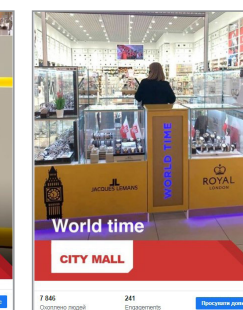


### The island of high-quality perfumes D&P Perfumum

### Jewelry house SOVA



### Clock Island "World Time"



## B2C communications of "Prospekt" shopping mall: slogans, appeals, headlines

This year, "Prospekt" shopping mall has focused on laconic, succinct, and sometimes motivational appeals, using such "loud" words as "values", "gratitude" and "freedom". In the fourth quarter of 2020, this approach began to be used in releases related to the opening of new stores, as customers immersing in information noise, need to be touched by emotions.

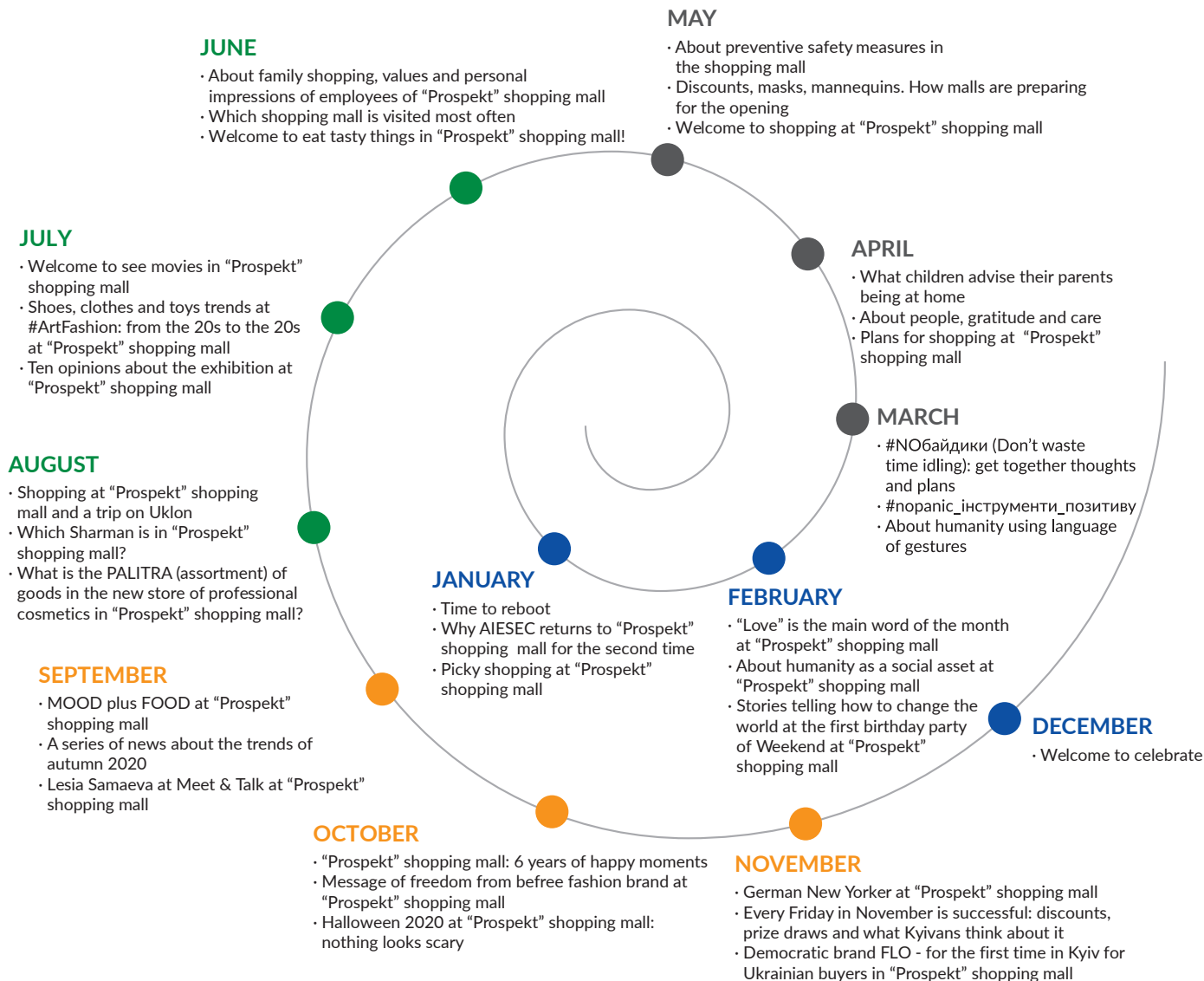
In total during 2020, **more than 170 news** items were published on the "Prospekt" shopping mall website. Most of them apply to events organized by the shopping mall itself: Black Friday, Birthday Party and exhibitions – "MOOD plus FOOD" and "ArtFashion: from the 20s to the 20s".

170

news items were published on the website of "Prospekt" shopping mall

15 000

Facebook users were covered with the announcement of the opening of the exhibition "ArtFashion: from the 20s to the 20s"



# B2C communications of "RayON" shopping mall: slogans, appeals, headlines

Throughout the year, "RayON" shopping mall positioned itself as a space where you can not only buy things, but also learn something new and be inspired by works of art. The mall adhered to this trend even during the quarantine, having transferred the Cool School project online. "RayON" shopping mall in its messages has paid a great attention to gratitude.

In 2020, **more than 150 news** items were published on the mall's website - quotes, announcements, recommendations.

**150**

news items on the web site of the mall

**18 000**

visitors who are proud that "RayON" was included into the best shopping malls in the country

## JUNE

- Facts about the exhibition "Fantasies of Summer" at "RayON" shopping mall
- Who needs Polaroid in RayON shopping mall
- Welcome to hunt for discounts in "RayON" shopping mall

## JULY

- Welcome to watch movie in "RayON" shopping mall
- Thank you for the emotions - the exhibition "Fantasies of Summer" at "RayON" shopping mall

## AUGUST

- Stories about clothes on #ArtFashion: from the 20s to the 20s at "RayON" shopping mall
- 13 quotes about the exhibition at "RayON" shopping mall
- RayDAY with ice cream at "RayON" shopping mall

## SEPTEMBER

- Art exhibition at Cool School about history of art
- Fall 2020 trends: a series of news
- A paradise for women: Jasmine lingerie store was opened in "RayON" shopping mall

## OCTOBER

- Cool School: a remake of a famous picture was made at "RayON" shopping mall
- "RayON" shopping mall was ranked among the best shopping malls in Ukraine
- ha-ha-Halloween at "RayON" shopping mall

## MAY

- About charity in "RayON" shopping mall
- Welcome to shopping in "RayON" shopping mall

## APRIL

- Cool School Online in "RayON" shopping mall
- Quarantine, education, children
- Tell us what interesting do you have: plans for shopping

## MARCH

- #веснотренд (spring trend) is a photo in "RayON" shopping mall
- "Yabko" in "RayON" shopping mall
- Series of motivational news under the slogan #Нобайдики

## JANUARY

- January is a time for positive
- Going Christmas caroling in "RayON" shopping mall
- "Kinderiatko" invites you to a master class at "RayON" shopping mall

## FEBRUARY

- Cool School: teenagers as mystery buyers
- Valizza - books for the journey on the island at "RayON" shopping mall
- Beauty prof for professionals in "RayON" shopping mall

## DECEMBER

- Welcome to celebrate

## NOVEMBER

- Mon Cheri - chic and image in the very name
- 100 per cent Friday
- How to shop safely at "RayON" shopping mall: recommendations



## B2C communications of City Mall: slogans, appeals, headlines

The shopping theme is deeply involved into the communication of the shopping mall throughout the year, covering different aspects: safety, trends and recommendations. In the fourth quarter, an important communication role is assigned to people who work in the mall's stores - both individual employees and teams.

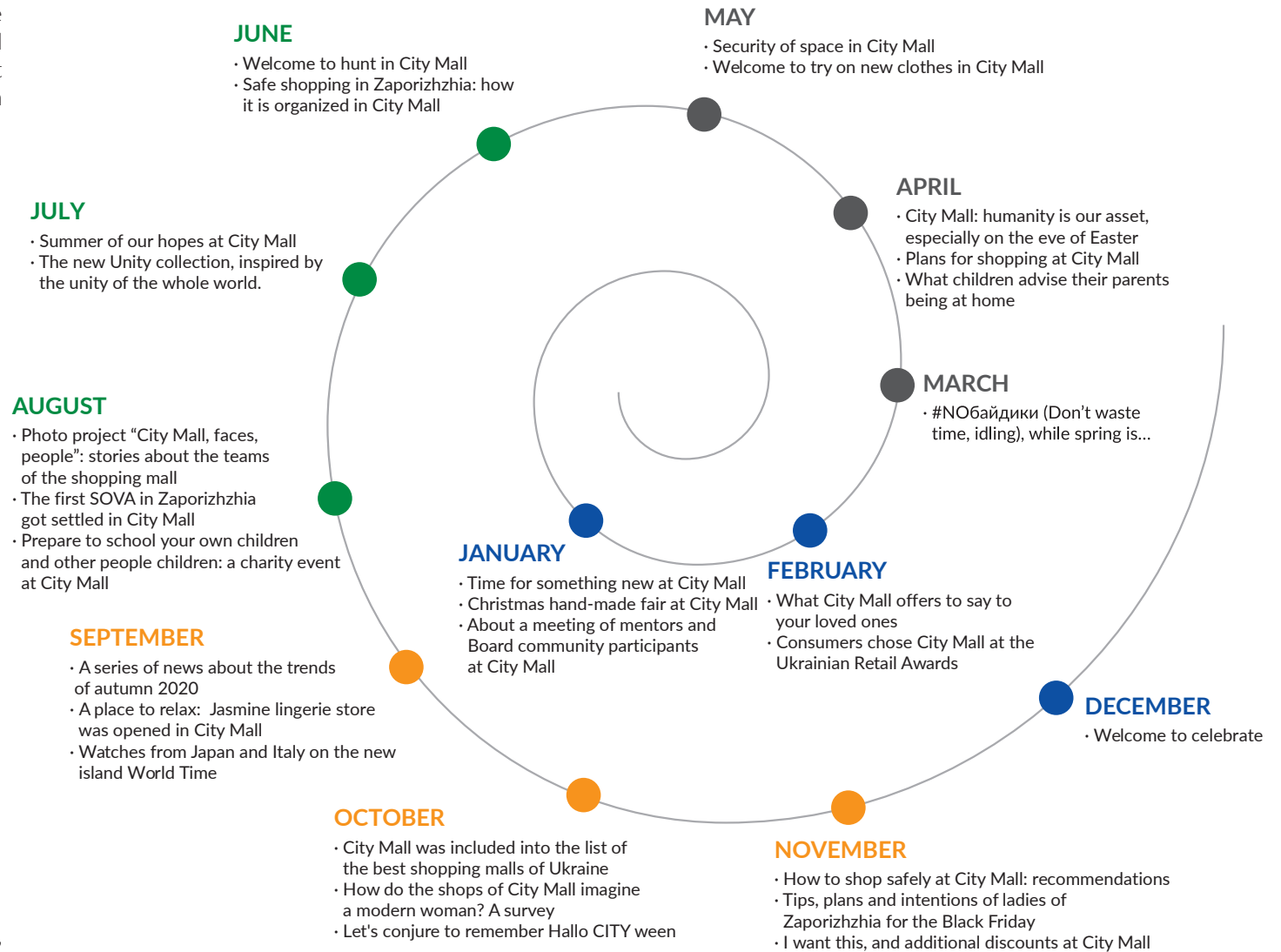
In 2020, **more than 110 news** items were generated.

**110**

news items were published  
on the website of the mall

**9 500**

Facebook users covered  
by the news about the  
exhibition "City Mall, faces,  
people"



## B2C communications of “Sun Gallery”: slogans, appeals, headlines

This year, the shopping mall has made people its main communicators: visitors, sellers, participants of social projects and NGOs. The most messages promoting the care of the people around were generated in the fourth quarter.

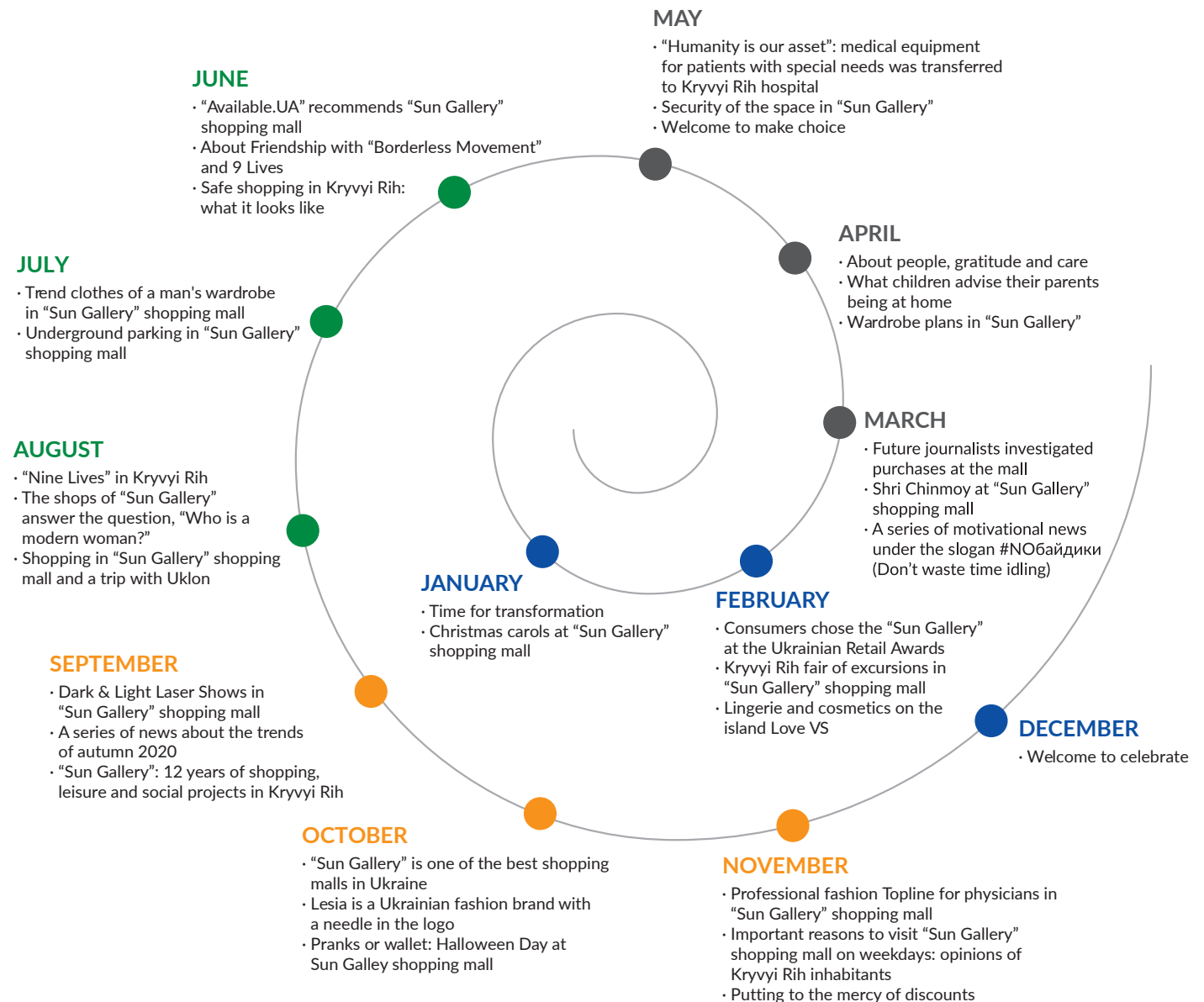
In 2020, **more than 140 news** items were published on the website of the mall, most of which covered the events that took place in the shopping mall. The vast majority of content is the adaptation of useful materials of local publications that wrote about the mall.

140

news items were published  
on the website of the mall

9 500

Facebook users were interested in the announcement about the first birthday party of the mall



## Reading Club



**Anna Chubotina**, CEO of Arricano

*The Biology of Good and Evil*

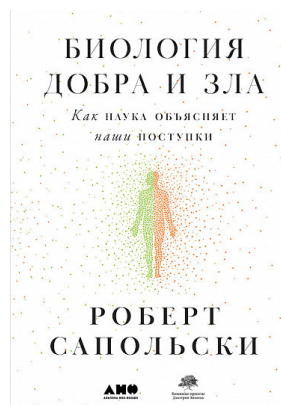
**Robert Sapolsky**

Robert Sapolsky, a neurobiologist and professor at Stanford University, is known to many readers for his lectures on the biology of human behavior, which are available for free. The scientist spent 30 years in Africa studying the lifestyle of baboons to understand the secrets of good and bad human actions, as well as the mechanisms of stress.

He presented his conclusions in the book "The Biology of Good and Evil".

It is difficult to imagine that a person's decision is not always a result of deep reasoning, reflection, weighing all pros and cons. Instead, it may be the result of the body function, hormones and physiological processes. Of course, this fact does not mean that a person should be relieved from the responsibility for his/her decisions, actions and deeds. However, it will help to accept yourself correctly and with understanding, and to take into account the motives of other people's behavior, given the influence of biological factors that lie outside the logical connections.

The book is written in the original writing style with the sense of humour typical of Sapolsky. The relevance of the topic can be hardly overestimated, because the social realities of 2020 force us to look at social relations, existential manifestations and unpredictable aspects of the psychology of management or self-regulation of emotions and relationships in a different way.



**Vitalii Nevinchanyi**,

Director of the Legal Department

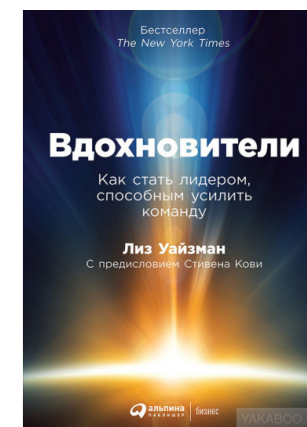
*Multipliers: How the Best Leaders Make Everyone Smarter*  
**Liz Wiseman**

This August I was lucky to lead a team of Arricano lawyers. Less than in a month, I had my birthday and, as long as I couldn't persuade my colleagues from buying me a gift, I asked them to present me a book. That's how I got the book of Liz Wiseman "Multipliers: How the Best Leaders Make Everyone Smarter."

For me, there are two types of literature: fiction and professional literature. I never liked something in between - books on motivation, development, management, etc, although I made many attempts. I always manage soft skills using living examples, which, fortunately, have always surrounded me during my professional life. But a gift has a special status, so the book was read immediately.

The key idea of the books is the bipolarity of leaders: some leaders inspire the team, others - oppress it. And, of course, the book tells how to become a leader of the first type and to avoid becoming a leader of the second type. Being a lawyer, I get used to working with a significant amount of information and formulating concise conclusions based on it. However, in case of leadership it doesn't work. As it is typical of such type of literature, the same things are repeated in different words in almost every chapter. At the same time, the book still deserves your attention and your time, because it contains a number of good examples and ideas.

The thesis I liked, "One of the most important discoveries we have made studying "Multipliers" is how tough these leaders can be. They expect a lot from their people and force them to show outstanding results. They are not just result-oriented, they are rigid and demanding. Yes, "Multipliers" make people feel smart and capable, but they are not "convenient" bosses. In this description, I've recognized myself - I am a leader who could call for a conversation for a poorly prepared document (including missed punctuation marks or "misprints").





**Olena Obukhivska,**

Arricano Communications Director

*Collaborating with the Enemy: How to Work with People You Don't Agree with or Like or Trust*

**Adam Kahane**

Today we live in such a divided and polarized world, when generally accepted human values lose their former importance. Instead, the desire to find like-minded people becomes a trend. The author identifies four options for interaction between people: cooperation, compromise, control and adaptation. However, he sees imperfections in each version, so he encourages to try new formats in which the opinions of the parties would matter, and encourages to notice what is happening around, instead of oppressing other people.

I was impressed by the author's well-chosen quotes, "if you are not a part of the solution, then you are part of the problem", "it is easier to vote against something than for something", "look for opportunities, not for your confidence in the process", "mistake is a success".

After reading this book, it is much easier for me to analyze actions and deeds of people. Especially of politicians who justify themselves, creating themselves additional value and assigning merits instead of solving real problems for a reasonable amount of time and resources. We constantly have a clash of ideas. The main thing is to avoid deadlocks and egocentrism when we defiantly overestimate the correctness of our views and underestimate other people.

In the Ukrainian market, "Collaborating with the Enemy" is an intellectual novelty. Light and small in volume, but containing deep analysis and messages this book has motivational guidelines. I recommend you to stop for an hour and to read. I am convinced that many ideas from the book can be underlined and written down.

**Natalia Nezhoda,**

administrator of Prospekt shopping mall

*The Telomere Effect: A Revolutionary Approach to Living Younger, Healthier, Longer*

**by Elizabeth Blackburn**

The annotation to the book of Elisa Epel, "Dr. Elizabeth Blackburn, co-authored with psychologist Elisa Epel, has written a book with unique recommendations to help reverse the aging process" sounded for me like fighting windmills or regular recommendations to drink 8 glasses of water during the day, avoid stress and consume less carbohydrates. However, I was interested in the fact that this discovery brought the author the world fame and the Nobel Prize.

The book tells about the parts of chromosomes that are responsible for the aging process. It turns out that there is a biological indicator - telomerase, which restores telomeres that affect our life expectancy. Besides, the authors of the book provide many recommendations on how to replenish telomerase reserves in a natural way and to lengthen telomeres. In short, three factors must be taken into account at the same time: thoughts, lifestyle and environment.

The authors advise to get rid of the main negative mental habits: hostility, mind-wandering, pessimism, obsessions and their suppression. One of the main ideas about stress is to take it as a challenge. For example, tell yourself, "Stress gives me the strength to deal with a problem." Of course, believing this statement is difficult.

It is important to provide a favorable environment, live with those who love you, and make friends with your neighbors, the authors say.

I recommend the book to everyone who is tired of stress and who is afraid of aging.





**Liudmyla Chesnokova**, Contract Manager

Magnificent mind at any age

**Daniel G. Amen**

Your Body's Many Cries for Water

**Fereydoon Batmanghelidj MD**

We often hear that all the problems are in our heads. This topic is revealed in the book "Magnificent mind at any age" by Daniel G. Amen, both literally and figuratively. Success, happiness and well-being depend on the balanced

work of our mind, although we rarely think about it.

The author calls to take care and improve the work of our brain, which controls absolutely everything: our thoughts, feelings, reactions to everything that happens at work, at home, in the country, all over the world ... If it works correctly, then you will be in a great shape; if its work is disrupted, it leads to the destruction of your life.

The book is based on the results of brain research using computed tomography, the conclusions and practical recommendations are valuable for people of all ages.

As long as we are talking about health, the book of Fereydoon Batmanghelidj "Your Body's Many Cries for Water" should be mentioned, where the author tries to convince the reader that most infections and diseases occur due to the lack of water in your body.



The book is recommended to a wide range of readers, so even if you know few about medicine, be sure that you will understand logical justifications of the Iranian doctor. The author convinced me, and for a long time I've been following his recommendations.



**Viktoriia Teravska**,

Copywriter of the Contractor Spinat Agency

On Writing Well: An Informal Guide to Writing Nonfiction

**William Zinsser**

If Stephen King's "How to Write Books" helps to understand fiction, then documentary On Writing Well: An Informal Guide to Writing Nonfiction by William Zinsser helps to understand how to work with nonfiction. The author explains how to write about yourself, people and places and how to master business writing. Although the book tells about some things that I've learned while working, it is no less interesting. On the

contrary, it organizes thoughts and reminds of the most important.

First, On Writing Well: An Informal Guide to Writing Nonfiction prompts writing in "human" language, in which there are no "precipitation", "dark time of day" and vague, albeit beautiful wording, which is not clear to the reader. Honestly, it's hard to get rid of the pomp in sentences that was encouraged at school and later at university. So the best thing you can do for your unread text is to ask, "How to put it in everyday language?"

Simplicity does not mean that you should limit yourself to a certain vocabulary and "clean" the text until it shines. According to Zinsser, words should be explored with the help of a dictionary to catch the subtle differences between synonyms. For example, the verbs "to please" and "to flatter" mean "to gain someone's affection."

However, the second verb is more subordinate to the first, because "flattery" is only one way to please someone.

The problem of the book is that the experience and knowledge of the author cannot be completely transferred to the Ukrainian realities. One of the reasons is that few people in Ukraine can afford to focus on documentary prose and make money on it. Therefore, the example of journalist Joseph Mitchell, who has been published in The New Yorker once a year, or even less often, is more enviable than inspiring. However, William Zinsser's book prompts you to write "just that text."



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