

ARRICANO NEWS DIGEST

№24



arricano
commercial real estate

The results of 2021

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Dear colleagues!

December is the right time to summarize the annual results, to thank your team for effective work, your partners for fruitful cooperation and set priorities for the next year.

The key feature of our market in 2021 is its adaptability to unknown and unusual factors that appeared unexpectedly, changing

the usual disposition and requiring both quick and thoughtful solutions. Under such conditions, players work together to develop a new level of relationships based on trust and openness.

Thus, the industry is ready to unite for a dialogue with the authorities, once again defending its position, especially since this year the malls took over unprecedentedly

the management of the vaccination process in the society.

This year, tenants, landlords and naturally, consumers, have adapted to the new conditions of socialization and shopping. This fact is proven by the resumption of traffic after easing restrictions, increase in conversion and turnover, opening of new stores.

At MAPIC, we were convinced once again that international players keep the Ukrainian market in view, seeing in it a potential for growth and expansion of geographical presence.

The core of Arricano's business is a construction of malls and the harmonization of each facility with the community infrastructure. By improving our shopping malls, we model the life cycle of the facility taking into account the needs and interests of communities and actively interacting with segmented audiences.

This year, we integrated the concept of sustainable development into the company's long-term strategy and adopted the ESG policy. We have set ourselves the priority of corporate social responsibility, namely: the support and development of our community in order to build loyal and trusting relationship.

This year, our shopping malls, which we position as social and cultural spaces, have been centers of social life and have had an impact on solving of important social issues.

We have implemented educational projects, cooperated with foundations and NGOs.

We are "taking with us" these activities for 2022 as well. We will continue to maintain effective partnerships with tenants, improve our shopping malls, form sustainable communities and develop Ukraine's development and retail industry.

Next year I wish you inspiring projects, success, growth and achievement of goals! May everyone have as many pleasant surprises, warm meetings and motivational challenges as possible.

**Retaily yours,
Anna Chubotina,
CEO Arricano**



2021: business, KPIs, market research, tenant mix and the social component of Arricano

Summing up this year, one can say that 2021 was difficult, but clear and promising from the point of view of market revival, with new insights and drivers. If you compare the mood in 2021 with the long period of uncertainty of 2020, this year the unpredictable “black swans” have already been treated resiliently, with the increased business adaptability. From the very beginning, the Arricano team has identified the priority areas in the management of the malls. This is the development of the effective tenant mix and cooperation with tenants, research of consumer patterns and generation of vigorous marketing interactions with the audiences of shopping malls in Kyiv, Zaporizhzhia and Kryvyi Rih.

TOP 6 SOCIAL INITIATIVES OF ARRICANO AND COMMUNITY RELATIONS

- Vaccination points in Arricano malls •
- Crowdfunding at RayON shopping mall and City Mall •
- A social and educational project for teachers **Teachers' Self Upgrade** at Prospekt shopping mall •
- A Generous Race and a collection of donations for “See with your Heart” Foundation on the Kind Challenge platform at Prospekt shopping mall •
- Social discussions with philanthropists and volunteers of Kryvyi Rih at Sun Gallery shopping mall •
- Meet & Talk on responsible parenting at all Arricano malls •

M A N A G E M E N T

E S G P O L I C Y

TOP-6 SOCIAL PROGRAMS IN COOPERATION WITH NGOs, ARTISTS AND RETAIL BRANDS

- The photo project of visual illusions “Become a star of your life - get treated for free” at Prospekt shopping mall on the initiative of The Gate Agency dedicated to the global breast cancer movement
- The Basketball Challenge Day together with TARMAK and Decathlon at Prospekt shopping mall
- Traditions of American dance of the 20th and 40th of the last century at Prospekt shopping mall
- The charitable campaign “Direct Dialogue” (Faceto-Face) to support orphans at the initiative of the international charity organization “SOS Children’s Villages” Ukraine at RayON shopping mall
- The “Basket of Good” campaign together with the “Soiuz Myloserdia” Foundation at City Mall
- Photo exhibition of Yevhen Bondarenko ROZOU UKRAINE vol.3 in Sun Gallery shopping mall

TOP-7 BRIGHT DISCOVERIES IN ARRICANO MALLS

- Sports Decathlon in Prospekt shopping mall
- Trendy LC Waikiki in RayON shopping mall
- Multi-brand Letout in Sun Gallery shopping mall
- Creative Akvarel in RayON shopping mall
- Cozy "Cactus" in City Mall
- Technological "Foxtrot" in RayON shopping mall

TOP 3 AWARDS OF ARRICANO AS A SOCIALLY RESPONSIBLE COMPANY

- BusinessHero of the business market according to the European Business Association for a significant CSR position
- Arricano social projects are among the top 25 best CSR programs in Ukraine according to the business publication "Vlast Deneg"
- Arricano is among the top 5 reputable activists in the development market according to the business experts of the project "Reputational ACTIVists"

TOP-7 CONCEPTUAL ORIGINAL PROJECTS OF INTERACTION ON PROMOTION OF FASHION, STYLE AND SHOPPING

- The exposition "Fashion & Profession" at Prospekt shopping mall
- A modern woman at Sun Gallery shopping mall
- Cool School about shopping experiments of children and parents at RayON shopping mall
- How to update your wardrobe for the summer – retail research at City Mall
- "Fashion & Profession" in Sun Gallery shopping mall
- A fashion Christmas tree with designer handmade decoration in Prospekt shopping mall
- A Fashion Day and a demonstration of fashion trends in Sun Gallery shopping mall



Denys Kornuta, Director of the Retail Space Department, Arricano

"A shopping mall as a business project has its own life cycle. In the management of a mall, multi-vector components are important, namely: the support of the existing management or its renewal through current brands in tenant-mix, in order to respond to trends and requests, setting an impetus for growth and interaction with target groups.

We develop our malls as comfortable social spaces where interesting events that attract visitors take place. The fact that we have many trade shows, thematic exhibitions and communications with the ambassadors of the malls' brand, has a positive impact on the work of tenants."

Tenant-mix changes in Arricano malls during the second half of 2021

Arricano's leasing strategy includes three areas. The first one is the support and maintenance of retail brands, involvement in marketing programs, their promotion on the media platforms of the mall offline and online, integration into Community Relations with audiences, as well as providing professional consulting services. The second one is the attraction of new quality market operators to expand effectively the tenant-mix model in various categories in order to meet social trends and consumer demands. The third one is tenant-mix optimization, including work with formats, locations and concepts of retail brands, which are presented in Arricano malls. With an occupancy rate of 99%, targeting the mall's audience is a key to offline management aimed to modeling a sustainable buyer-tenant-landlord ecosystem.



Scandinavian-style home and life store Moro
Home comfort store English Home
The store of the international cosmetics and beauty brand Yves Rocher **has opened in a new format**
Fashion stores of TM Arber and TM Anabel Arto brands **have expanded their offline locations**



Fashion store for the whole family of the Turkish brand LC Waikiki
Children's clothing store Bebe.ua
Scandinavian-style home and life store Moro
"Techno Case" Gadget Accessories Island
Expansion of convenient services - new coffee machines and a representative office of "Credit Dnipro" bank.
Shop of ware and goods for interior "Dim posudu" and shop of IT services and electronics of Vodafone started **working in a new format**

СОЛНЕЧНАЯ ГАЛЕРЕЯ

Shop of the international sports brand Puma **has expanded its offline location**
Shoe store of the Ukrainian brand Mida
"Cashew" dried fruit and delicacies store
Ukrainian fashion brand store **Vovk**, Polish lingerie store Atlantic and "Luxoptika" optics **have updated their formats in new locations**
"Ukrzoloto" Jewelry Island and **"Stylish Look"**
Fashion Island

CITY MALL

"Cactus" home and gift shop
Island of bright sweets Cherry Berry
The store of the international sports brand New Balance **has started working in an updated format**
Expansion of convenient services - new coffee machines

Emotional insights and congratulations from the ambassadors of Arricano Malls

In 2021 Prospekt shopping mall has become a center of social attraction for the residents of the Desnianskyi district.



Inna Sotnikova, Director of RayON shopping mall and Prospekt shopping mall

"In the new year, I wish you health, sincere people nearby, harmony in families, warmth in your soul and driving mood!"

Emotional insights and congratulations from the ambassadors of Arricano Malls

During the year, every corner of the mall has been improved. Every day "RayON" became more comfortable, lighter and safer for each guest.



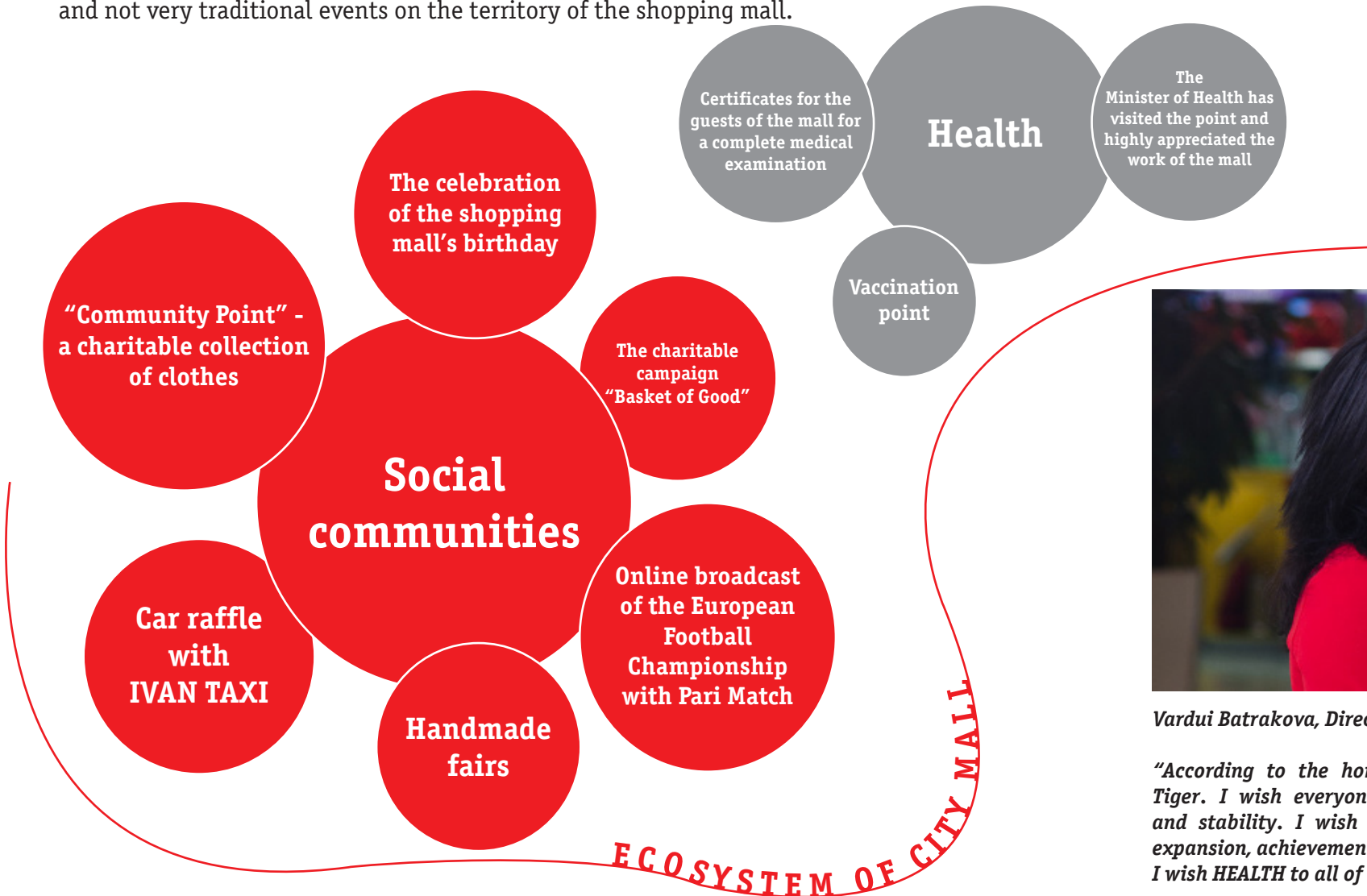
Inna Sotnikova, Director of RayON shopping mall and Prospekt shopping mall

"We thank each of you for being with us in this extraordinary 2021"



Emotional insights and congratulations from the ambassadors of Arricano Malls

During the year, our partners and we tried to distract our guests from bad thoughts and difficulties as much as possible, delighting them with traditional and not very traditional events on the territory of the shopping mall.



Vardui Batrakova, Director of City Mall

"According to the horoscope, 2022 is the year of the Tiger. I wish everyone self-confidence, strength, power and stability. I wish our partners good sales, network expansion, achievement of ALL the goals set. And above all I wish HEALTH to all of us"

Emotional insights and congratulations from the ambassadors of Arricano Malls

Throughout 2021, the mall continued to strengthen its position as the best, comfortable Fashion Mall and a safe facility.



Innovative approaches and interaction with the community in CSR activities of shopping malls

The Teachers' Self Upgrade social and educational project at Prospekt shopping mall, which took place just before the introduction of distance learning in the fall, brought together more than 150 teachers. The aim of cooperation with teams of teachers from different schools of Desnianskyi district was to inspire self-motivation and selfdevelopment, to strengthen their adaptability to new challenges. Namely: to overcome the barriers in online teaching, acquiring new relevant competencies that have not been mentioned during their studentship at pedagogical universities.



Teachers' Self Upgrade resonated both in the teachers' community and in the Ukrainian retail and development market. The publications about the project contained many interesting analytics about the level of teaching at schools, feedback on the relevance of the topic and the interpretation of experts in the manner "why business needs CSR".

And if this question arises in business community, Arricano has taken on an advisory mission of clarifying it.

Of course, each business has its own strategic task, appropriate management model, interaction with customers and their understanding of social position.

However, there are several key points, each of which gives a comprehensive explanation for the further implementation of CSR and sustainable development on the example of Teachers' Self Upgrade:

- A project with a well-established algorithm of interaction between the participants for the development of partnership with tenants and demonstration of retail brands in the social context
- Formation of a reputation "cushion" of a brand and a positive image, which allows us to establish relationships

with external and internal target audience of stakeholders

- Investment in sustainable development of the society. For many companies, this is fundamentally important
- Strengthening of relationships with business partners who are developing their corporate ESG policy
- Establishing of government relations

Summarizing the KPIs received during the Teachers' Self Upgrade project, we can also talk about the effectiveness of Community Relations, as teachers, students and their parents are visitors to Prospekt shopping mall.

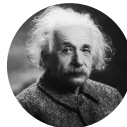
And now they are also the brand's ambassadors. After all, thanks to CSR, loyalty and communication were strengthened.



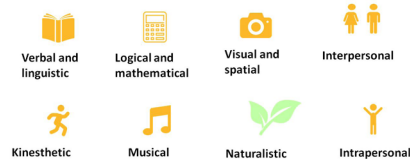
Interaction with teachers took place in the style of a business conference, during which top lecturers shared relevant life hacks on how to work best with students online, and about the specifics of Generation Z and Alpha to keep their attention on learning. What were the teachers told about? All lectures were interesting and expertness.

"Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life, believing it is stupid."

Albert Einstein



Every child is a genius because they have a unique combination of 8 intelligence types



Oleh Vasylevskyi, a lecturer and a founder of Jamm Group educational company, formulated the goal of education and noted the genius of each child.



Decision-oriented approach is a....

- The best questions
- Another experience of interaction & relations

Viktoriia Spashchenko, an expert and a coach in the field of education emphasized the need of introduction a solution-oriented approach at schools.



IN FIGURES, THE RESULTS ARE AS FOLLOWS:

- **150** teachers of Desnianskyi district became the ambassadors of Prospekt brand
- **100 000** digital coverage on media resources of Prospekt with the original content
- **250 000** digital coverage on partners' media sites
- **25** tenants of the shopping mall received native manifestations and a direct contact with a target audience
- **UAH 277 000** of Media Value and dozens of publications in the media with arguments and storytelling in a positive context. All this forms an opinion about the participating brands



"The support of educational projects is an investment into the future. Teachers are intermediaries on whom the formation of students' worldview and level of knowledge depends. During Teachers' Self Upgrade, we received a request to form a teacher's brand."

"And this is another bridge for the development of cooperation and integration of retail brands in the framework of CSR initiative", - Olena Obukhivska, Director of Communications, Arricano, resumes.

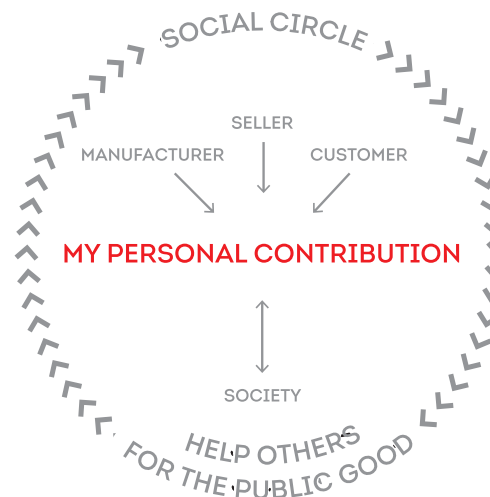
"From me to all" - a message at Prospekt shopping mall

A fair of social enterprises with an ambitious message "From me to all" took place in Prospekt shopping mall. These words with a deep meaning correspond to the visionary model "the society is my personal contribution".

The participants of the fair give jobs to blind and disabled people, investing part of their income in solving socially important issues. Therefore, those who bought their products also joined the cycle of helping others for the public good.

To attract attention, at Prospekt shopping mall an event was held where social upgrade influencers: Vasyl Nazaruk, a Head of Social Investment Program "Western NIS

Enterprise Fund", Oleksandr Sanchenko, a MP, Viktoriia Batui, a TV presenter and a philanthropist, Vira Shelest, UNHCR Field Adviser, Artem Kornetskyi, Social Enterprise Expert, Volodymyr Sheihus, Civil Society Development Expert, Anna Hulevska, an expert in the field of social entrepreneurship, Kateryna Rozora, a founder of social business, as well as Anna Chubotina, CEO Arricano, and Inna Sotnikova, Director of Prospekt shopping mall took part.



Social entrepreneurship is a new model of thinking and activity, when other people and the society in general are put first to be taken care about, to apply you energies and to invest in the socially important issues.

This is a more complex scheme of interaction, because it is based on the moral virtue of giving, serving, helping for the common good of all.



Peter Drucker,
a business expert, an author
of the concept of the
society of knowledge and
social guidelines

"The value of social enterprise is the mission to promote positive changes in the society. The mission, not the income."

"Arricano is convinced that the mall is a place to generate new ideas to form opinions, attitudes and to transmit values from one person to another. We hope that the message 'From me to everyone' will be firmly entrenched among buyers. The fact that the fair took place in the mall can be a good impetus for further promotion of the socio-upgrading model of entrepreneurship".



Anna Chubotina,
CEO Arricano



Kateryna Rozora,
a co -organizer of the fair

"Today we live in the organized society where most people can realize their potential and succeed. However, there are socially vulnerable people, even whole groups of people who need special attention and support. Some people find themselves in difficult life circumstances, some need home, healing, rebuilding of relationships and a chance for a new life. We have a lot of work to do, we get inspired and disappointed, but we keep on going the chosen way. Today more and more Ukrainians begin to share our values and personally join the initiatives, which belong to the social good cycle. The idea of a fair at Prospekt shopping mall is a great opportunity for everyone, i.e. both for the manufacturers and for the buyers to add something from them to everyone. Especially since big business represented by Arricano joined the field of social entrepreneurship, professionally supporting the participants."

About marketing and consumer patterns of the shopping malls' visitors in 2021

The special feature of a shopping mall as an object of social significance is that visitors have different expectations in solving their needs. They need shopping in the relevant stores, the atmosphere of being in the mall, entertainment, and personal benefits. Therefore, the marketing of shopping malls is multi-vector and multifunctional, which provides rational, emotional and social components. Taking into account the turning points of 2021, when there were "shifts" from orange to red quarantine zones, the behavior and consumer patterns of the mall's audiences, their motives for shopping and perception of the mall as a social and virtual space changed.

SPECIAL ATTENTION IS PAID TO SAFETY AND SOCIAL RESPONSIBILITY

Meticulousness, a sense of comfort and confidence are the main drivers of consumer patterns that became the most important in 2021. Arricano Malls responded immediately to this request by offering their visitors vaccination points, information support and safe leisure in a new format.

SOCIALIZATION AND CONSUMER EXPERIENCE

Quarantine restrictions and unlimited online access have proven that socialization and consumer experience are important to people. Therefore, the undisputed advantage of a shopping mall is a comfortable social space, visiting which a person can have fun and make a confident shopping, having a direct contact with retail brands, their values and product lines.

EMOTIONAL AND CONCEPTUAL INSIGHTS

The need for offline as a real consumer experience has led to the development of new emotional insights in interaction with visitors. The deformation of other industries, such as restrictions on tourism, has forced the mall to meet the need of buyers for new experiences and emotions. Therefore, in 2021 the trend "shopping as a new travel" with the fashion collections of international brands that came to Ukraine, bringing the consumer from the shop window immediately on the streets of other countries has gradually intensified. The Arricano mall has strengthened its visual component, where in a series of special projects, visitors' attention was drawn to installations and creative designs for contemplation and intellectual pleasure.



RATIONALIZATION

Unpredictability and anxiety of everyday life caused the demand to buy “against every eventuality”. At the same time, the audience sought to get a good offer “here and now”.

Combining these two patterns with an emotional effect, Arricano malls regularly held raffles and instant lotteries, with gift certificates, additional bonuses and discounts in the most prestigious stores.

In the Electronics segment, they are Foxtrot, Comfy, Eldorado; in “Sports” - Decathlon; in Fashion - Mango, Austin, Flo, New Yorker.

Emocio

Racio

Socio

DIMENSIONS OF MARKETING INTERACTIONS



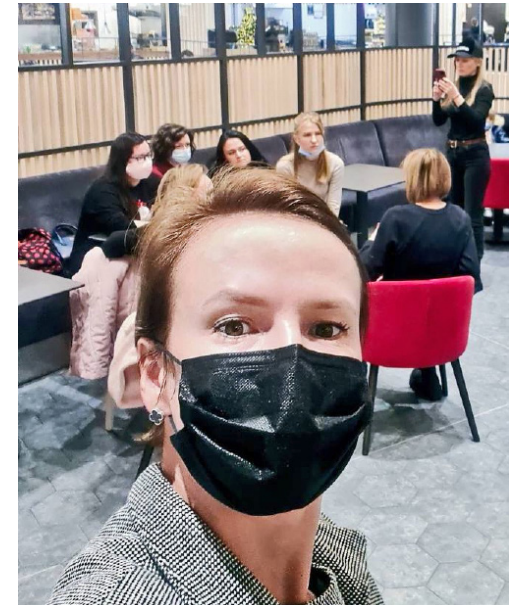
“The marketing of a shopping mall has always been “an untouched area” in working with consumer insights, which covered a wide range of needs, from rationalization of expenses to the most detailed emotional impulses. Therefore, segmenting of audiences and grouping of requests according to their needs is one of the most active marketing tools we use in the malls management. In addition, in all our activities we prioritize the social component. After all, the main attribute of the mall is a social space. That’s why, in 2021 we had an educational project with teachers, and “A Generous Race”, a cooperation with the foundation, an interaction with teenagers, and a special work with the community,” **Olena Pohodina, Marketing Director of Arricano summarized.**

The Arricano team took part in the industry Store Tour by Retailers.ua

The industry business publication Retailers.ua for players of the retail and development market conducted a specialized Store Tour in the new multifunctional “Retroville” shopping mall, which concept is “it is a lifestyle center”.

The delegation from Arricano was introduced by the Operations Department - management teams of shopping malls: Inna Sotnikova, Vardui Batrakova, Maryna Baranova, Nataliia Nezghoda, Ivan Tutyk, Veronika Berkovska, Yana Bezverkha, Mykola Yakymenko, Kseniia Bondarchuk, Denys Horokhovets, Andrii Belianko, Anatolii Belianko, Valentyn Plutenko, Leonid Zhydetskyi, Oleksandr Fedorenko.

The shopping mall's excursion business menu included specialized cases of advanced retail formats, arrangement of service options in the outlet, information on how to balance the space effectively, taking into account the flow of targeted traffic, a children's zoo, a sports center, a supermarket or a hardware store.



“Networking during the Store Tour by Retailers.ua is a great opportunity to look behind the scenes, to feel in real time the pulsation and the internal infrastructure of the mall, to share experiences and to find interesting solutions. It is also a great chance to meet colleagues, to discuss, to get inspired. After all, the expertise of management of a shopping mall is our common experience which allows us to develop the industry together with the best practices, using the perspective of all competitive advantages of offline, given the new reality and new security rules”, **Ivan Tutyk, Chief Engineer of Prospekt shopping mall says.**

Yuliia Belinska, editor of Retailers.ua and organizer of the tour said:

“A picture is worth a thousand words. This is the principle we were guided by when creating the Store tour business tour. Retail is detail. Store tour allows a person to see the details of the store's live, to ask direct questions to business directors and to gain experience and insights. This is an invaluable experience. That is why we see that the demand for such business trips is increasing.”

Bookshelf



Natalia Nezghoda

Administrator of Prospekt shopping mall

Designing Brand Identity

Alina Wheeler

Alina Wheeler is one of the leading professionals in the field of branding. Her company helps to develop brand identity programs for Fortune 100 companies. If you want to build a brand, you should work hard to find a word that causes a unique feedback from your customers. A word that no other company has. For Mercedes, this is the word "prestige", for Volvo - "safety".

A key phrase is a slogan and an explanation of the basic principles of a company that describes, summarizes or helps to get interested. Next, is an effective strategy, which involves the presence of a central unifying idea that organizes behavior, actions and communication. The content is percept in the third stage, after the perception of shape and color. This means that our brains need more time to interpret words.

Branding is not about ticking the box and completing the project. The author identified three main qualities of the best brands: 1) easy to use / study; 2) meets the expectations of visitors; 3) uses visual communication. The author claims that symbols affect our intellect, imagination and emotions more than any other means, so it is the high quality of visual communication that informs the customers that the brand cares about its products and services, controlling their quality.

The book is very interesting and gives a comprehensive understanding of the principles on which brands are built in different areas and why, following these principles, the brand will grow, instead of drowning among millions of others.



Olena Pohodina

Arricano Marketing Director

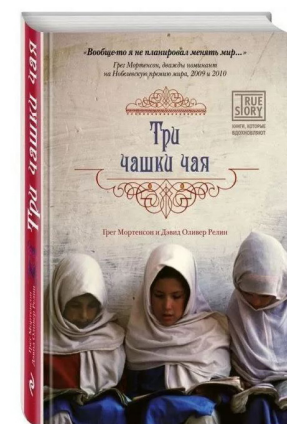
Three cups of tea

Greg Mortenson, David Oliver Relin

A book about goal commitment, which main idea is that there is no right or wrong events, people who fit or don't fit. When there is a goal, a whirlpool of events and circumstances is just a background to achieve it.

The book focuses on the story of a climber Greg Mortenson. Without conquering the top of K2 and miraculously avoiding death, the author found himself in a mountain village in Pakistan, where he became acquainted with life and customs of the local population. The episode with the children sitting quietly by themselves, without a teacher on the mountain ledge and trying to write and read letters in the dust is one of the strongest. The author's decision to stay in this country and to build schools for local children seems to be the only possible one. The events described in the book took place several years before and after the explosion of the Twin Towers on September 11. Mortenson draws interesting conclusions about connection between a religionism and lack of education. As a result, the foundation, led by the author of the book, built more than 167 schools in various villages in Pakistan and Afghanistan, and Greg Mortenson himself was nominated by the US Congress for the Nobel Peace Prize for several years. The quotes from the book that will inspire you and help to highlight the most essential. "What we are trying to do may be just a drop in the ocean, but the ocean would be less because of that missing drop." "If we truly want a legacy of peace for our children, we need to understand that this is a war that will ultimately be won with books, not with bombs."

I recommend this book to anyone who contemplates on the relationship between internal motivation and external factors, as well as thinks about his/her own contribution to changing the world for the better.



**Anna Chubotina**

CEO Arricano

**How Rich Countries Got Rich,
and why Poor Countries Stay Poor
Eric Reinert**

In the ranking of countries by living standards Human Development Index, according to Human Development Report - the United Nations annual study, Ukraine in 2020 ranked the 74th. Naturally, this is far from the first place among other European countries. Why did the country with a huge potential and resources, one of the largest European markets, fail to achieve efficiency and success? Why did not it create a healthy manufacturing sector, remaining behind other European countries? Can a historical context and a practical

experience of countries with high living standards become a starting point for the development of Ukraine?

These questions are answered by Eric Reinert, a well-known Norwegian economist who specializes in development economics and economic history.

The author questions the effectiveness of a free trade for developing countries. He promotes a pragmatic approach, based on the best practical case studies using the experience of countries that have already achieved significant success and have an expertise. Reinert proves by means of the examples that in order to achieve the prosperity at the stage of the development of a country, it is necessary to support a real economy in all possible ways, to carry out a well-thought-out industrial policy, a policy of protectionism and to invest in strategic spheres. At the same time, the key ones are not those that are usually chosen by developing countries aimed at minimal costs, but those progressive industries that generate the economy - production, trade and innovation.

This book inspires in-depth study of approaches and modeling of economic reality. This book will be useful for a wide audience, interested in issues related to economic development, especially for statesmen of all levels.

**Liudmyla Chesnokova**

Marketing and Partnership Project Manager

99 francs**Frederic Beigbeder**

How does the world of advertising look and what dark sides does it have? How are commercials shot? Whose work brings more financial return: a work of a journalist or of a copywriter? You can learn about this and about much more from the book "99 Francs" by the French writer Frederic Beigbeder. The book reveals the essence of marketing on the one hand - through the eyes of people who change this world, encouraging people to buy goods through advertising and on the other hand, the book shows the society of consumers. The main character of the novel is a young, creative and well-read advertiser Octave Parango, who does his job well and knows his worth.

Dressed in fashionable clothes of world famous brands, he drives expensive cars, eats in the best restaurants and understands that the results of his perfect job change the world. Octave knows all the secrets and techniques of managing the subconscious of consumers to make them buy a product, which sometimes they do not need. He feels trapped because he can't help suffering the pangs of conscience and wants to destroy the world of the advertising industry, which has a bad effect on a consumer. On the example of the main character, the author shows this world from the worst side, as the reverse side of the coin. He doesn't watch his mouth, on the contrary, using the specific vocabulary he demonstrates the bile and cynicism of the advertising world, even makes fun of it.

Of course, the novel covers other topics, including love, family values, life and death, the plot often covers the theme of religion. I think that every reader can find something of his/her own and, perhaps, change his/her outlook on life and the vector of his/her movement in time. The book is deep and disgusting at the same time, because it makes you realize the full force of advertising that rules the world. Everything in this world can be bought and sold and our society is so addicted to the excessive consumption of goods that people have become slaves, who with the help of spot-on slogans are easily forced to worship modern brands.

The book made me think about the true life values. Where are we going? What do we spend our time, our efforts and our lives for? Regardless of our position and financial situation, one must have enough will and wisdom to remain a Person.



**Olena Shvets****Rental Manager of Sun Gallery shopping mall****The Art of Strategy: A Game Theorist's Guide to Success in Business & Life****Avinash K. Dixit, Barry J. Nalebuff**

This book has really changed my life. A Game Theorist's Guide is not just an interesting title. This is a whole section of applied mathematics used in the social sciences to study and develop mathematical models, making optimal decisions against the backdrop of the conflict. However, this is not the math, which is taught at our schools.

It does not have endless formulas and figures, but it is full of tasks, and the most important of them have instructions for

solving. "A Game Theorist's Guide" tries to analyze mathematically a subject's behavior in strategic situations where the success of the subject making a choice depends on the choice of other participants.

You will definitely agree, that we meet such tasks every day, in business, at work, at home, when buying a new car or in a conflict situation. Our whole life is about the interaction of subjects, and each of them has its own interests and goals. Very often, the realization of our plans depends not only on us. This book helps us to understand better what strategic thinking is, and, using the described methods and rules, apply it in everyday life. The authors of the book - Avinash Dixit and Barry Nalebuff are the professors of mathematics at prestigious universities. Using examples from cinema, sports, politics, history, they show us how most of companies and people are involved in interaction. Each section outlines a new strategy. For example, a strategy for a parallel game - the authors explain what it is using the example of a price war between companies that sell the same product. At what price should you stop fighting for a buyer? How to react properly if your competitor is dumping? What is a "great balance" and how to find it? You will find the answers to these, and many other questions in this book.

I can definitely recommend it to everyone, but you should be ready that each section will require from you an analyses and a serious consideration of the material.

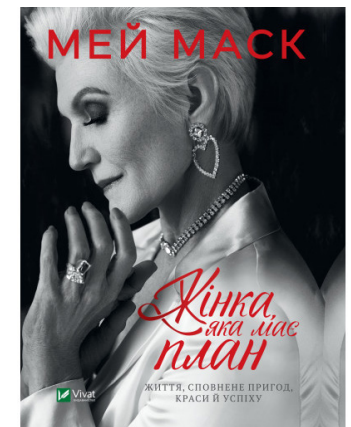
**Inna Sotnikova****Director of Prospekt shopping mall, RayON shopping mall****A Woman Makes a Plan. Advice for a Lifetime of Adventure, Beauty and Success****Maye Musk**

Everybody who has read the book "Elon Musk: Tesla, SpaceX and the Quest for a Fantastic Future", written by a journalist Ashlee Vance, is aware of the originality of thinking, which has its sources in childhood. "A Woman Makes a Plan" will reveal even deeper the roots of non-standard approaches of the Musks dynasty. In this book, the main character is she, a woman, a mother, a creator of her life, a majestic Maye. She tells sincerely about her upbringing, self-formation, difficulties and

obstacles, raising of children and communicating with grandchildren, victories and defeats, nutrition and diet, work and scientific research.

From each section, you can write dozens of practical quotes and life hacks about your own experience, about the willingness to live your life to the fullest, to plan and to accept firmly the unplanned, unexpected, even unpleasant things. The Musks family motto, passed down from generation to generation, was "be brave but careful." It is difficult for me to imagine how a family with small children could live in the desert, saving children from lions, but from autobiographical words, it is clear that it was a fascinating process. That these events formed the hardened personality from childhood. That's why, in her adulthood, Maye Musk firmly declares to the whole planet - "Things broke. We did not panic". This statement resonates with my position. After all, for the second year in a row, I declare loudly - "we work and do not panic". According to the book, "The more you work, the happier you are." Well, isn't that true?

I recommend to read this book and get to know Maye Musk better. After all, she talks about herself as if you were friends, who met and are drinking coffee sitting at the table. Then, after saying goodbye you want to get out of your comfort zone, reconsider something and make new decisions, start doing something from the very beginning, make it more interesting or do something you've never done before.



**Olena Obukhivska**

Arricano Communications Director

Post-corona. From Crisis to Opportunity**Scott Galloway**

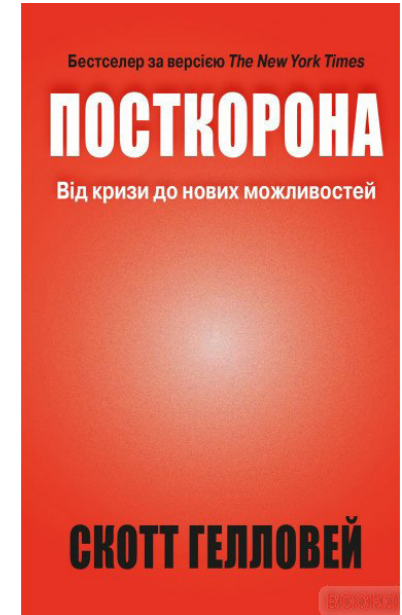
The author of the book believes that after a war, depression or pandemic the most productive time for rapid development comes. In his study the author selects accurate motivational quotes of classics about social progress, which can be analyzed both in the context of "Post-Corona" and in accordance with his own critical experience. From the very beginning, the thought resonated with me – "there are decades when nothing happens. And there are weeks where decades happen." Or, "poverty is needed as an incentive to continue to develop" and "a society with massive prosperity but little progress."

Obviously, the author emphasizes the speed of modern life with its twists and turns, when the world vibrates from shocks, innovations and breaks of the traditional system. While COVID 19 itself is sarcastically described as an opportunity to create a future where emotional modulation with increasing levels of depression and social chaos is uncontrollable. There are also excellent metaphors and analytical judgments that describe current realities in various sectors of the economy and subversion indices.

That is, the ability of an industry to change radically under the influence of technology. I was most interested in education, which diagnostics data have impressed me.

It turns out that tuition fees at American colleges have increased by 1,400% over 40 years. However, the quality of online learning leaves much to be desired. The author generally considers this format to be a "buggy" one and sadly messy, even if the cost of services has increased.

This book should be read to see new approaches to social observation, but without academicism, and to generate your own conclusions. Scott Galloway's next work, "The Algebra of Happiness" about relationships among people, will be available soon. I also plan to buy it for my home library.





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