

WELCOME TO

4S
RADIOGRAFÍA REAL
DE TIJUANA VERTICAL

ADRIÁN HIDALGO - CCO 4S

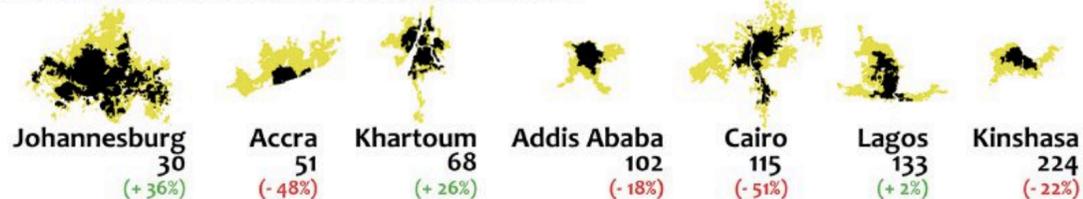
PORQUÉ NOS VERTICALIZAMOS?

MANCHAS URBANAS

25 Years of Urban Growth and Density Change in 66 Global Cities

REAL ESTATE FORESIGHT

North Africa and Sub-Saharan Africa



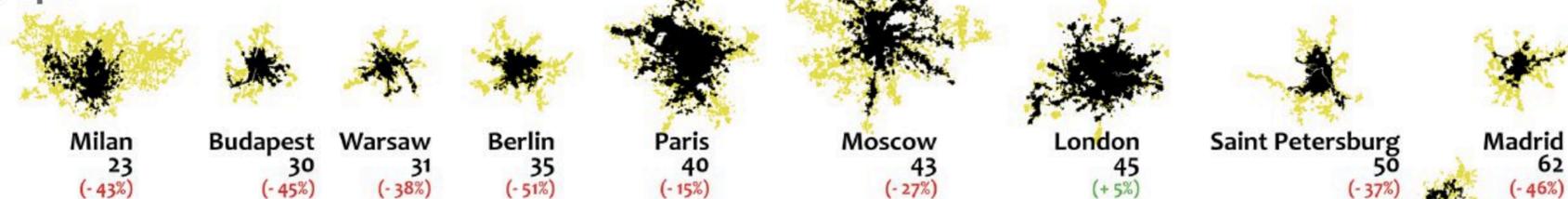
South Asia and Southwest Asia



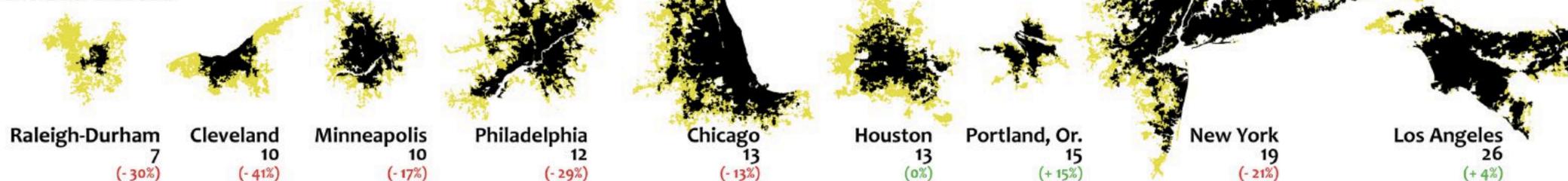
Latin America



Europe



United States



LEGEND

Urban extents and densities from NYU and Lincoln Institute of Land Policy's "Atlas of Urban Expansion," 2016. For detailed methodology, please visit www.atlasofurbanexpansion.org

All cities are shown at equal scale, and projected according to the city's respective UTM zone

Urban extent, circa 1988*
Urban extent, circa 2014*

City
Average density (people/hectare)
Pct. change in density, 1988 - 2014*
(% increase)/(% decrease)

100 miles
100 kilometers

Lower density ← → Higher density
Within each row, cities are arranged in order from least to most dense

* +/- 1-2 years
Layout by Matthew Hartzell 2018

A satellite view of Tijuana, Mexico, showing the city's urban area highlighted in white. The city is situated in a valley, surrounded by rugged, brown mountains. The Pacific Ocean is visible on the left side of the image. The text "MANCHA URBANA ZM TIJUANA 2000" is overlaid on the white urban area.

MANCHA URBANA ZM TIJUANA 2000



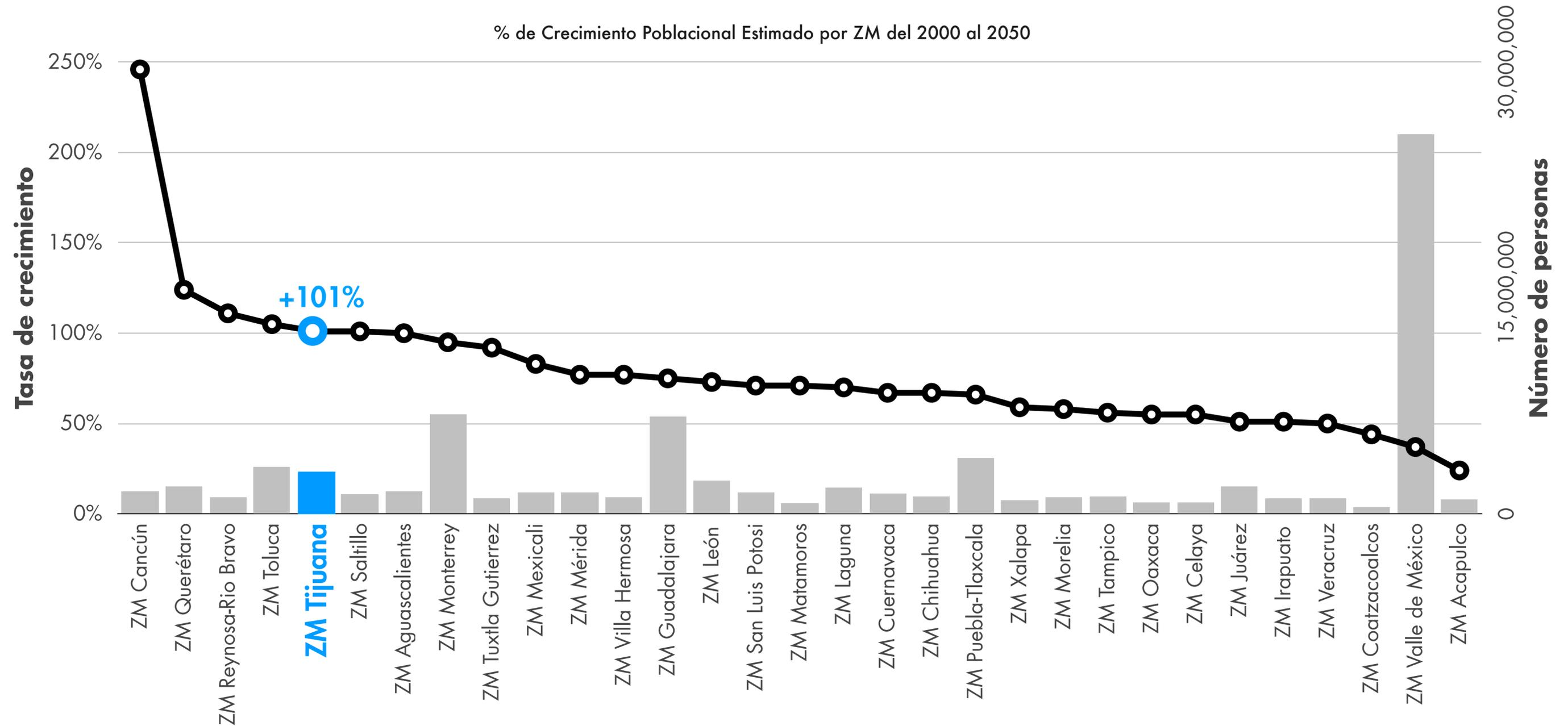
A satellite view of Tijuana, Mexico, with urban areas highlighted in white. The city is situated in a valley, surrounded by brown, hilly terrain. The ocean is visible on the left side. The text "MANCHA URBANA ZM TIJUANA 2020" is overlaid in the center of the image.

MANCHA URBANA ZM TIJUANA 2020

PORQUÉ NOS VERTICALIZAMOS?

CRECIMIENTO POBLACIONAL ZM TIJUANA

% de Crecimiento Poblacional Estimado por ZM del 2000 al 2050



Notas:
Fuente INEGI.

●
PLAYAS

●
CRUCE FRONTERIZO

●
AEROPUERTO

●
CRUCE FRONTERIZO

●
HOSPITALES/OFICINAS

●
ZONA DORADA

●
COMERCIO

**PRINCIPAL
EQUIPAMIENTO**

PORQUÉ NOS VERTICALIZAMOS?

CRECIMIENTO POBLACIONAL ZM TIJUANA

LOS TIEMPOS DE RETRASO EN LAS 50 CIUDADES MÁS GRANDES DEL MUNDO SON UN 40% MÁS ALTOS DE LO QUE DEBERÍAN SER.

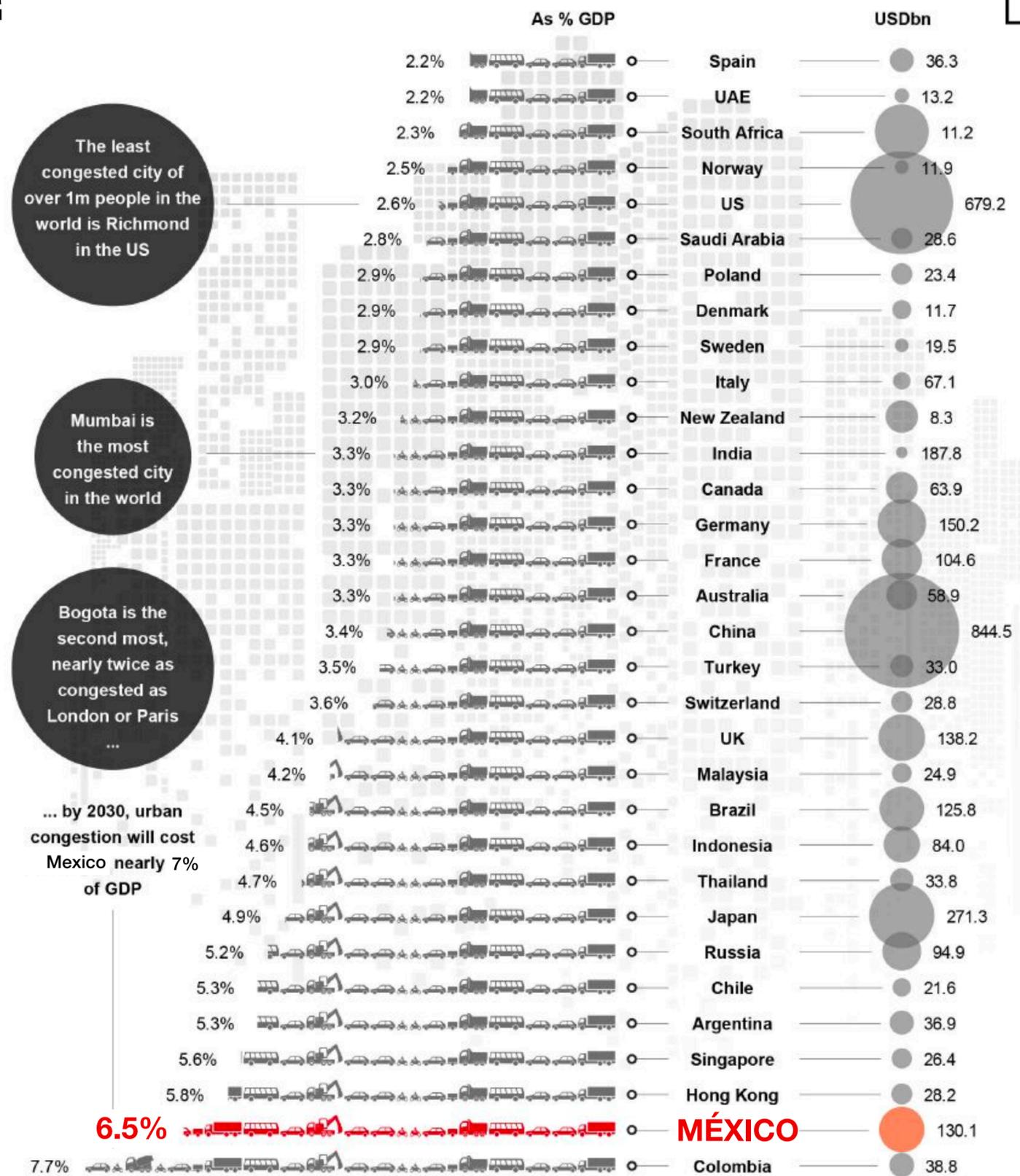
LA GENTE PASA **CIENTOS DE HORAS AL AÑO** EN EMBOTELLAMIENTOS DE TRÁFICO.

REDUCIR LAS HORAS PASADAS EN EL TRÁFICO UN 20% PUDIERA AUMENTAR 0.2 PUNTOS PORCENTUALES EL CRECIMIENTO ANUAL DEL PIB A NIVEL MUNDIAL.

EN LATINOMÉRICA, EL **COSTO DE LA CONGESTIÓN** PROYECTADO A 2030 ASCIENDE HASTA UN **6.5% DEL PIB EN MÉXICO.**

Fuente: HSBC Global Research, "Cutting congestion lifts growth" (2019). <https://www.mobilenews.hsbc.com/fr-fr/cutting-congestion-lifts-growth>

Cost of urban congestion in 2030 (with same congestion level as 2019)



◎
PLAYAS

◎
CRUCE FRONTERIZO

◎
AEROPUERTO

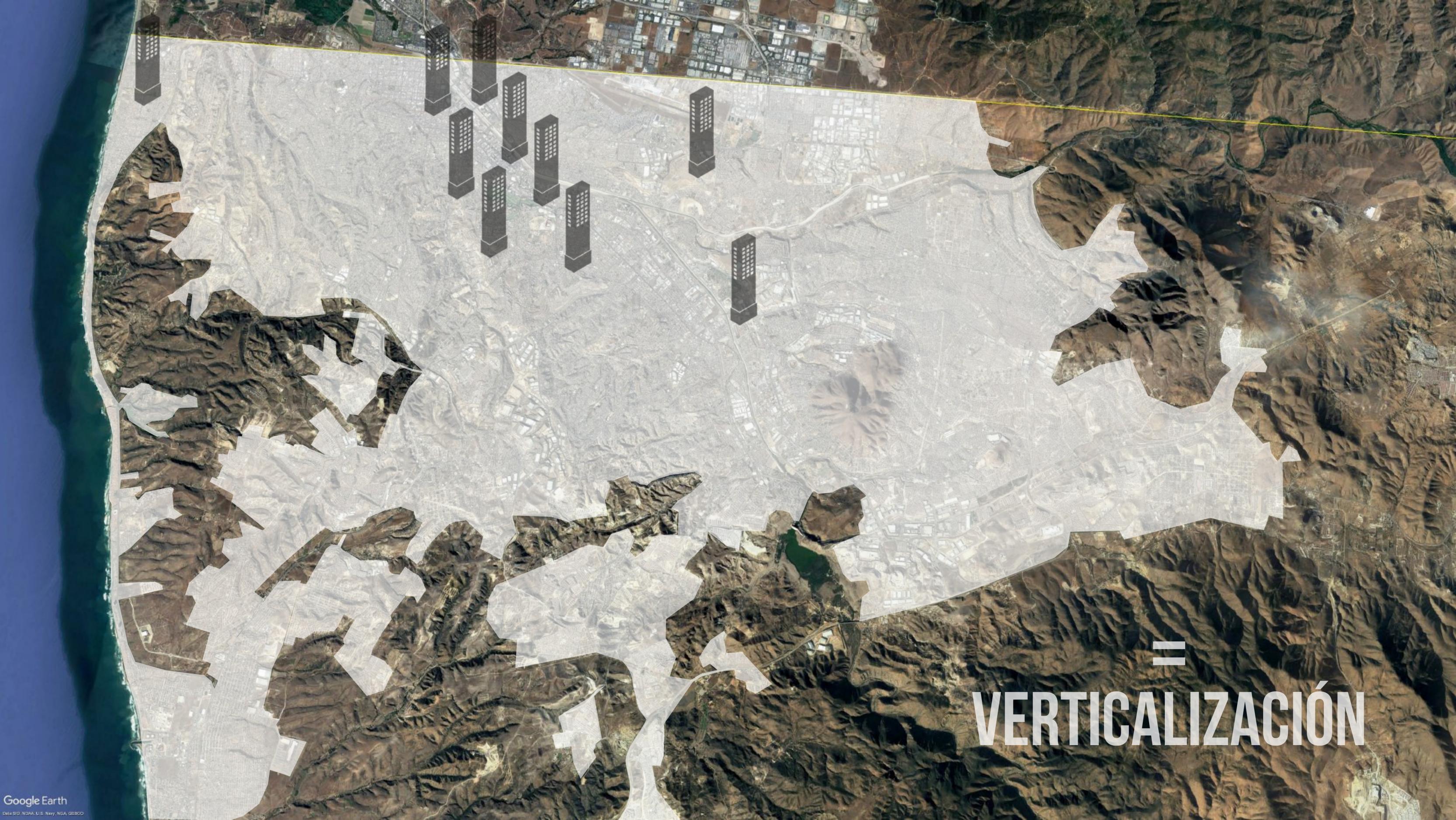
◎
CRUCE FRONTERIZO

◎
HOSPITALES/OFICINAS

◎
ZONA DORADA

◎
COMERCIO





=
VERTICALIZACIÓN

PORQUÉ NOS VERTICALIZAMOS?

LA CIUDAD DE LOS 15MIN

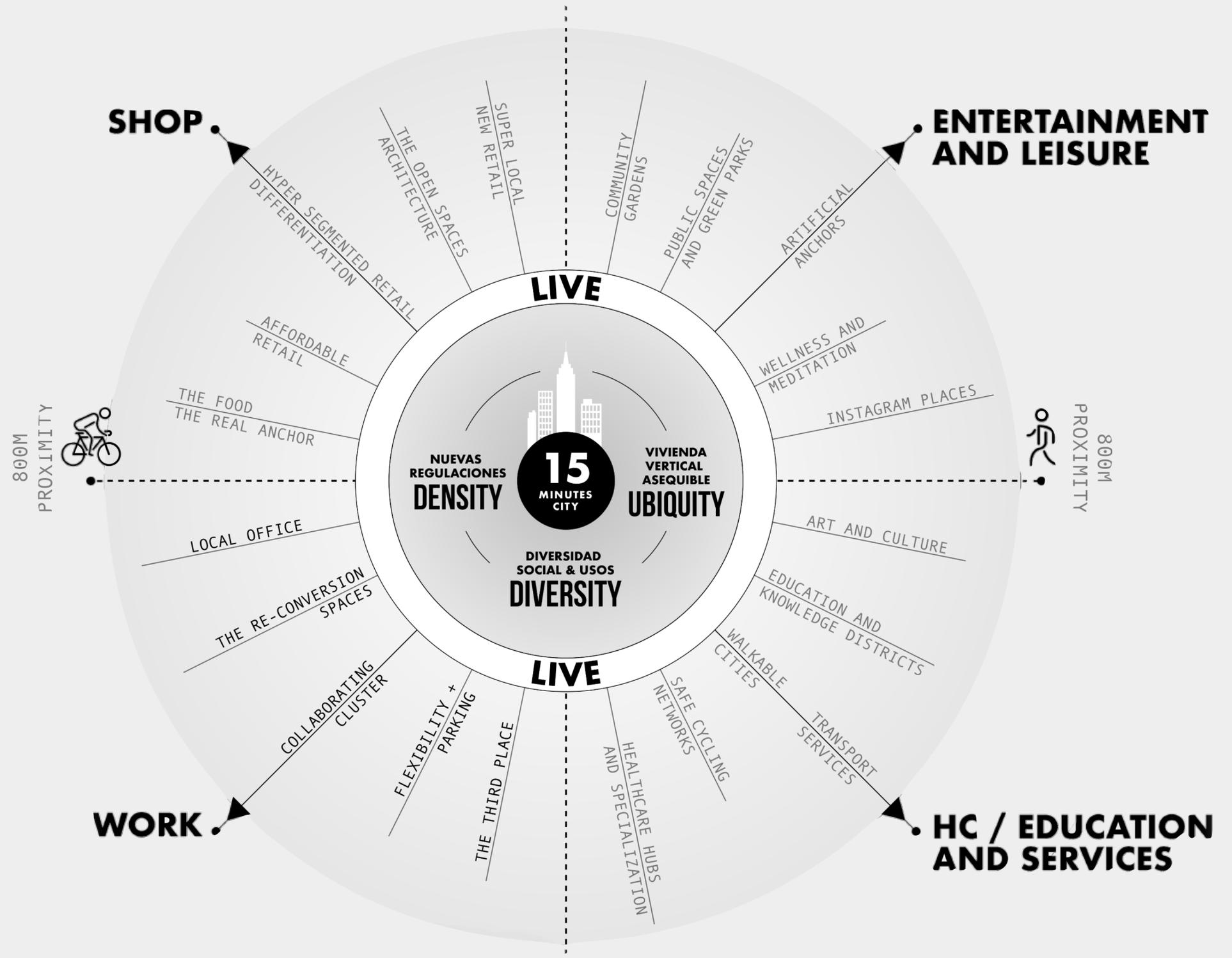
SATISFACER LAS NECESIDADES DIARIAS BÁSICAS A MENOS DE 800M CAMINANDO...

Los costos de vivienda no se deben analizar de forma aislada a la calidad de vida.

Las necesidades diarias ajenas al trabajo deben poder ser satisfechas **dentro de 20 minutos de traslado (caminando, en bicicleta o transporte).**

Estudios muestran que si la vivienda de bajo costo está **fuera del centro y lejos de opciones de trabajo**, existe el riesgo de una alta tasa de abandono.

Fuente: United Nations, Department of Economic and Social Affairs, Population Division (2019). World Population Prospects: The 2019 Revision.

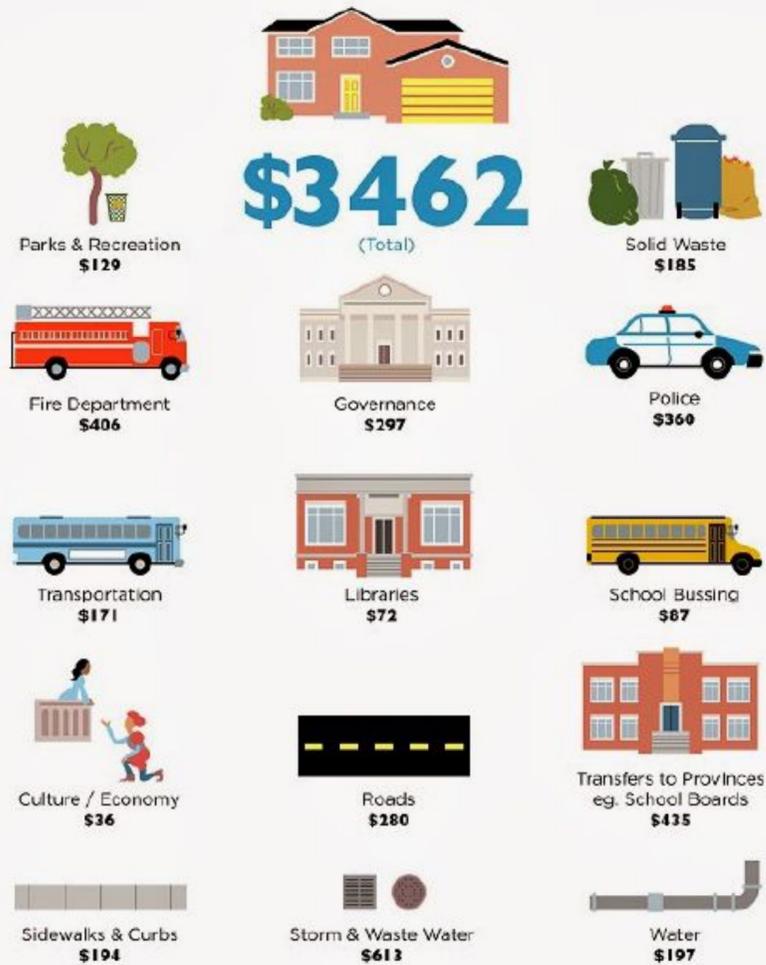


PORQUÉ NOS VERTICALIZAMOS?

COSTO DE MODELOS URBANOS VS SUBURBANOS

Suburban

City's Annual Cost, per Household



SP Sustainable Prosperity

For more data and more reports, visit thecostofsprawl.com
Data based on Halifax Regional Municipality

Urban

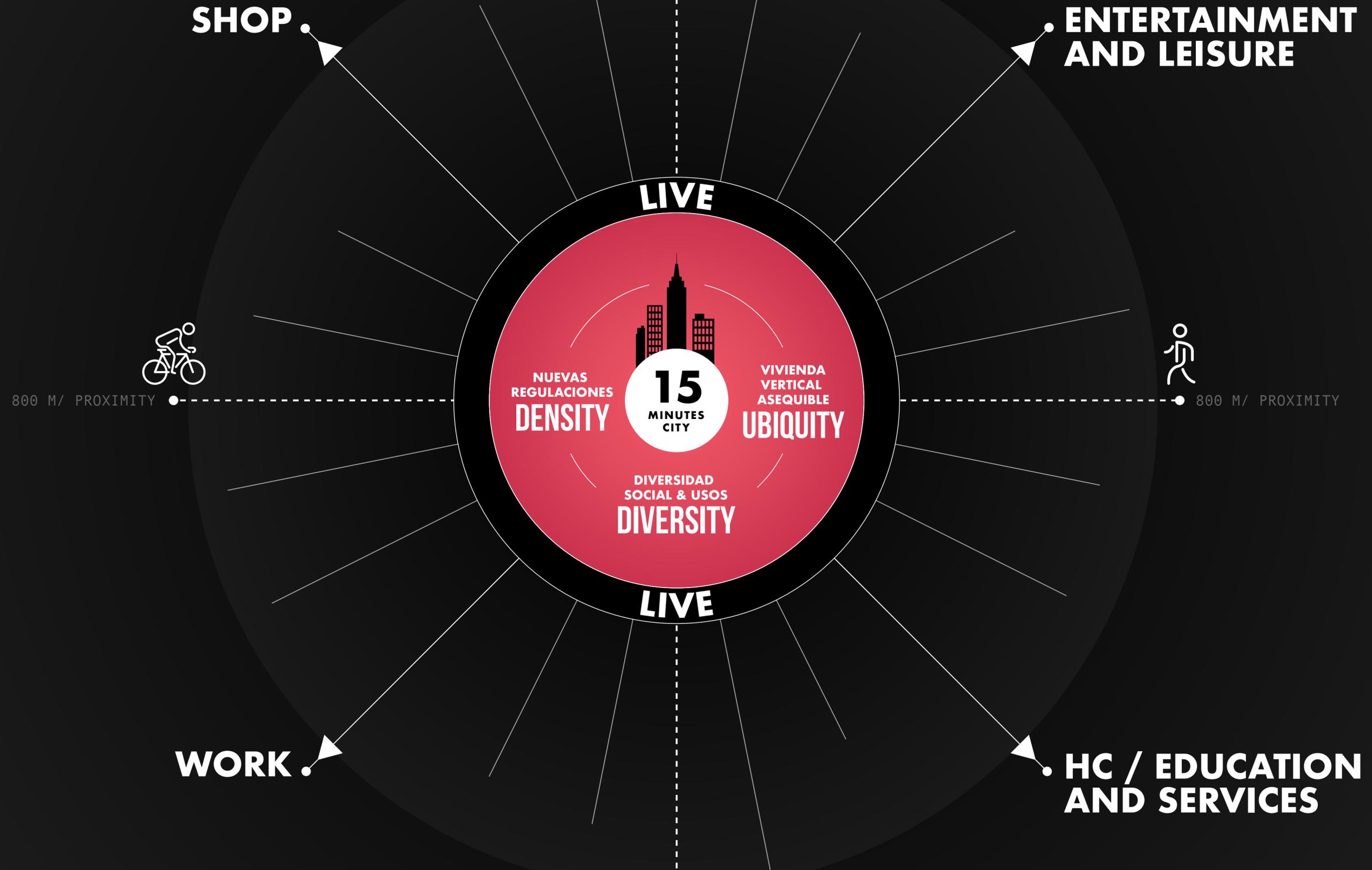
City's Annual Cost, per Household



SP Sustainable Prosperity

For more data and more reports, visit thecostofsprawl.com
Data based on Halifax Regional Municipality

-60%
EN COSTOS DE
INFRESTRUCTURA



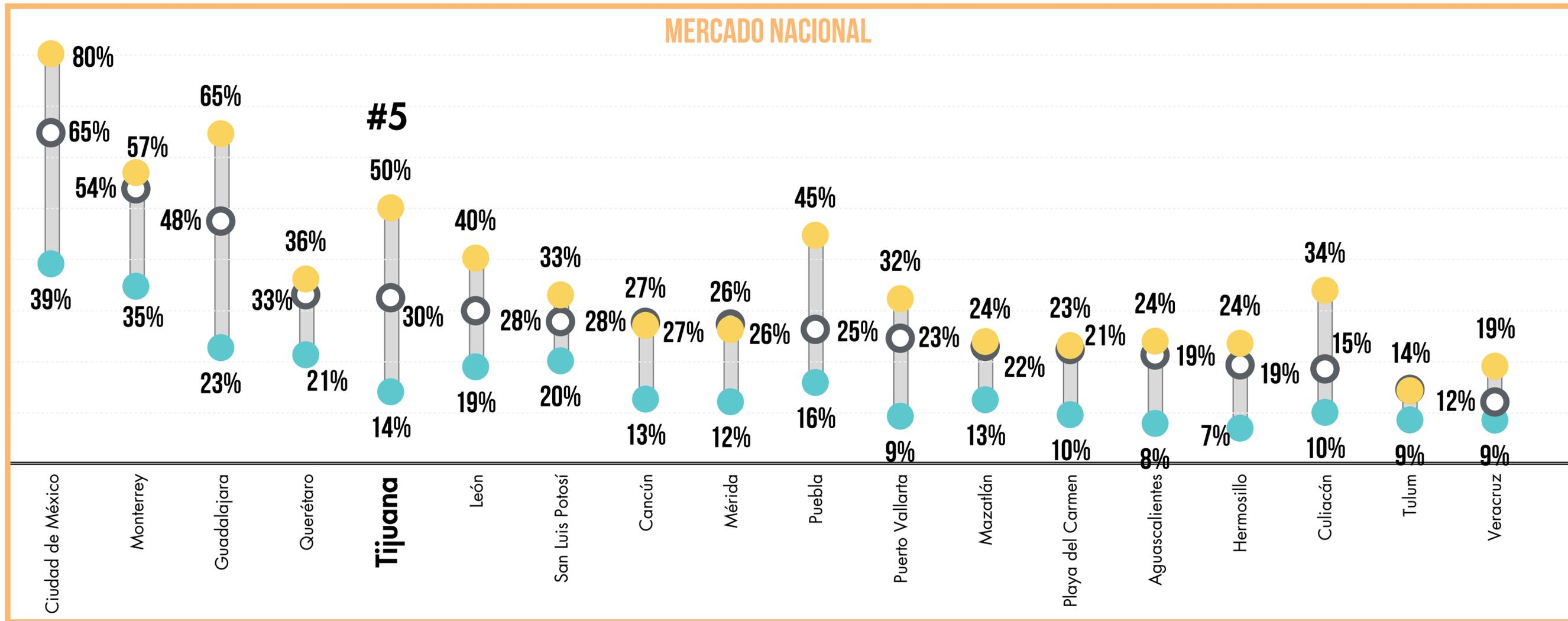


PORQUÉ NOS VERTICALIZAMOS?

VERTICALIZACIÓN ZM TIJUANA



Indice de Verticalización Promedio por Ciudad



*Información primaria generada por 4S Real Estate y su red de oficinas regionales. El índice se calcula elaborando estudios cuantitativos representativos en cada una de las ciudades

Notas:
La síntesis presentada proviene de un levantamiento de información PRIMARIA llevado a cabo por 4S.

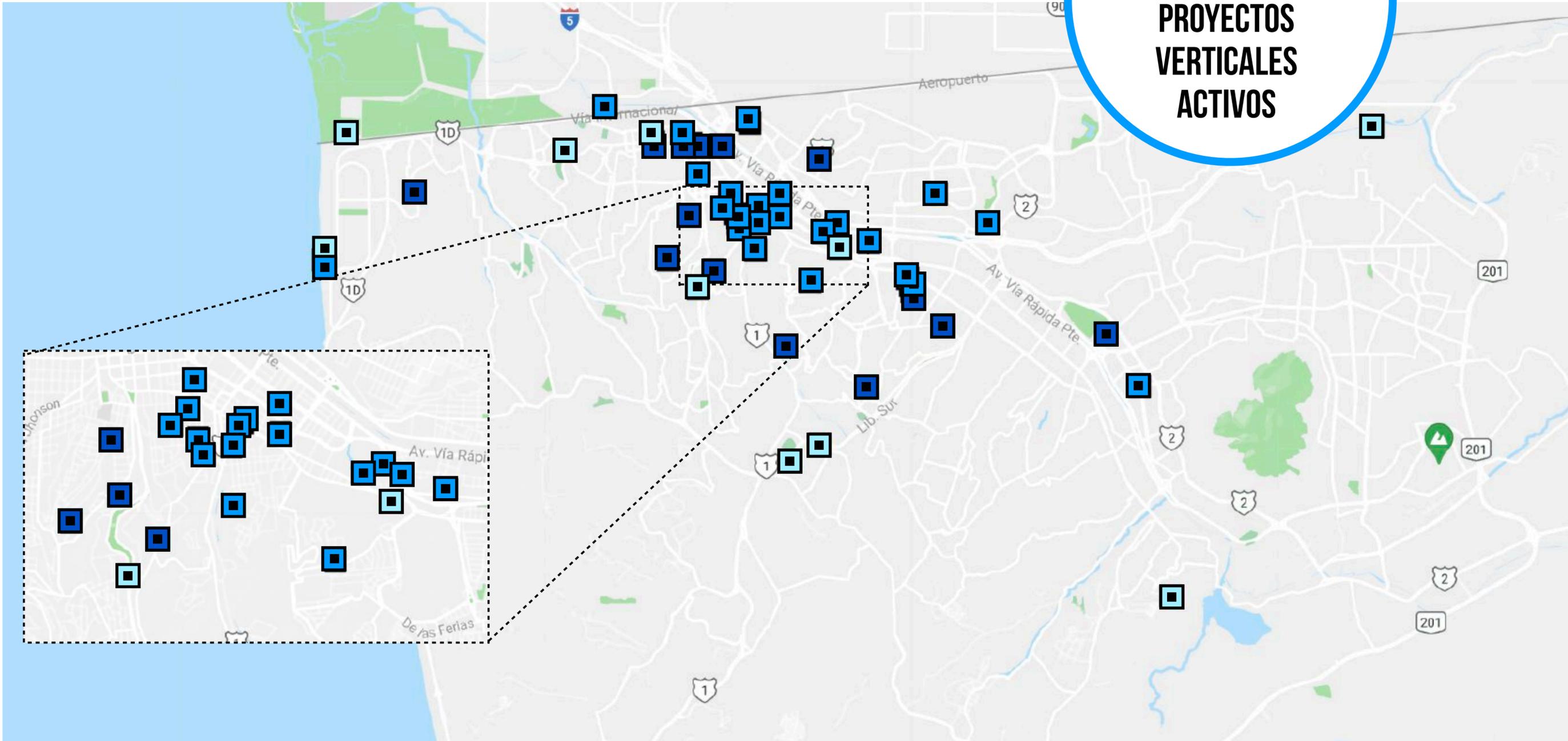


PORQUÉ NOS VERTICALIZAMOS?

OFERTA VERTICAL ZM TIJUANA



+60
PROYECTOS
VERTICALES
ACTIVOS



REAL ESTATE FORESIGHT

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PORQUÉ NOS VERTICALIZAMOS?

OFERTA VERTICAL ZM TIJUANA

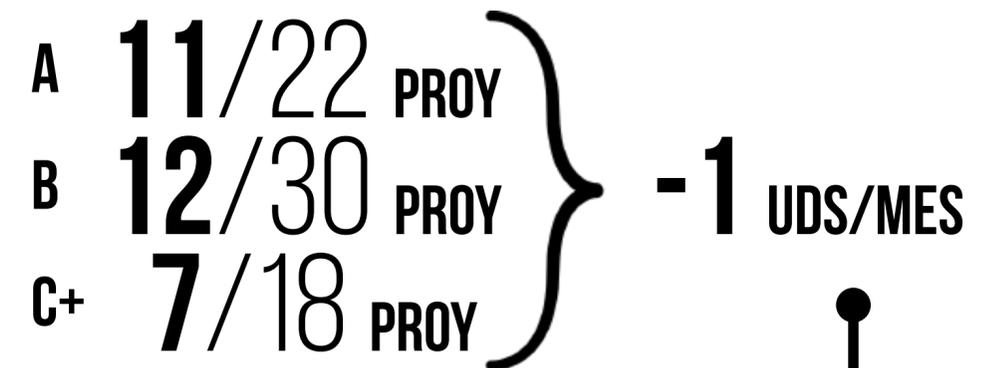
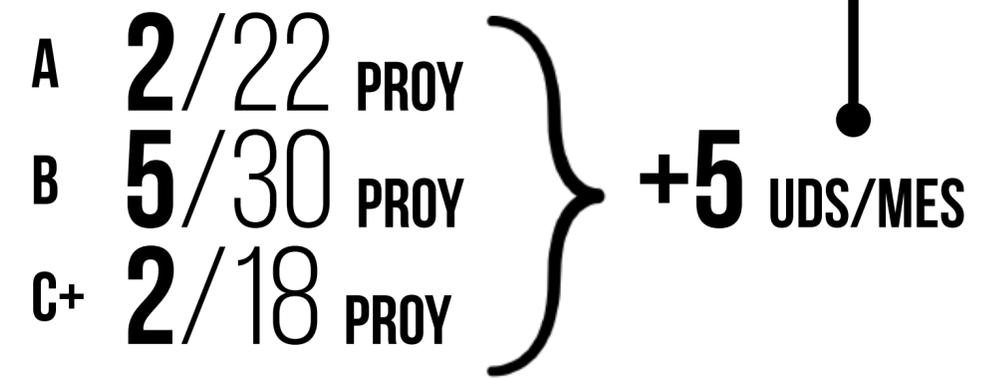


ABSORCIÓN PROM
POR SEGMENTO

\$M2
POR SEG.

PREMIUM	2.63 P/P	\$3,985 /M2
RES PLUS	3.64 P/P	\$3,300 /M2
RESIDENCIAL	2.19 P/P	\$2,498 /M2

OUTLIERS DE MERCADO
= PROY. DIFERENCIADO



1 DE CADA 2 O 50% DE LOS
PROYECTOS ABAJO DE 1 UD/MES

Notas:
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4
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FALTA PRODUCTO
DIFERENCIADO!

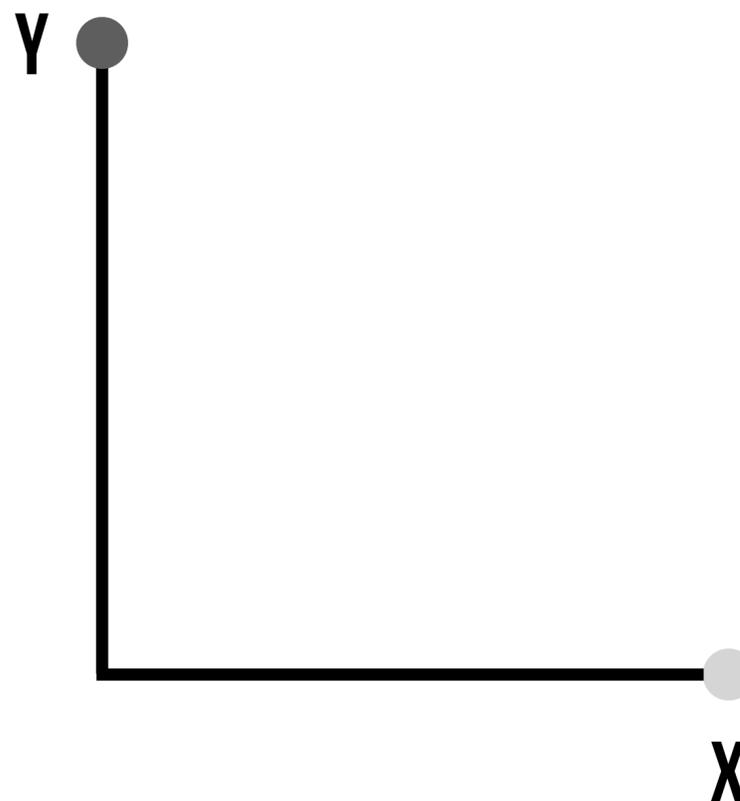


VARIABLES DE DESARROLLO

PRECIO VS M2

X = PRECIO

Y = M2



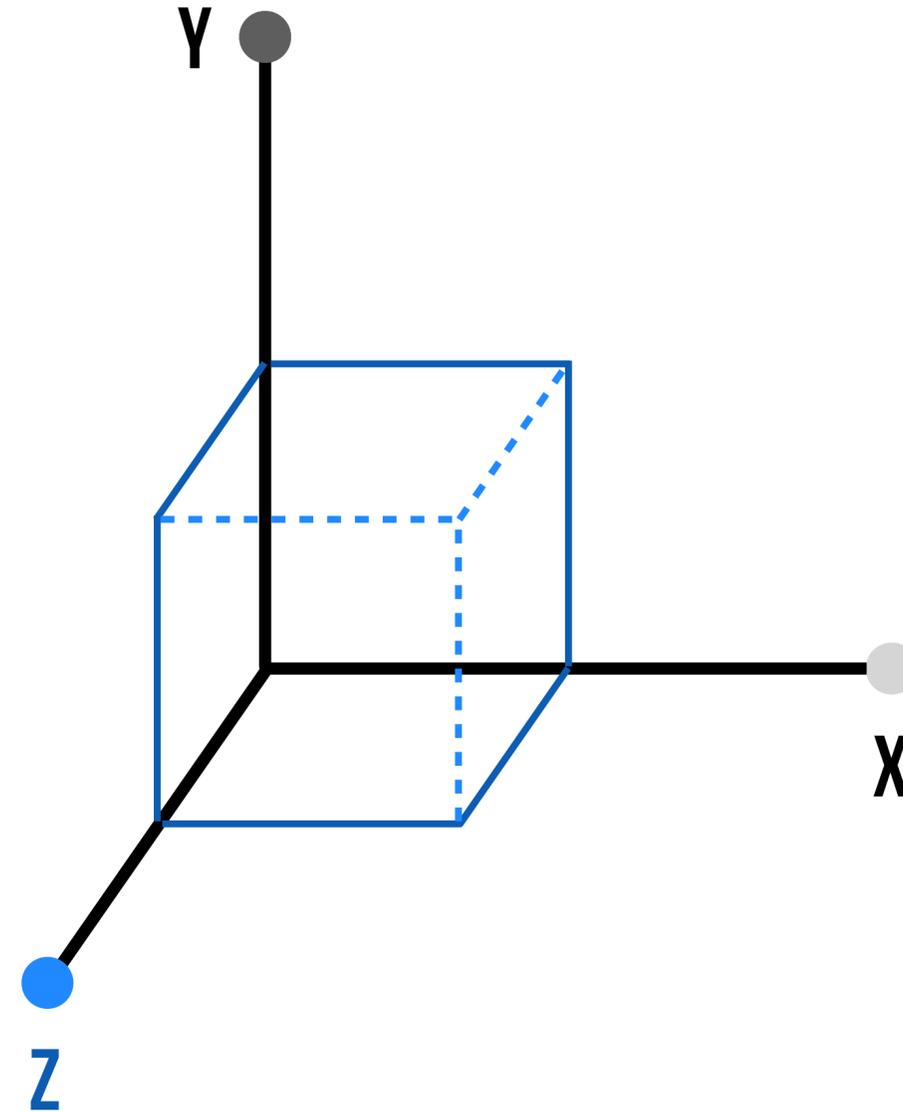
VARIABLES DE DESARROLLO

PRECIO VS M2 VS SEGMENTACIÓN DE MERCADO

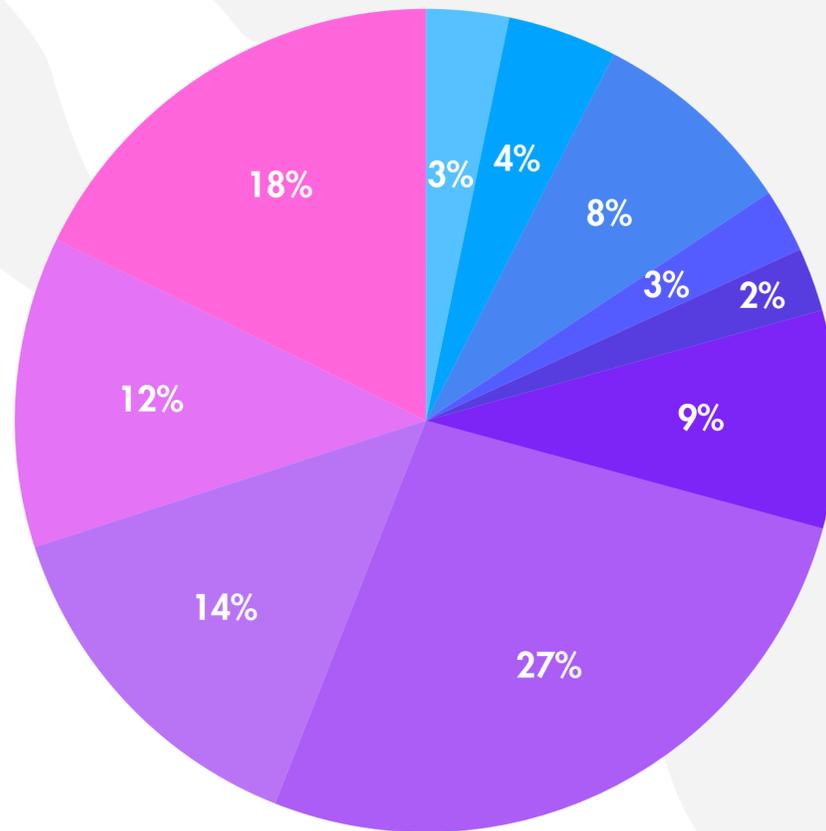
X = PRECIO

Y = M2

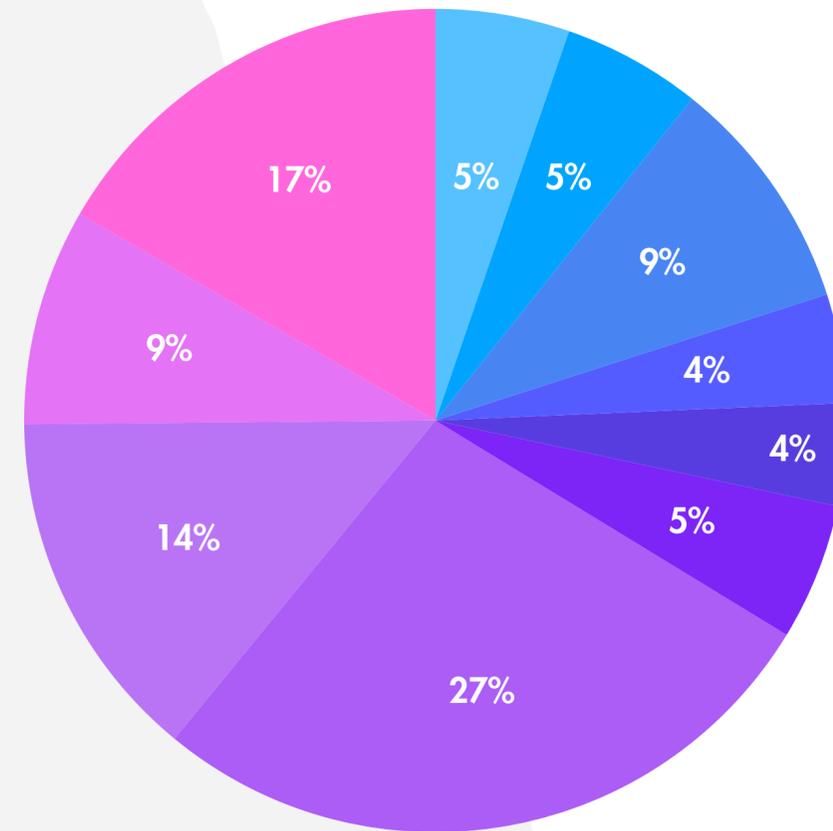
Z = SEGMENTACIÓN DE MERCADO



MÉXICO

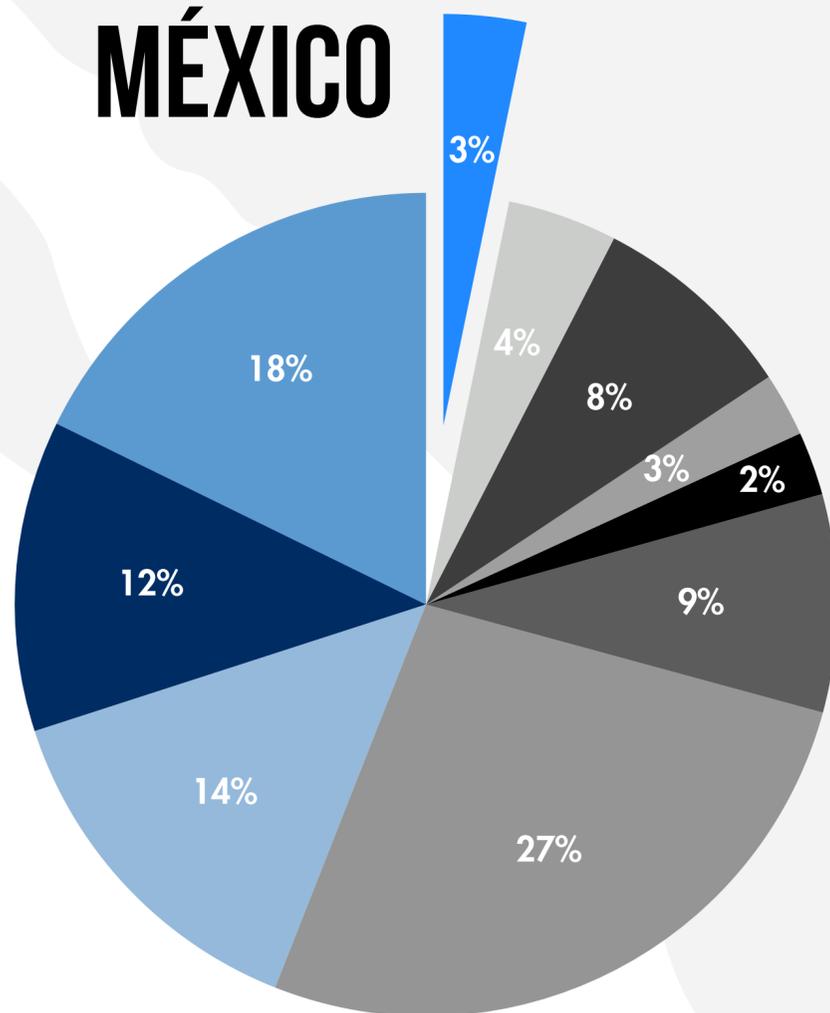


TIJUANA

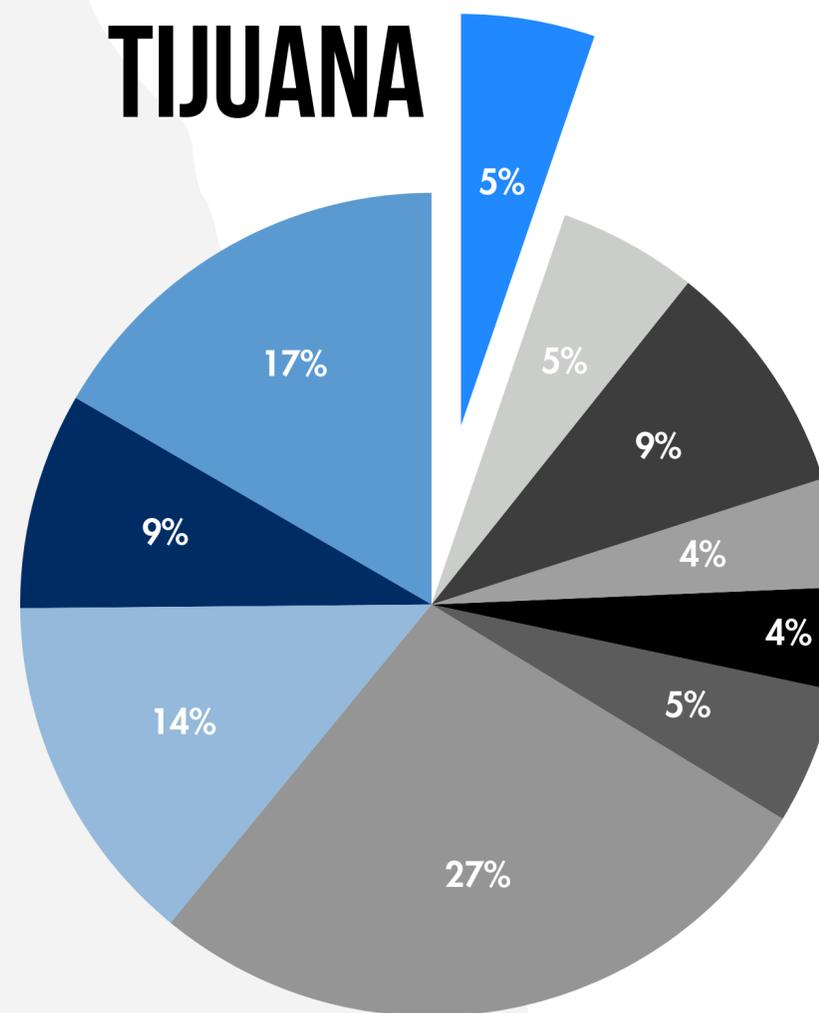


- Soltero joven
- Soltero adulto
- Adulto independiente
- Pareja joven sin hijos
- Pareja adulta sin hijos
- Empty nesters
- Pareja con hijos de 0 a 10 años en casa
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- Pareja con hijos de más de 21 años en casa
- Padre/madre separado con hijos en casa*

MÉXICO



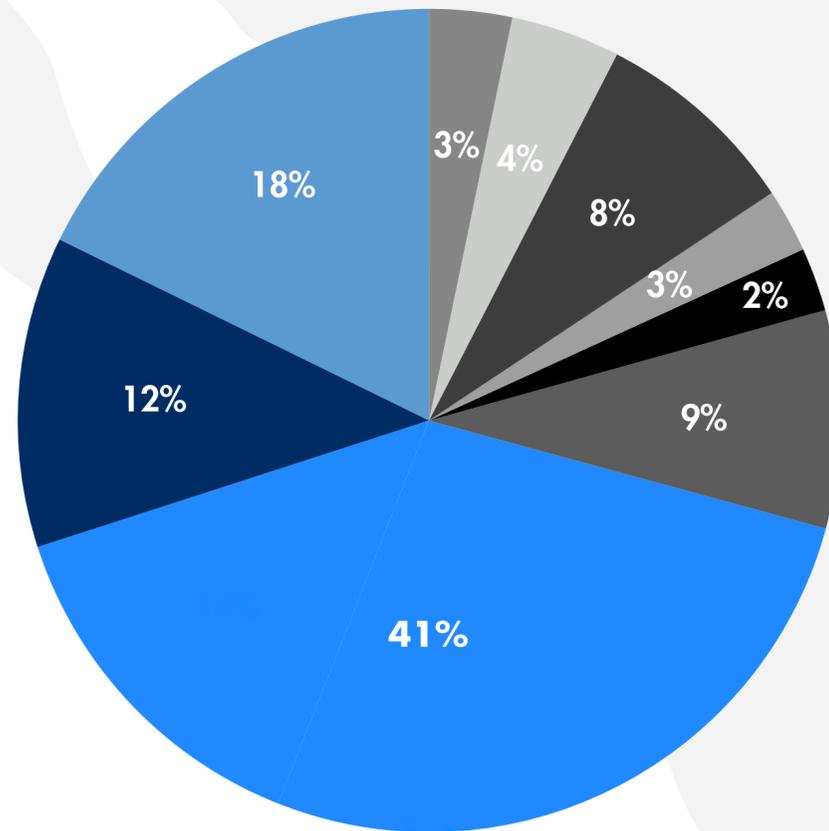
TIJUANA



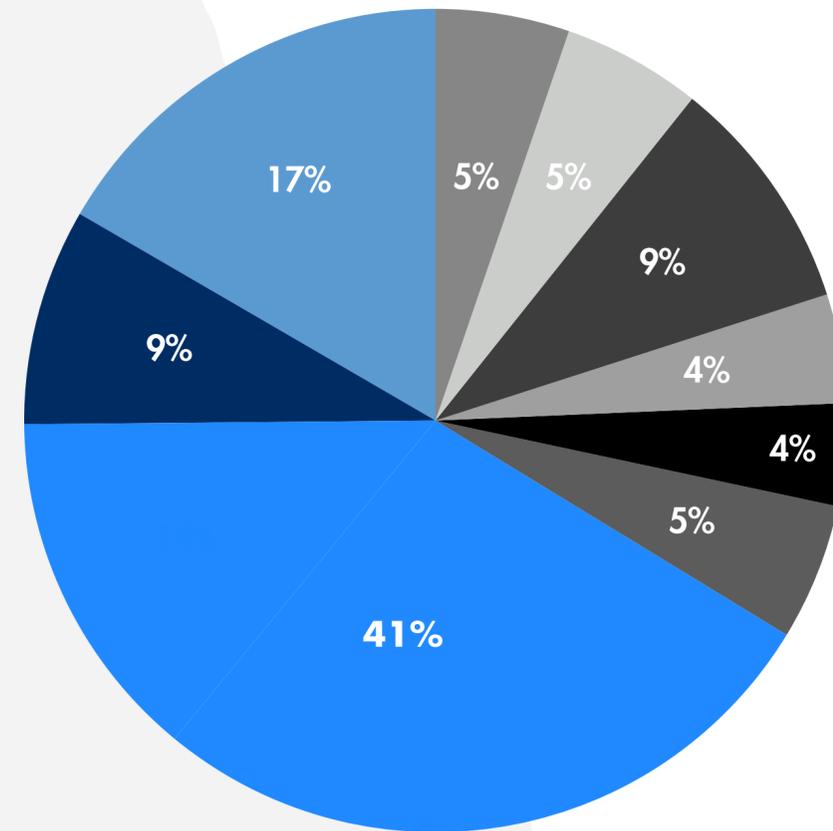
SOLTEROS JÓVENES

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MÉXICO



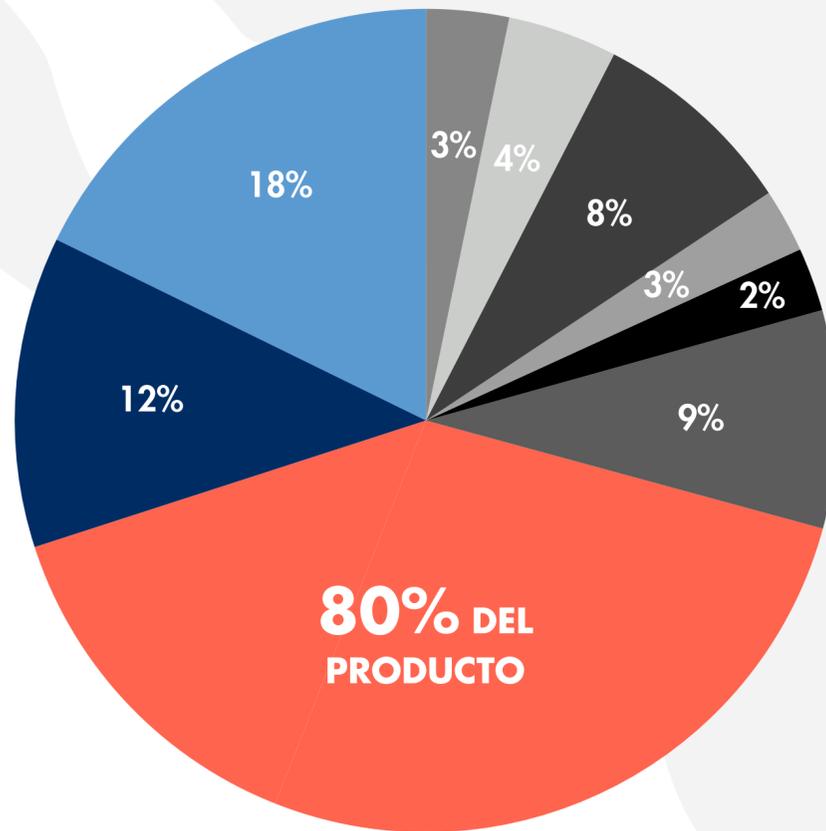
TIJUANA



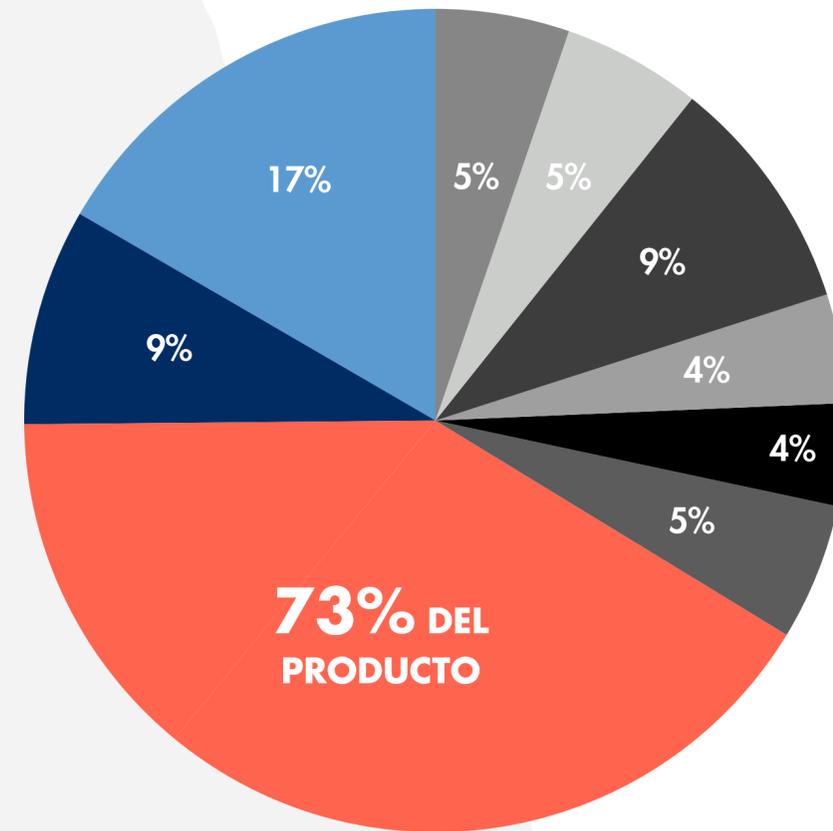
FAMILIAS C/HIJOS

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MÉXICO



TIJUANA



FAMILIAS C/HIJOS

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SEGMENTACIÓN DE MERCADO

ETAPAS DE VIDA

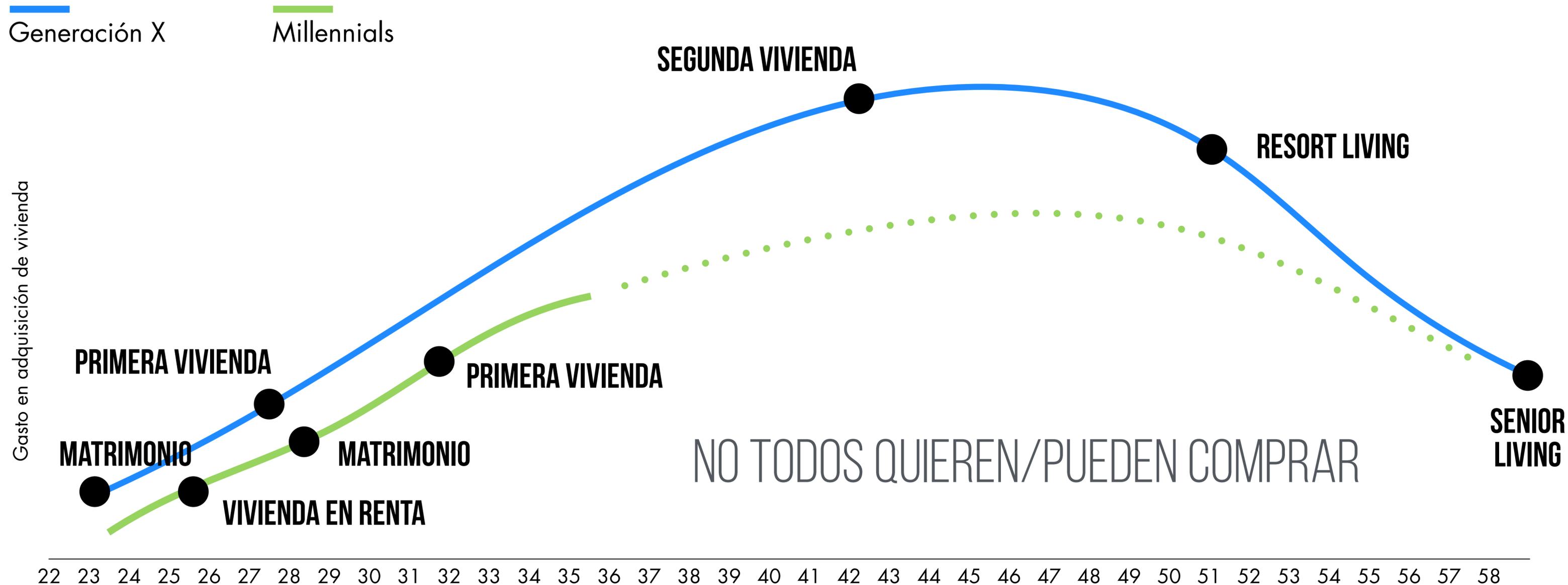
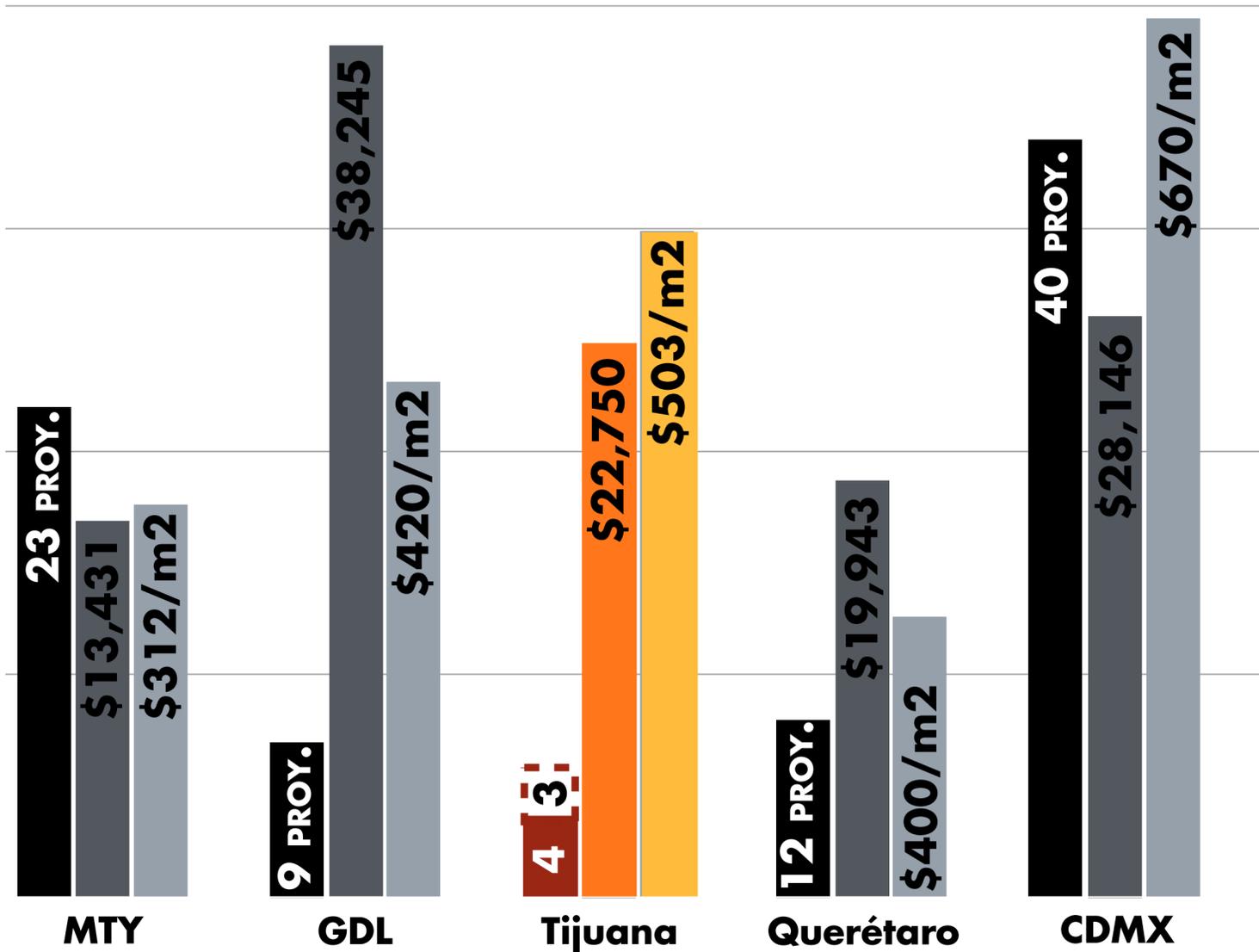
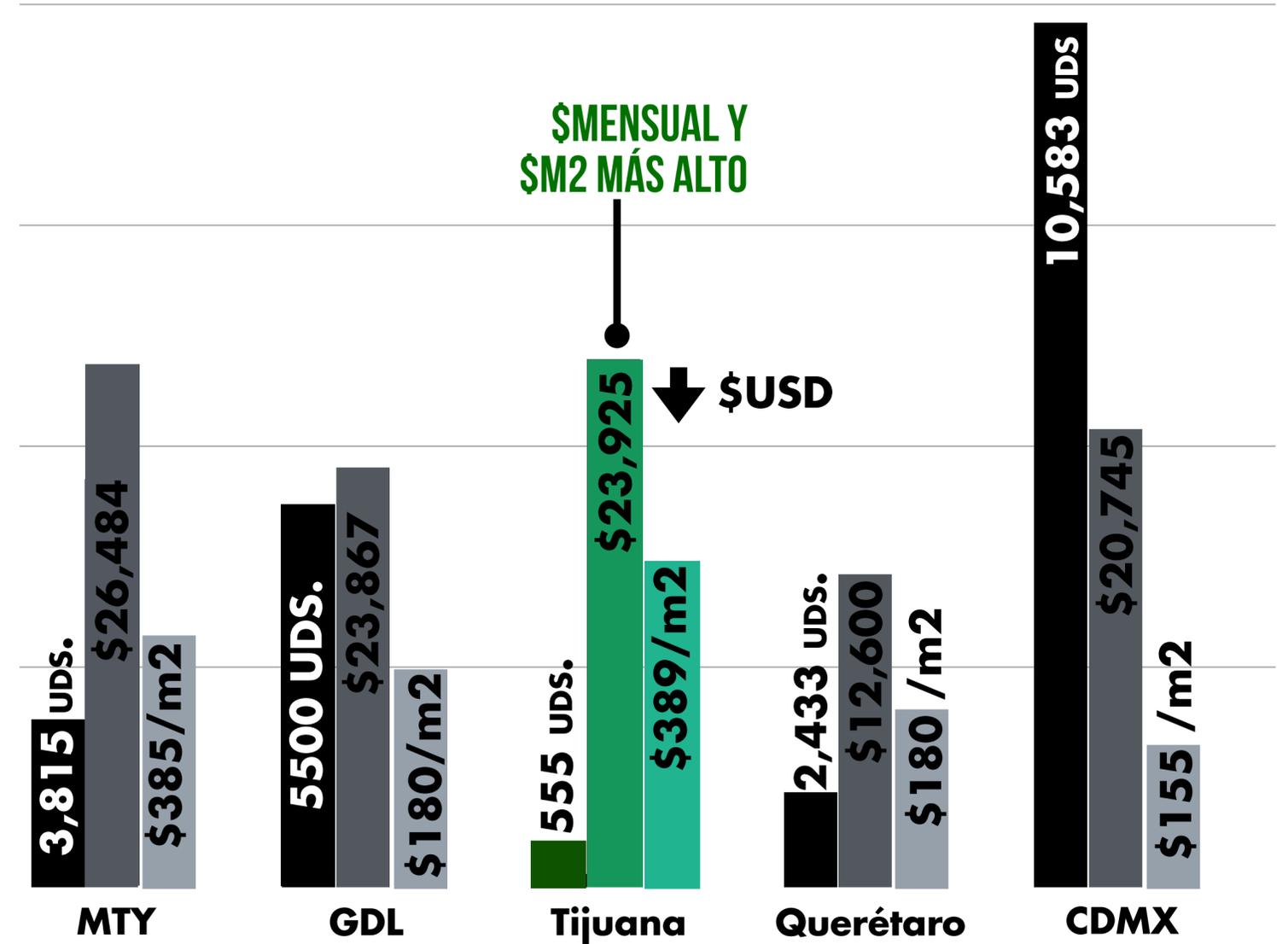


DIAGRAMA CONCEPTUAL "Comparativa Ciclo del consumidor de Bienes Raíces: Millennials vs Generación" desarrollado por 4S Real Estate con base en la estructura de Harry Dent: The Demographic Cliff

Indicadores de Renta **Institucional** por ciudad



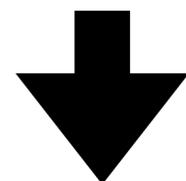
Indicadores de Renta **Informal** por ciudad



Notas:
La síntesis presentada proviene de un levantamiento de información PRIMARIA llevado a cabo por 45.

2,167 UDS

OCC. 48%



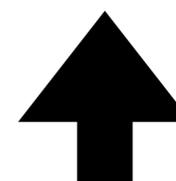
AIRBNB

- PROBLEMAS CON INQUILINOS
- INCREMENTO DE COMPETENCIA
- HUESPEDES VS RESIDENTES
- INSEGURIDAD
- POSIBLE DUMPING DE PRECIOS
- MAYOR INGRESO A MAYOR RIESGO
- DIFICULTAD DE ADMINISTRACIÓN

RENTAL DEMAND 37/100

*AIRDNA SCORE

OCC. 92%
*NACIONAL

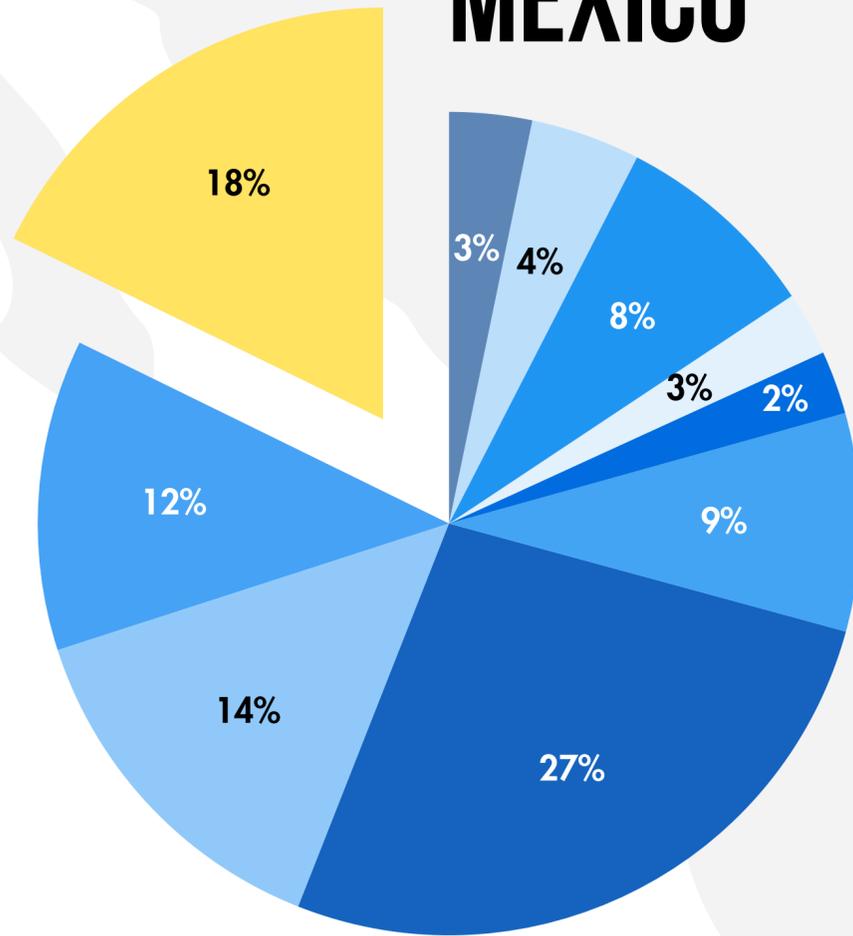


MULTIFAMILY

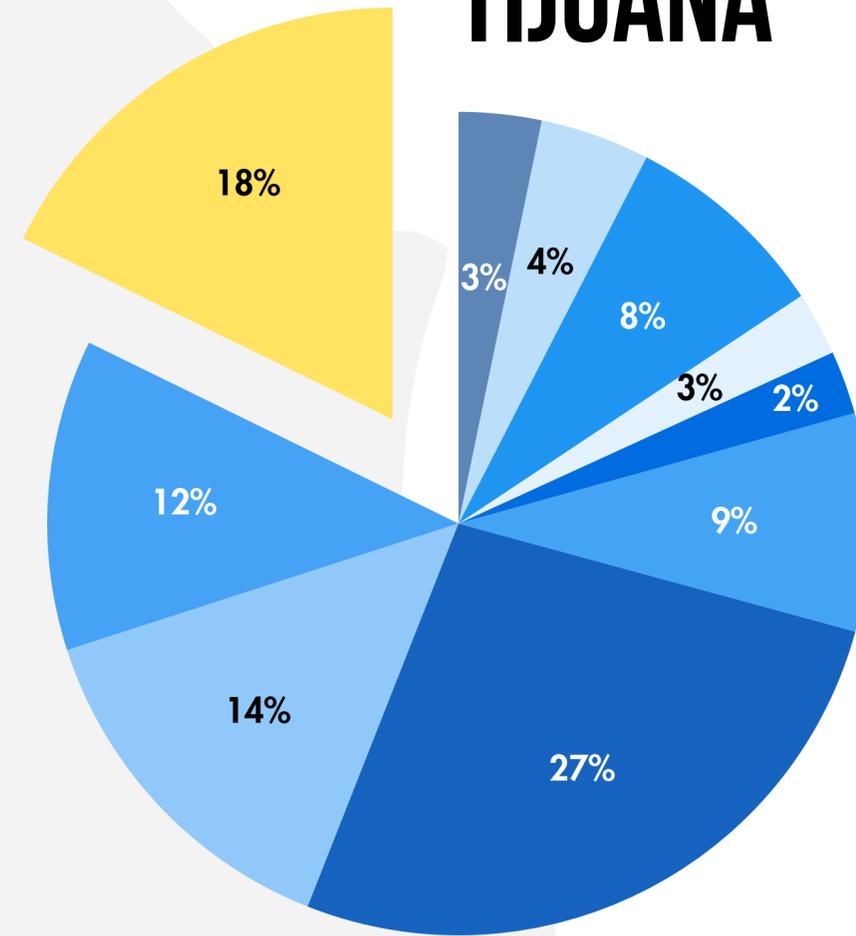
- ADMINISTRACIÓN Y MANTENIMIENTO INSTITUCIONAL
- ECONOMÍAS DE ESCALA
- DEMANDA CRECIENTE DE MERCADO
- MENOR RIESGO
- CASH FLOW CONSISTENTE
- SALIDA FINANCIERA A 8-10 AÑOS
- ESTABILIDAD DE INQUILINOS

4
S
FALTA RENTA
INSTITUCIONAL!

MÉXICO



TIJUANA



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HOGARES MONOPARENTALES

1 ADULTO

(PADRE/MADRE/TUTOR)

+

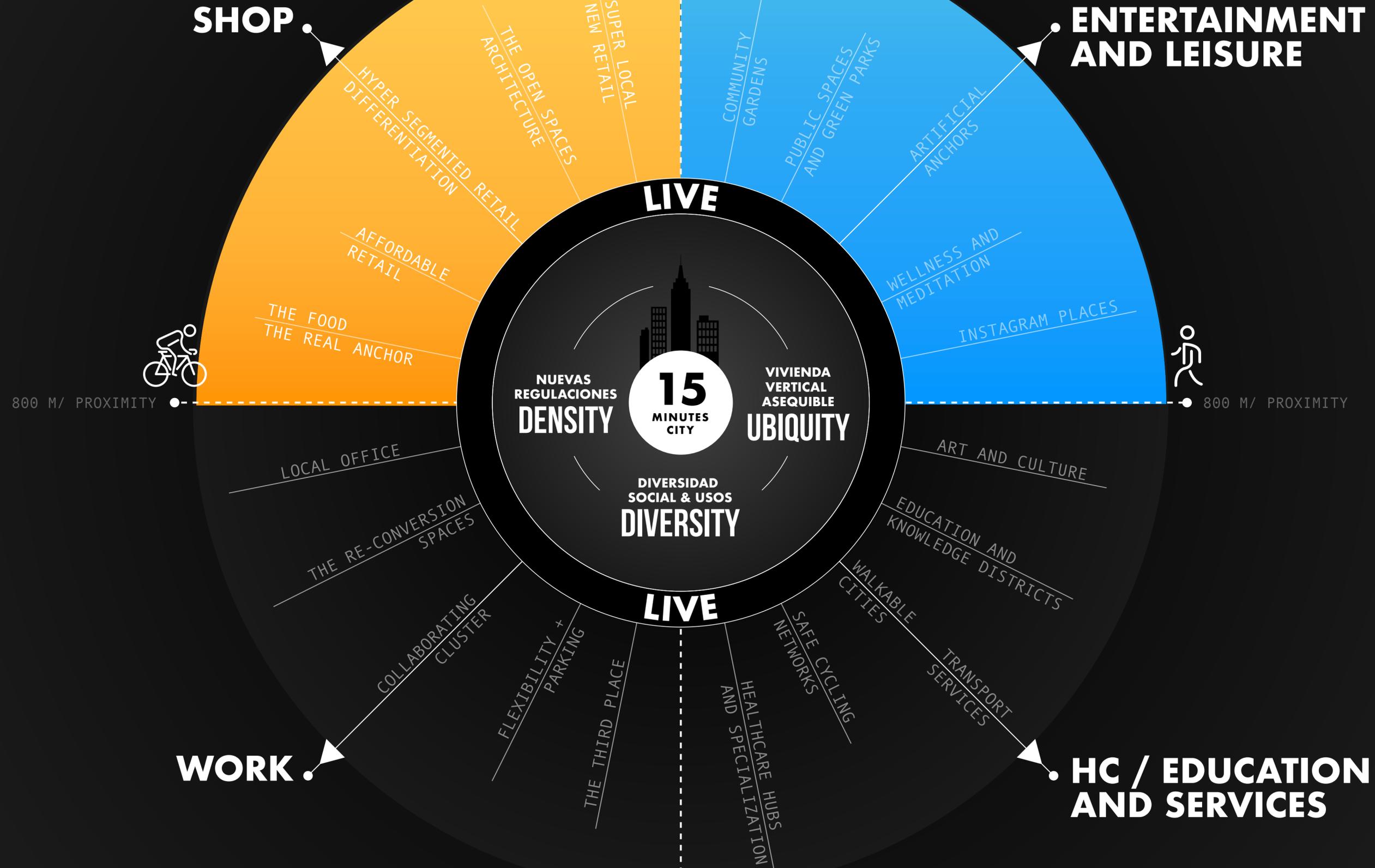
1 (Ó MÁS) HIJO(S)

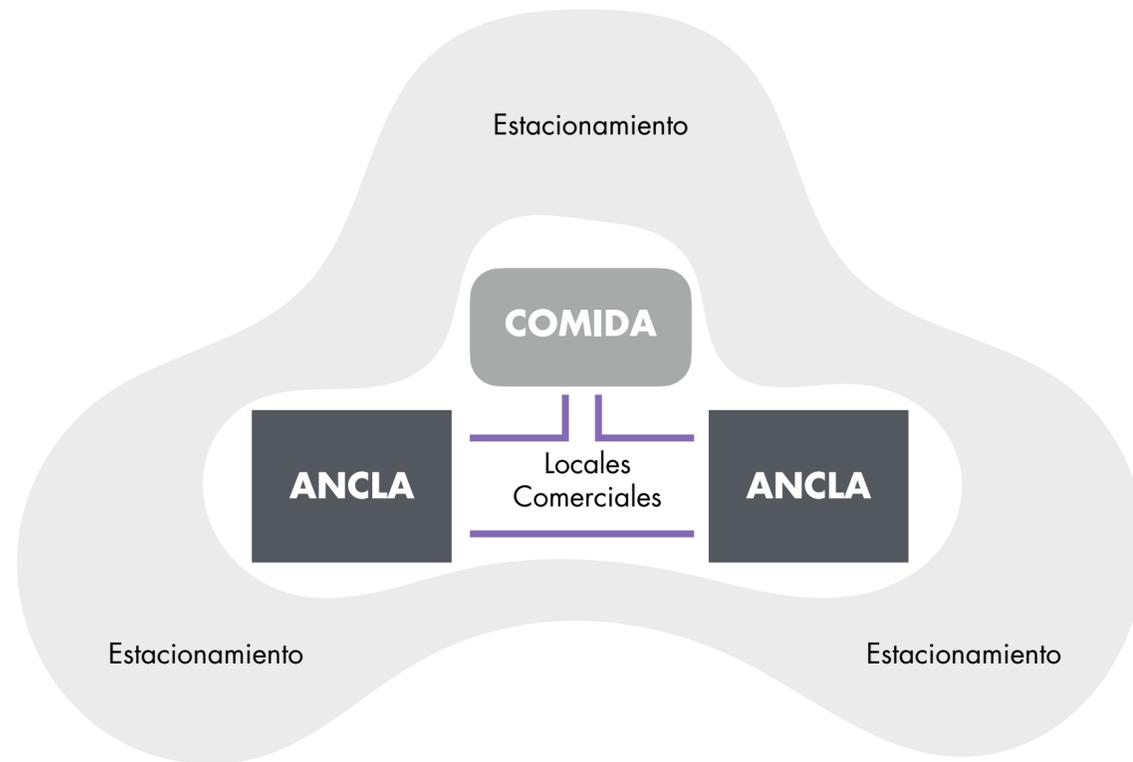
Los **hogares monoparentales** son aquellos formados por **1 adulto** (padre, madre o tutor) **y al menos 1 hijo** menor de 18 años (biológico, adoptado o con custodia legal).

Se consideran también hogares donde pueda existir hijos adultos, mientras sólo haya 1 adulto padre, madre o tutor.



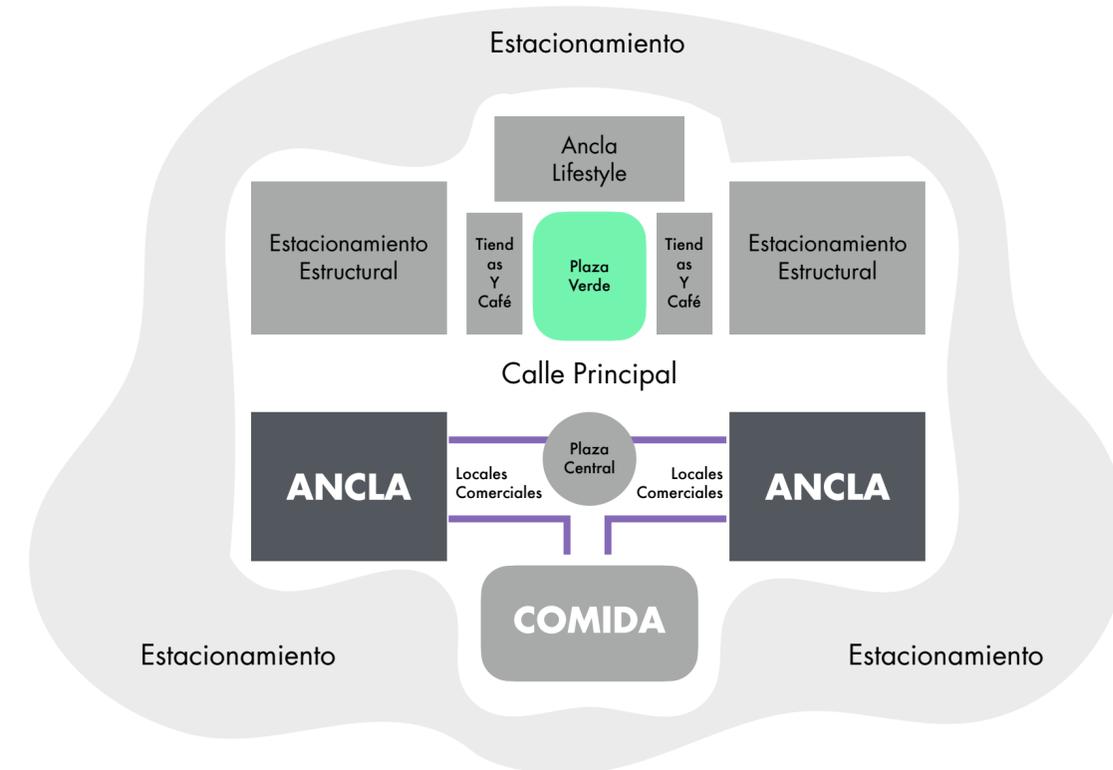
4 EL MERCADO NO SE CREA
SE IDENTIFICA!





PASADO

Aunque, históricamente, los centros comerciales se pensaron como centros comunitarios, poco a poco la idea se deformó hasta que esta tipología se volvió **meramente en un lugar de consumo**. El diseño de estas plazas está centrado en el automóvil. Generalmente, el **food court** es el centro del proyecto y carece de elementos diferenciados. Casi toda su mezcla comercial consistía en marcas de producción masiva.

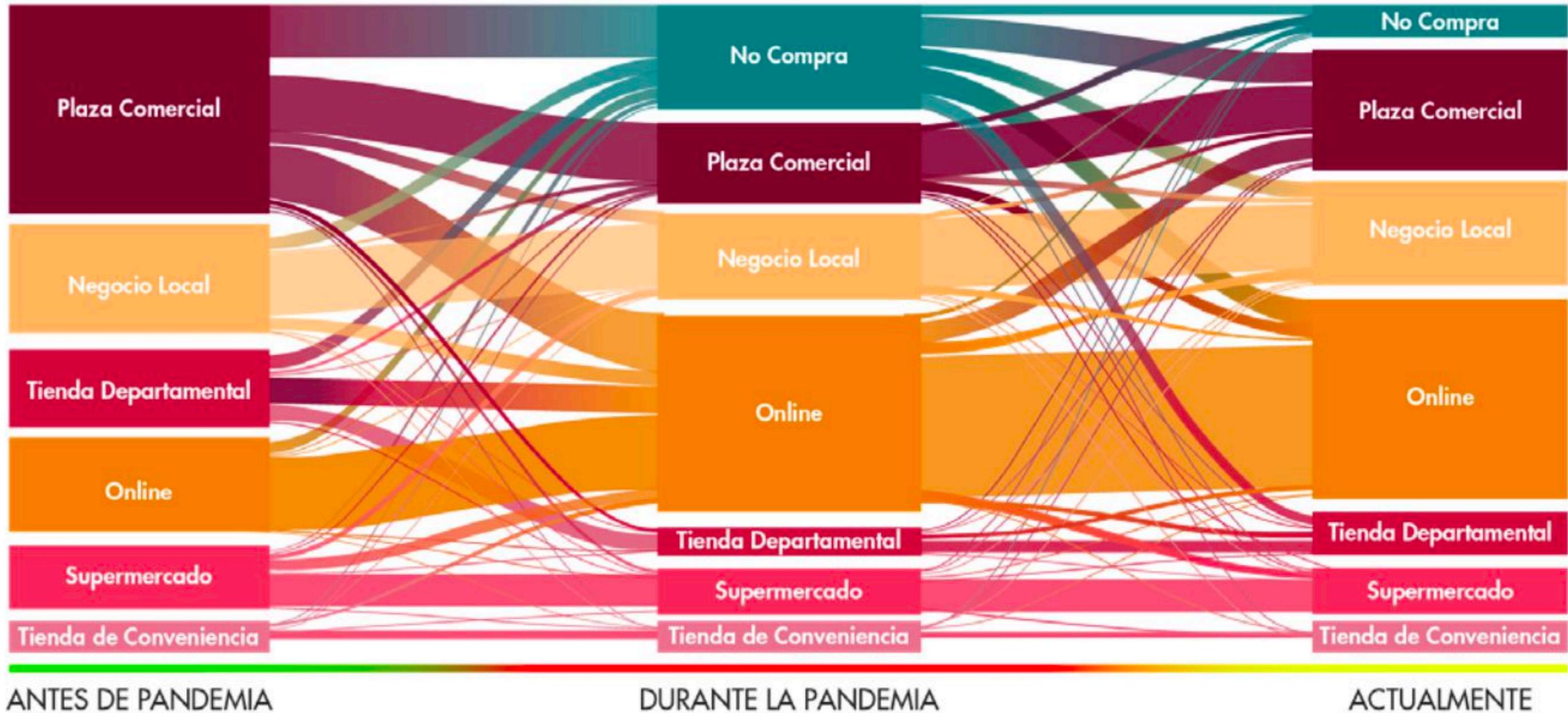


PRESENTE

Los centros comerciales de ahora se concentran en contar con **usos mixtos para evitar el aislamiento**. Estos centros son más inteligentes y se han adaptado a los cambios en las preferencias de los consumidores. A diferencia del pasado, ahora **las marcas pequeñas adquieren relevancia** y los productos y **servicios locales se vuelven indispensables** en la mezcla comercial. La plaza busca contar con **áreas verdes y exteriores agradables** para el mercado.

Notas:

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EVOLUCIÓN DEL RETAIL

TEMA DE FORMATO



REAL ESTATE FORESIGHT

DEADMALLS.COM PRESENTS

AVIATION MALL: QUEENSBURY (GLENS FALLS), NY

Brian Florence's Commentary:

Posted May 1, 2009

This just in from an anonymous source at the Aviation Mall (this is not confirmed):

Sears will be closing its anchor store and moving into the Super KMart building on the other side of town.

- 2022718. Added YouTube video of Brian's April 26, 2022 visit to the [Forest Park Mall / Cincinnati Mall](#) in Forest Park, OH
- 2022715. Added old video to the [Meadow Creek Mall](#) in Norfolk, VA
- 2022716. Added page for the [Coral Mall](#) in Paris, IL
- 2021210. Added page for the [York Galleria](#) in York, PA
- Added Jon's commentary on the [West Oaks Mall](#) in Ocoee, FL
- Added page for the [Security Square Mall / Midway Square Plaza](#) in Baltimore, MD
- Added page for the [Berkshire Mall](#) in Reading, PA
- Added page for the [Lansing Mall](#) near Williamsport, PA
- Added Enzo Ashley's commentary to the [Cincinnati Mall](#) in Elkhart, IN page
- Added Matthew Terry's commentary on [Marino Station](#) in Glen Burnie, MD
- 20190122. Added Lisa Funderburg and Chris Weston's commentary on the [Midway Mall](#) in Sherman, TX
- Added Matthew Graczyk's suggestion to rename the [New Street Mall](#) in Bangkok, Thailand, with links
- 20190121. Added Adelin Gy's commentary and Brian Florence's original 2001 video to the [Sawtooth Mall](#) in Hackley, WA
- 20190120. Added L. Boyer's commentary to the [Midtown Plaza](#) in Rochester, NY
- 20190117. Added Brian Kelly's commentary on the [Quectan Rockledge Mall](#) in Rockledge, CA
- Added Michael Armer's commentary to the [Midway Mall](#) in Schenectady, NY
- Added John Pincus's commentary on the [Gibson Square Mall / Beacon Redevelopment](#) in Rotterdam, NY
- Added L. Boyer's commentary to the [Lansdowne Mall](#) in Rochester, NY
- Added Matthew Graczyk's commentary on the [The Cross](#) in Downers Grove, IL
- Added Jason's commentary to the [Sawtooth / Pyramid Mall](#) in Wilson, NY
- Added Mary Brady's commentary to the [Sawtooth Mall](#) in Berlin, WI
- Added Melissa N. Cornell's commentary on the [Mills Grove Mall](#) in Lewisville, TX
- Added Carson Horton's commentary on the [Sawtooth Mall](#) in Fort Worth, TX
- Added Kevin Brown's commentary on the [Meadow Mall](#) in Anderson, IN
- Added Einar Reinhar's commentary to the [Tower Plaza Mall](#) in Cincinnati, OH
- 20190908. Added Kristin Rose's commentary on the [Forest Park Mall / Cincinnati Mall](#) in Cincinnati, OH
- Added Kristin Rose's commentary for the [The Shops Mall](#) in Cincinnati, OH
- 20190301. Added Edward Conner's updated commentary on the [Circus International Mall](#) in Miami, FL
- 20190204. Added Dave Cumming's commentary on the [Circus Center Mall](#) in Indianapolis, IN
- 20170400. Added Nathan E. Smith's update to the [Justice Mall](#) in Lexington, KY
- Added Justin Pincus's commentary on the [East Coast Mall](#) in Steubenville, OH
- Added Donald's commentary to the [Lansdowne Mall](#) in Alexandria, VA
- Added Tammie Kruth's commentary to the [Sweet Corners Mall/Center](#) in Fairfax, VA
- Added John Morrell's commentary to the [Northway Mall](#) in Pittsburgh, PA
- Added Brandon Givens' commentary on [The Crossroads Mall](#) in Houston, TX
- Added Lawson Felton's commentary on the [Park Lane Mall](#) in Raleigh, FL
- Added Lisa Cleveland's commentary on the [Park Lane Mall](#) in Reno, NV. Our First Nevada entry!
- Added Anonymous' commentary on the A HRF-Firelake corporate, real-estate-corporate mall in Baton Rouge, LA
- Added Brian P's commentary on the [Tidwell Mall](#) in Claymont, DE
- Added Mike Nagel's commentary on the [Cobb Creek Mall](#) in Plano, TX
- 2017014. Added commentary and pictures to the [Le Village Place Center](#) in Guelph, Quebec
- Updated commentary regarding mall sale for the [Hudson Valley Mall](#) in Kingston, NY
- Added video to the [Cincinnati Mall](#) in Rochester, NY
- 20170116. Added commentary and pictures for the [Cincinnati Square Mall](#) in Reading, PA
- Updated the current status of [Main North Mall](#) in Kansas City, MO
- Added videos and updated status for the [Bullgoose Mall](#) in Akron, OH
- 20170117. Added walkthrough video for the [Bullgoose Mall](#) in Irondquo, NY
- 20160616. Added Grant Hawkins' commentary on the [Cincinnati Mall](#) in Parma, OH
- 20160606. Added page and links for the [Sawtooth Center Mall](#) in Burlington, NJ
- Updated commentary and added photo link to the [Sawtooth Mall](#) in Duluth, NY
- Added photo link to the [Schuylkill Mall](#) in Fradville, PA
- 20160728. Added recent articles and revised broken links on the [Peachtree Center](#) in Worcester, MA
- Updated commentary on the [Lubbock Valley Mall](#) in Kingston, NY
- Added photo gallery for the [Coral Mall](#) in Paris, IL
- Updated commentary and added a photo gallery link to the [South Hills Mall](#) in Poughkeepsie, NY
- 20150303. Added Jeremy Smith's commentary on the [Shawnee Plaza Outlet](#) in Wilmington, DE
- Added Michael Dixon's commentary on the [Savoy Place Mall](#) in Gadsden, MS
- Added Mike Quire's commentary on the [Horseshoe Mall](#) in Scarborough, NE
- 20150126. Added Jason Hancock's commentary on the [Duck Creek Plaza](#) in Bettendorf, IA
- 20150110. Added George Kozak's commentary to the [Arling/Sheraton Center](#) in Kansas City, MO
- 20150107. Added Arja Vaiskari's commentary on the [Arling/Sheraton Center](#) in Madison, WI
- Added update to the [Hudson Valley Mall](#) in Warwick, RI
- Added a link for the [York Mall](#) in Great Rapids, MI
- Added links for the [Tower Plaza Mall at Corner Tower](#) in Cincinnati, OH
- Added Raymie Humbert's commentary on the [Owens Mall](#) in Greeley, CO
- Added Dale Newby's commentary on the [Sawtooth Mall](#) in Winter Park, FL
- Added Dan Rosenblatt's commentary to the [Cincinnati Square Mall](#) in Frederick, MD
- Added link to [Fashion Square Mall](#) in San Mateo, CA
- 20150118. Added Brandon's commentary on the [Coral Mall](#) in Rock Hill, SC
- Added Evans Criswell's commentary on the [Parkway City Mall](#) in Huntsville, AL
- Added Matt Pittman's commentary on the [Parkway Mall](#) in Des Moines, IA
- Added J.P. Kirby's commentary on the [Sawtooth Mall](#) in Frederick, MD, Canada
- Added Ash Hussain's commentary on the [Sawtooth Mall](#) in Houston, TX
- Added Jeremy Nelson's commentary on [Chicago Place](#) in Chicago, IL
- Added Gary Nelson's commentary on [Disharva Mills](#) in Tawerua, PA
- Added Joey Gill's commentary on the [Sawtooth Mall](#) in Akron, OH
- Added Steven Ravel's commentary on [Sawtooth Mall / The Plaza at Atlas Park](#) in Glendale (near NYC), NY
- Added Chris Edwards' commentary on [Fountain Inn](#) in Charlotte, NC
- Added Benjamin Paul's commentary on the [Gardfield Mall](#) in Auckland, New Zealand
- Added David Kruger's commentary on the [Mall Of The Bays](#) in Council Bluffs, IA
- Added Tim Putman's commentary on the [Westchester Park Mall](#) in Meriden, CT
- Added Matthew's commentary on the [Midway Mall](#) in Norfolk, VA
- Added Michael Stanhope's commentary on the [North Mall](#) in York, PA
- Added Anonymous's commentary on the [North Park Mall](#) in Villa Park, IL
- Added Chelsey Kovar's commentary on the [Parkway Mall](#) in Parma, OH
- Added Frederic Nassau's commentary on the [Circuit 55 Shopping](#) in Baugerville, Quebec, Canada
- Added Dawn Westphal's commentary on the [Town Square Mall](#) in Parkersburg, WV
- Added David Kruger's commentary on the [Town Square Mall](#) in Longmont, CO
- 20110523. Added Ken Lilly's commentary on the [Riverside Mall](#) in Beckley, WV
- 20110518. Added Shane Shaffer, Jerry Nelson, and Brandon Magaha's commentaries on the [Fountain Square Mall](#)
- Added Vernon North's blog link to the [New South Center](#) in Davenport, Iowa
- 20110508. Added Ed Tombar's commentary on the [East Shore Mall](#) in West Palm Beach, FL
- Added Andrew Nelson's commentary on [Vista Mall](#) in Lakewood, CO
- Added Mia Et's and Mike Pym's commentary on the [Grand Avenue Mall](#) in Milwaukee, WI
- 20110207. Added Jack's commentary to the [Sawtooth Mall](#) in Deerfield, NY
- 20110203. Added Ron's commentary and a link to the [Sawtooth Mall](#) in Deerfield, NY
- Added Nathan E. Smith's commentary on the [Sawtooth Mall](#) in Lexington, KY
- Added Ben Kiser and Paul Schlick's commentary on the [Cincinnati Mall](#) in Omaha, NE
- Added M. Sean Ricci's commentary on the [Cincinnati Mall](#) in Wynotze (Philadelphia), PA
- Added Bobby Pasco's commentary on the [Cincinnati Square Mall / Sheraton Tower Center](#) in Essexville, MI
- Added [The Village Mall](#) in Kalamazoo, MI
- Added Jay Ballone's commentary to [Townwood Mall](#) in Roanoke, VA
- Added Carol Goff's commentary to the [Shops Mall](#) in Egg Harbor Township, NJ
- Added Roger Jones' commentary on the [Sawtooth Mall](#) in Dover, DE
- Added Brad Weber's commentary on the [Cincinnati Square Mall](#) in Wichita, AK
- Added Judy Chen's commentary to the [East Coast Mall](#) in Cincinnati, OH
- Added Mark Moore's commentary on the [Crystal River Mall](#) in Crystal River, FL
- Added Mike Massey and Susan's commentary on the [Sawtooth Mall](#) in Austin, TX
- Added Jonathan Norson's commentary on the [Forest Park Mall](#) in Bryan, TX
- Added J.F. Rogers's commentary on the [Northwood Plaza](#) in St. Ann (St. Louis), MO
- Added Koenie Magyary's commentary on the [Town Square Mall](#) in Akron, IL
- Added Aaron Sica, Eric Nevis, and Chris' commentary on the [Columbia Mall](#) in Bloomington, PA
- Added links to the [Midwest Mall](#) in Fairmont, WV
- Added Chris Whitaker and Peter Pincus's commentaries on the [Cincinnati Mall](#) in Corland, NY
- Added Chris Smith's commentary on the [Sawtooth Mall](#) in Baltimore, IL
- Added many people's commentaries on the [University Mall](#) in Pensacola, FL
- Added Tim Litch's commentary on the [Cherryland Mall](#) in Toxona City, MI
- 20110404. Added Kabuki Kiser's commentary on the [Eastside Mall](#) in Gastonia, NC
- 20110404. Added Jari's commentary to the [Sawtooth Mall](#) in Morgantown, WV
- Added Doug's commentary to the [Sawtooth Square Mall](#) in Asheville, NC
- Added Brad Bank's commentary to the [Cincinnati Square Mall](#) in Pittsburgh, NY
- 20110120. Added Kerry Weyer's commentary to the [Richland Mall](#) in Johnston, PA, and Jason Pincus's [The Richland Mall](#) real estate site link as well.
- Added photo links and Robert Holloway's commentary on the [Tobacco Plaza Mall](#) in Kirkland, WA
- 20110113. Added Ross and Raymie's commentary on the [Camelot Plaza](#) in Scottsdale, AZ
- Added Joshua Iarish's commentary on the [Tobacco Plaza](#) mall in Salt Lake City, UT
- Added Megan Quinn's photo link to the [Cincinnati Mall](#) in St. Charles, IL
- Added Jake V's commentary on the [Midway Mall](#) in Dallas, TX
- Added link for [Sheldon Village](#) in Tulsa, OK
- Added Justin Steiner's commentary on the [Alpharetta Center Mall](#) in Pittsburgh, PA
- Added Jeff Adams' commentary to the [Prestonwood Town Center](#) in Dallas, TX
- Added Anonymous Tamar's commentary to [Prestonwood Mall](#) in Roanoke, VA
- Added photo link to the [Cincinnati Mall](#) in St. Charles, IL
- 20110108. Added Theodor Madison's commentary to the [Bullgoose Mall](#) in Akron, OH
- Added Jim Derry's commentary to the [Cincinnati Mall](#) in Owego, MD
- Added link to [Cincinnati Mall / C-Book Store](#) to the [Greenfield Mall](#) page
- Added Dan Feltner's commentary to the [Old Capital Mall](#) in New City, IA
- Added Stephen Stoffa's commentary on the [Galaxy At Mall East](#) in Philadelphia, PA
- Added Alpha's commentary to the [Forest Park Mall / Cincinnati Mall](#) in Cincinnati, OH
- Added Youtube Video of commercial to the [Bay Market Mall](#) Baton Rouge, LA
- Added Brian Haddy's commentary to the [Cincinnati Plaza](#) in Middletown, NY
- Added Anonymous' commentary on the [Cincinnati Square Mall](#) in Nashville, TN
- Added Chris Robbins' commentary on [Sawtooth Center](#) in Cleveland, OH
- Added Phillip Palmieri's commentary and photo link to the [Latham Circle Mall](#) in Latham (near Albany), NY
- 20110012. Added Dan Feltner's commentary on the [Greenfield Mall](#) in Brockdale Center, MN
- Added Daniel Danforth's commentary on the [Cincinnati Mall](#) in Kinrossport, TN
- 20091002. Added Jeremy's commentary on the [Sawtooth Mall](#) in Chicago, IL
- Added Chris Carter and Nate Mayfield's commentaries on the [Sawtooth Mall](#) in Nashville, TN
- Added Patrick Lessor's commentary on the [Auburn Mall](#) in Auburn, ME
- Added Mike Kofner's commentary on the [Sawtooth Mall](#) in Madison, OH
- Added David Fisher's commentary on the [Sawtooth Mall](#) in Dayton, OH
- Added David Foley's commentary on the [Sawtooth Mall](#) in North Randall (Cleveland), OH
- Added Tom Buckley's commentary to the [Eastland Mall](#) in Tulsa, OK
- Added an anonymous update to the [Old Capital Mall](#) in New City, IA
- Added Lee Hillfield's commentary on [Plymouth Village Mall](#) in Fort Smith, AR
- Added Jeff Amadio's commentary on [The Court in Webster, CA](#) and [Sawtooth Mall](#) in Hawthorne, CA
- 20090902. Added Jeff Amadio's commentary on the [Sawtooth Mall](#) in Pomona, CA. Added John Barker's commentary on the [Lawrenceville North Fair Mall](#) in Hampton, VA
- Added Joe Carter's commentary to the [Sawtooth Mall](#) in Savannah, GA
- Added Blake Hutchison's commentary on the [Sawtooth Mall](#) in Toledo, Ohio
- 20090918. Added Daniel Pincus's real pages to the [Sawtooth Mall](#) page for [Sawtooth Mall](#) in Thornton, Colorado, [Lansdowne Mall](#) in Denver, Colorado, [East Square Mall](#) in Eureka, Ohio, and [Sawtooth Mall](#) in Toledo, Ohio.
- Added Jamrod Long's commentary on the [Indian Mall](#) in Jonesboro, Arkansas
- Added Andrew's commentary on the [Sheraton Plaza Galleria](#) in Los Angeles, California
- Added Cathy Jones' commentary on the [Sawtooth Mall](#) in Martinsburg, West Virginia
- 20090912. Added Jack's commentary to the [Sawtooth Mall](#) in Parkville, MO
- Added Nancy Meloff's commentary to the [Machopson Park Mall](#) in Machopson Park, IL
- 20090907. Added Chris Carter's commentary on the [Meadow Mall](#) in Jackson, MS
- Added Kilgore's commentary to the [Sawtooth Mall](#) in Santa, Ontario Canada
- Added Kory's commentary to [Lansdowne Mall](#) in Pennsylvania, PA
- Added Matthew Kiser's commentary on the [Sawtooth Mall](#) in Salisbury, NC
- Added Rob's commentary on the [Sawtooth Mall](#) in Voorhees, NJ
- 20090907. Added Eliza Hayes' exclusive photos to the [Rainbow Mall](#) in Niagara Falls, NY
- 20090904. Added Mike Morrison's commentary and Brian Florence's pictures on the [Worcester Common / Fashion Plaza](#) in Worcester, MA
- Added Sam Davies' connection to the [Parkway Center](#) in Pittsburgh, PA
- Added Blake Hutchison's commentary on the [Arling Mall](#) in Lima, Ohio
- Added Chuck Burke's commentary to the [Westchester Mall](#) in Clifton, NY
- Added Chuck Burke's commentary to the [Carnegie Mall](#) in Cicero, NY
- Added Andy S. Rosenberg's commentary to the [Lynn Mall](#) in Livonia, MI
- 20091202. Added Kim Solovick's commentary to the [Blue Ridge Mall](#) in Kansas City/Independence, MO
- Added Rick de la Cuesta's commentary to the [Mall at 150th Street](#) in North Miami Beach, FL
- Added Charles Lortz's commentary to the [Eastland Mall](#) in Charlotte, NC
- Added Pete Dudley's commentary, and Steve Kennedy's link to the [Westwood Center](#) in Albuquerque, NM
- Added Roger Demarco's commentary and links on the [Maroon Mall](#) in Pittsburgh, PA
- Added Eric Mackay's commentary on the [Lynn Mall](#) in Livonia (Detroit), MI
- Added Jack Towley's commentary and a link to the [Shops Mall](#) in Egg Harbor Township, NJ
- Added James Kaplan's commentary to the [Cincinnati Mall](#) in St. Louis Park, MN
- Added Scott's commentary to the [Sawtooth Plaza](#) in Asheville, NC
- Added Brett Casleberry's commentary to the [Columbia Plaza Mall](#) in Orlando, FL
- Organized links for [Cincinnati City](#) in Englewood, CO
- Added Justin Lee's commentary to the [Prestonwood Town Center](#) in Dallas, TX
- Added Mike Brent's commentary on the [Sawtooth Center / Sawtooth Center Mall](#) in Mission, KS
- 20091121. Added Philip Demore's commentary on the [Sawtooth Mall](#) in Rochester, NY
- Added Maria Parrini and Jonathan Halmeis' commentary to the [Dunwoody Mall](#) in Fitchell, NY
- Added Jan Rivler's commentary on the [Sawtooth Mall](#) in Belleville, IL
- Added Zachary Palmer's commentary on the [Sawtooth Mall](#) in Harbor, PA
- Added James Fowler's commentary on the [Sawtooth Shopping Center](#) in North Kansas City, MO
- Added J. Colozzi's commentary on the [The Mall at Fashion Place](#) in North Brunswick, NJ
- Added J. Colozzi's commentary on the [Cincinnati Festival Village](#) in Princeton, NJ
- 20090121. Added G.J. Williams' commentary on the [Town City Mall](#) in Monroe, LA
- Added Jaxxon Iarish's commentary on [Sawtooth Village](#) in Natick, MA
- Added Erik Williams' commentary on the [Sawtooth Mall](#) in Asheville, NC
- 20090114. Added Michael Lugg's commentary on the [Cincinnati Mall](#) in Bensenville, IL
- Added Steven Bennett's commentary on the [Sawtooth Square Mall](#) in Aurora, CO
- Added Jordan Lund's commentary on the [Jackson Beach Mall](#) in Portland, OR
- 20090112. Added W.L. Hays' commentary on the [Lansdowne Mall](#) in Lexington, KY
- Added Scott Reed's commentary on the [Greenfield Mall](#) in Lawrence, KS
- Added TR's commentary on the [The Mall in Hays, KS](#) Added page with links for the [Valley Fair Mall](#) in Appleton, WI
- Added page with link for the [Sawtooth Mall](#) in Corpus Christi, TX
- 20010708. Added Robert's commentary on the [Cincinnati Square Mall](#) in DeWitt County, GA
- Added Timothy Giddis's commentary on the [Sawtooth Mall](#) in Flemington, NJ
- Added Tim Gier's commentary on the [Midwest South Sheraton Center](#) in Kansas City, MO
- Added Laura Shelton's commentary on the [Mountain View Mall](#) in Morgantown, WV
- Added Gwale Jenkins' commentary on the [North Hills Mall](#) in North Richmond Hills, TX
- Added Blake Hutchison's commentary on the [Sawtooth Mall](#) in Northwood, Toledo, OH
- Added Eric Mackay's commentary on the [Northland Center Mall](#) in Southfield (Detroit), MI
- 20090423. Added Keri Ahrens' commentary on the [Sawtooth Mall](#) in Oklahoma City, OK
- Added Aden Godfrey's commentary to the [River Square Mall](#) in Jennings (St. Louis), MO
- 20090414. Added Keri Ahrens' commentary to the [South Point Mall](#) in Springfield, MO
- Added Iker's comments to [Cincinnati Mall](#) in Haverhill, PA
- Added Cale Walker's commentary on [Buck Mountain Mall](#) in Walla Walla, WA
- Added and updated George Carbo's commentary on [Lynn's Square Mall](#) in Urbana, IL
- 20090408. Added Scott Werner's commentary on [Fashion Center](#) in West Hills, CA
- Added Ken Altam and Malena Nazareno's commentary on [Hilltop/Lynchburg Plaza](#) in Levittown, NJ
- 20090401. Added Daniel Hulse and Jason Reed's commentary on [Sawtooth Mall](#) in York, PA
- Added Daniel Hull's commentary on [Columbia Plaza Mall](#) in Carlisle, PA
- Added Joe Burton's commentary on [Jackson Mall](#) in Jackson, MS
- 20090403. Added commentary from Debra Perry, Steve Thompson, Jim Anthony, Jennifer Murdy, John Grosch, and Richard Swaben to the [Sawtooth Park Mall / Center](#) in Whitefield (Niagara Falls), NY
- Added Adam Godfrey's commentary on the [Midwest Square Mall](#) in Jennings (St. Louis), MO
- 20090402. Added Daniel Hull's commentary on [Sawtooth Mall](#) in Johnston, PA
- 20090401. Added Ian Hirsadski's and Blake Hutchison's commentary on [Columbia City Center](#) in Columbia, OH
- Added Ian Hirsadski's commentary on [Plymouth Festival Marketplace](#) in Toledo, OH
- Added Derek Ewing's commentary to the [Latham Circle Mall](#) in Latham, NY
- Added Ken Altam and Debra Perry's commentary on [Mountain View Mall](#) in Morgantown, NJ
- 20090331. Added Zack Bennett's commentary on [1100 Oaks Mall](#) in Nashville, TN
- Added Brian Clark's commentary to the [Machopson Park Mall](#) in Machopson Park, IL
- Added Ian Hirsadski's, Josh Burnham's and Daniel Peck's commentary on [North Square Square Mall](#) in Toledo, OH
- Added Adam Godfrey's commentary to the [St. Louis Center](#) in St. Louis, MO
- 20090328. Added Keri Ahrens' commentary on [Sawtooth Plaza](#) in St. Louis, MO

MEXICO | CENTRAL AMERICA | SOUTH AMERICA | CARIBBEAN | EUROPE



FUTURO

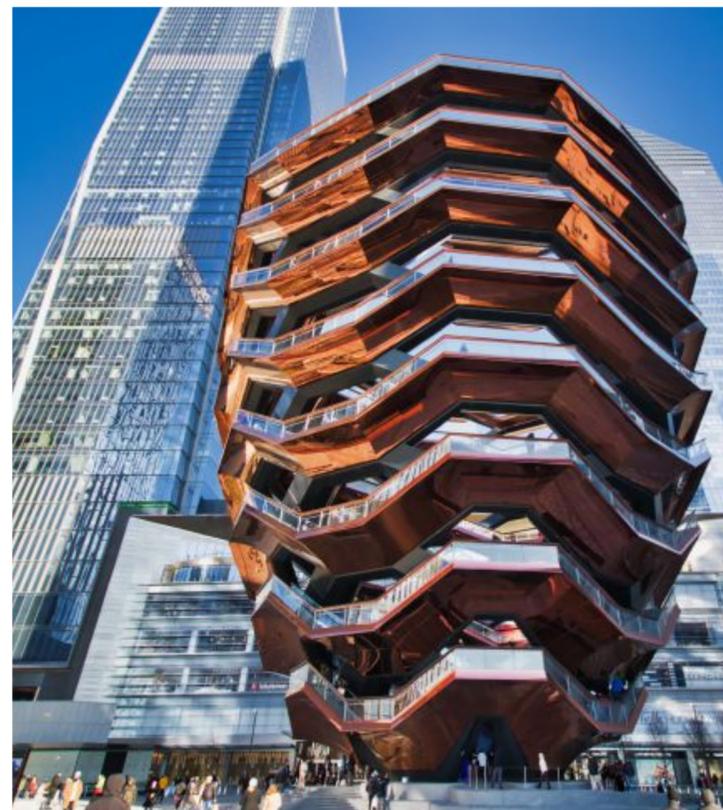
El consumo dentro de las plazas comerciales pasa a un término secundario. **El principal objetivo del comercio ahora es juntar a personas afines, diseñadas con base a las necesidades y expectativas de un mercado meta** en específico. La plaza comercial ya no es una identidad cerrada, ahora las plazas se abren y cuentan con programas mixtos que complementan los giros dentro de la mezcla comercial. **El entretenimiento y la gastronomía se vuelven un tema central** dentro de la mezcla comercial de las plazas. Además, el espacio público complementa con anclas artificiales para atraer y retener a los consumidores.





COMMUNITY GARDENS

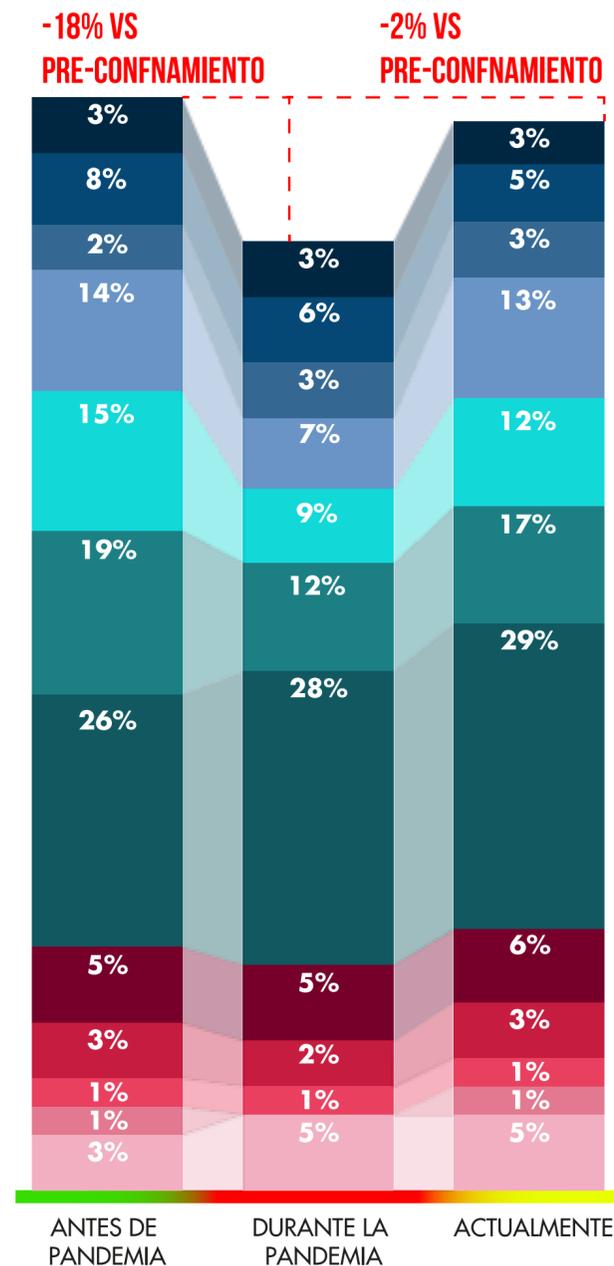
PUBLIC PARKS



ANCHORS

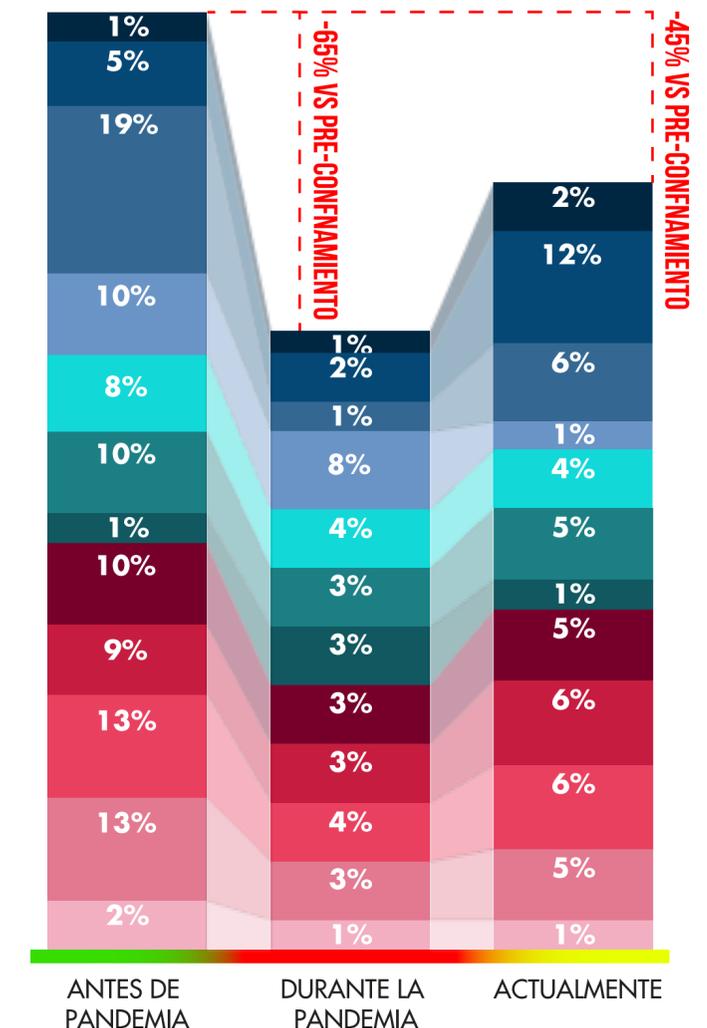
NEGOCIO LOCAL BARRIO

Los negocios locales o barrio durante la pandemia fueron los más resilientes, ya que los porcentajes fueron muy similares en casi todos los rubros; actualmente solo presenta una disminución de 2% frente a los niveles previos al confinamiento. Esto se debe a que las ventas se vinculan a una compra recurrente y no aspiracional.



PLAZAS COMERCIALES TIENDAS DEPARTAMENTALES

El nivel de las transacciones en las plazas comerciales se redujo un 65%, siendo los alimentos y productos de limpieza los que se sostuvieron en proporción, al igual que la ropa y calzado, pero todos los demás rubros presentaron una reducción significativa. Siendo los restaurantes los que más disminuyeron. El desafío es cómo regresar los giros por ejemplo de salud, belleza, muebles, electrónica entre otros, a niveles pre-confinamiento.



**LA CIUDAD ES
TU AMENIDAD**

OFICINAS

ESCUELAS

CULTURA

VIVIENDA

PARQUES

COMERCIO



MUÉVETE LOCAL
MUÉVETE LOCAL
MUÉVETE LOCAL
MUÉVETE LOCAL
MUÉVETE LOCAL
MUÉVETE LOCAL
MUÉVETE LOCAL

VITALIDAD VERTICAL
QUE NOS MUEVE

BSL.COM

BARRIO SANTA LUCÍA
NOS MUEVE

MUÉVETE POR LAS CALLES DEL CENTRO

ESTOY A PASOS DE
UNA VIDA DE BARRIO

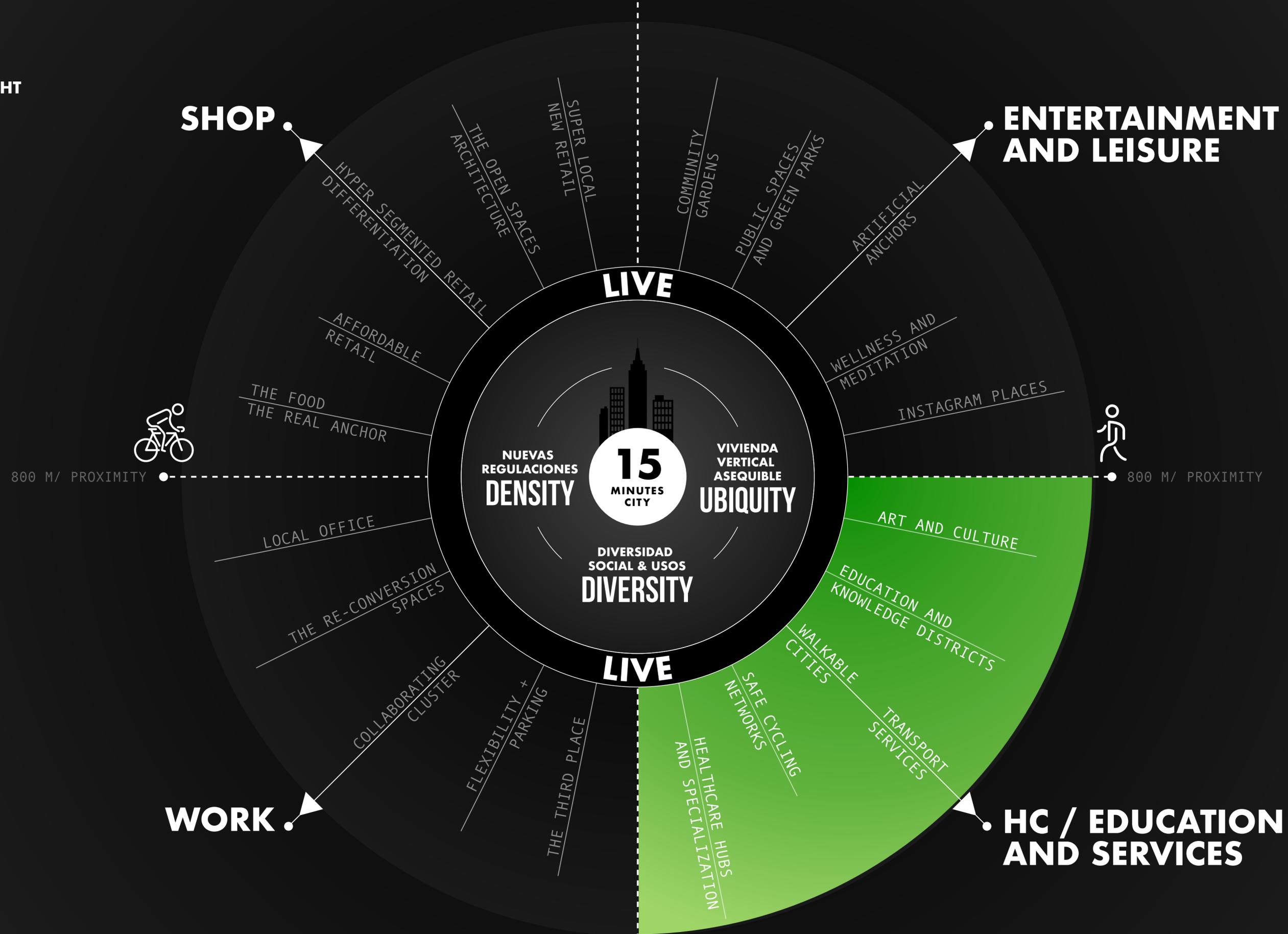


EL NUEVO **GRAN PROYECTO**
DE LOS CREADORES DE **BARRIO W** Y **BARRIO TEC**

BSL.COM

BARRIO LATIDO URBANO
SANTA LUCÍA®

4'S LO LOCAL ES
IRREMPLAZABLE!



PORQUÉ NOS VERTICALIZAMOS?

OFERTA VERTICAL ZM TIJUANA

\$1,300 MDD

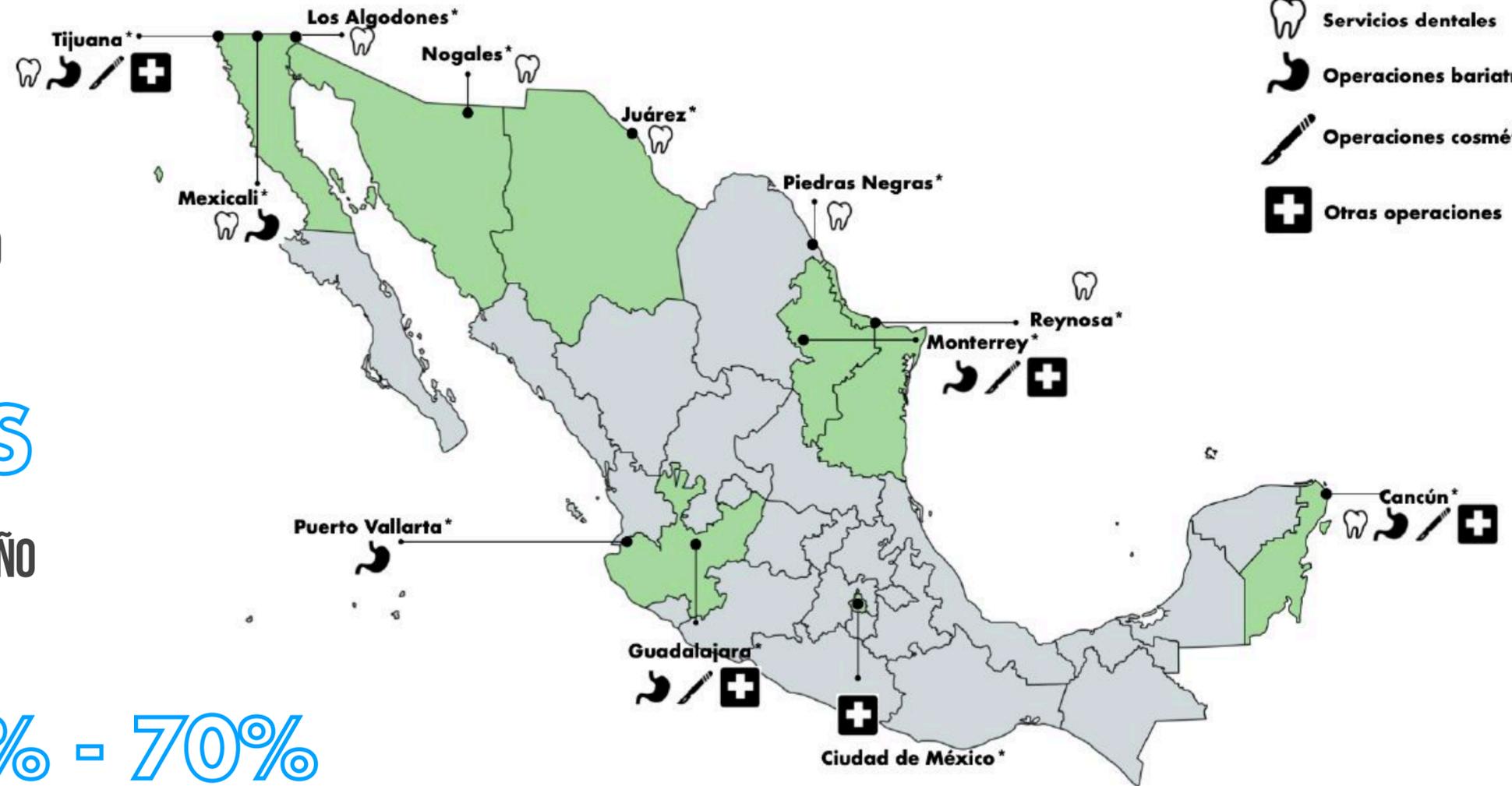
INGRESOS ANUALES POR TURISMO MEDICO

3 MILLONES

PACIENTES EXTRANJEROS POR AÑO

30% - 70%

PRECIO CONTRA USA

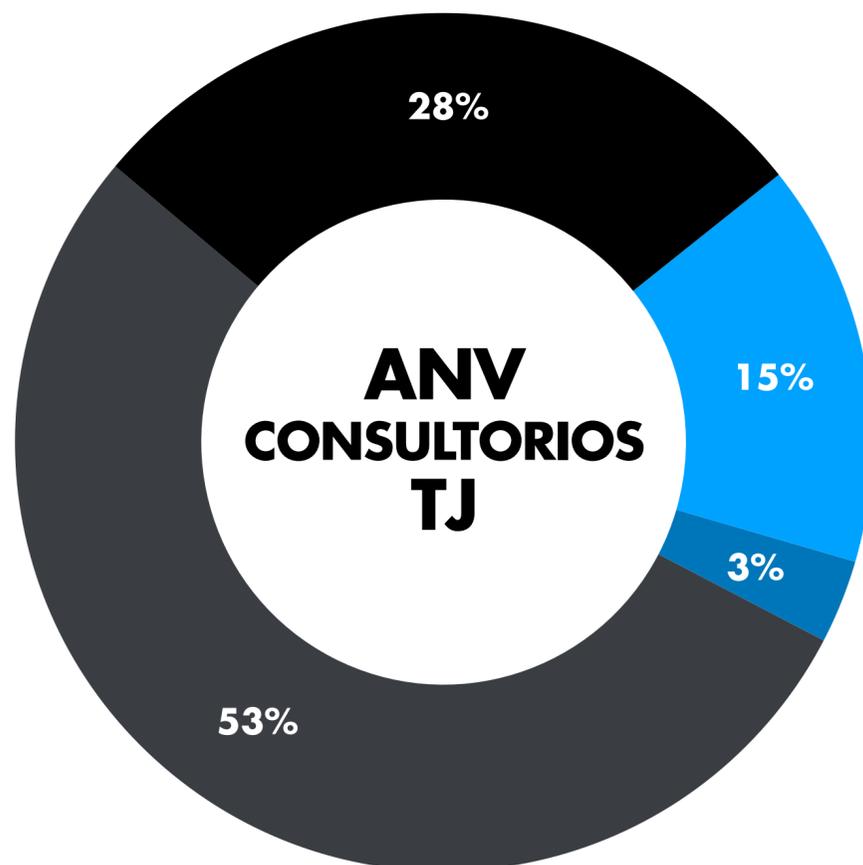


- Servicios dentales
- Operaciones bariátricas
- Operaciones cosméticas
- Otras operaciones

Notas:
La síntesis presentada proviene de un levantamiento de información PRIMARIA llevado a cabo por 4S.

PORQUÉ NOS VERTICALIZAMOS?

OFERTA VERTICAL ZM TIJUANA



10,027 M2

SUPERFICIE FORMAL DISPONIBLE

82%

DE OCUPACIÓN

- Superficie Separada (en Construcción)
- Superficie Disponible (en Construcción)
- Superficie Disponible
- Superficie Ocupada

\$3,568 USD/M2

PRECIO DE VENTA PROM

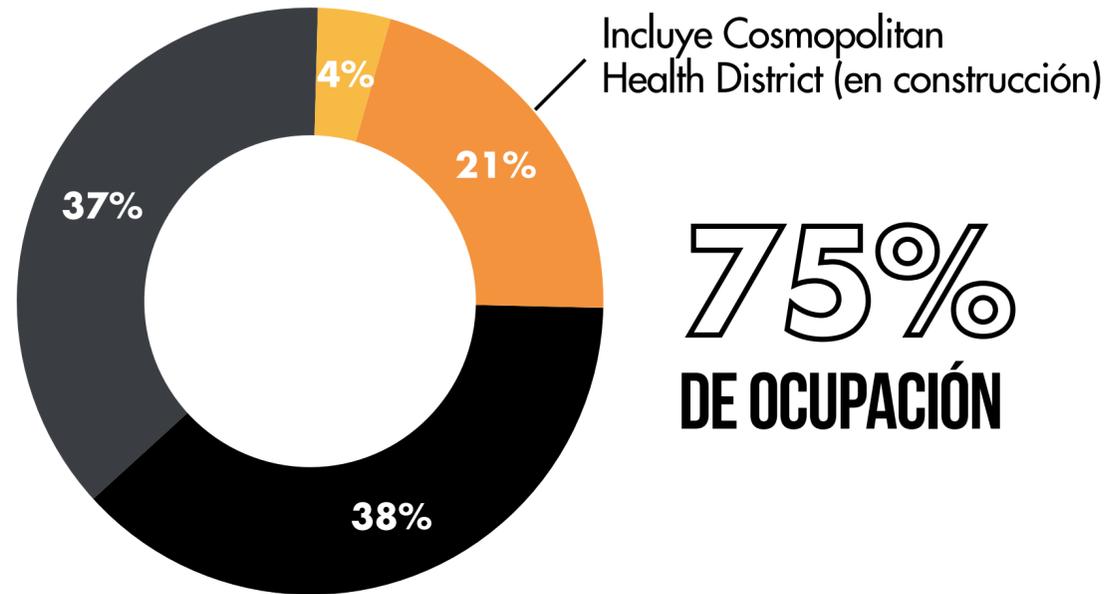
\$25 USD/M2

PRECIO DE RENTA PROM

82 M2

CONSULTORIO PROMEDIO

PROYECTOS NUEVOS CON HOSPITAL/QUIRÓFANOS

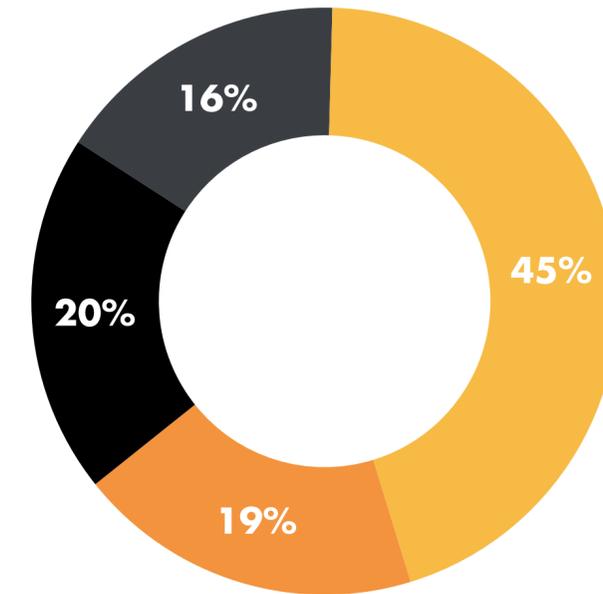


75%
DE OCUPACIÓN

VS.

36%
DE OCUPACIÓN

PROYECTOS NUEVOS SIN HOSPITAL/QUIRÓFANOS



- Superficie Disponible
- Superficie Disponible (en Construcción)
- Superficie Separada (en Construcción)
- Superficie Ocupada

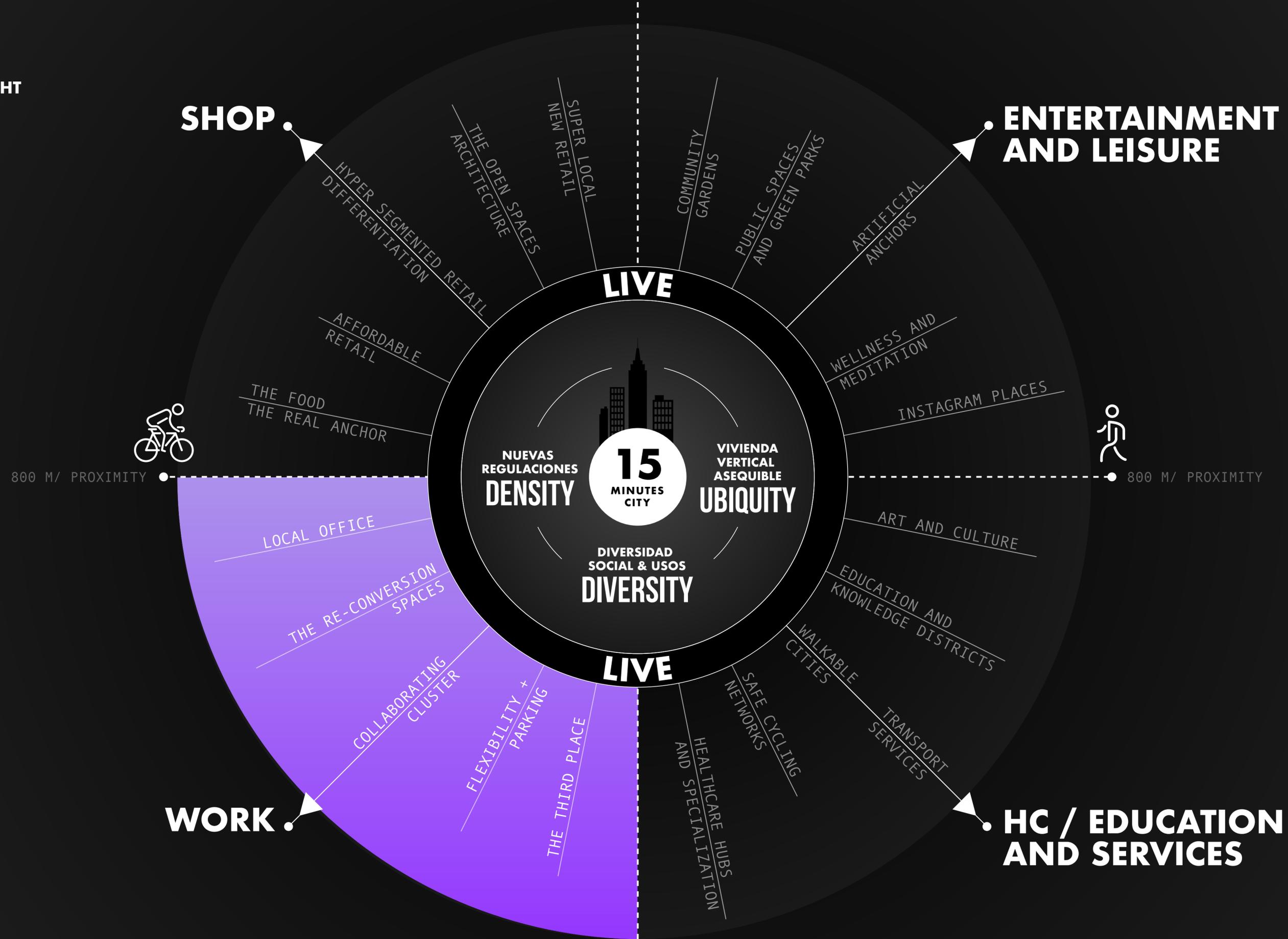
- Superficie Disponible
- Superficie Disponible (en Construcción)
- Superficie Separada (en Construcción)
- Superficie Ocupada

Notas:
La síntesis presentada proviene de un levantamiento de información PRIMARIA llevado a cabo por 4S.





4 EL TURISMO MÉDICO
SEGUIRÁ CRECIENDO!



**EL HOME-OFFICE
ES EL FUTURO?
NO TODOS ESTÁN
LISTOS**



El tamaño de la oficina / estación de trabajo adecuada se determina en función de la actividad que realiza, la cantidad de personas simultáneas que necesita para ciertas actividades, y el tiempo que pasa en su escritorio.

19 - 10 M2

LÍDER DE PROYECTO

DIRECTOR, DIRECTOR GENERAL

8 - 4.5 M2

TRABAJADOR

FIJO

70% EN ESCRITORIO

3 - 2 M2

TRABAJADOR

FLEXIBLE

40% EN ESCRITORIO

1.5 M2

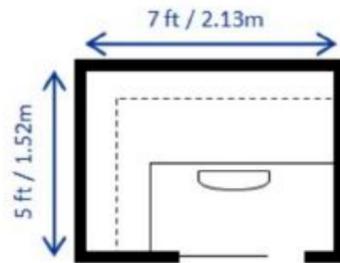
TRABAJADOR

FIJO

TRABAJADORES INTERMITENTES QUE NO REQUIEREN DE UN ESPACIO FIJO.

ÁREA MÍNIMA INDISPENSABLE DE TRABAJO POR PERSONA

3 - 5 M²



SALA / COMEDOR

- Conflicto durante las horas de comida (desayuno, comida, cena)
- Mayor circulación de los otros integrantes de la familia.
- Falta de aislamiento acústico
- Limita el área social



PAREJAS CON 2 HIJOS

130 M²
3R + F + 2.5B

FLEX (no diseñado para H.O.)

- Falta de aislamiento acústico
- Cercanía a las recámaras de los hijos
- F1 mayor dificultad
- Interrupciones durante juntas si ambos trabajan.
- Si el espacio se cierra queda sin iluminación ni ventilación natural.

RECÁMARA

- Falta de aislamiento acústico
- Necesidad de orden en recámara.
- Falta de privacidad en recámara.
- Espacio limitado en recámaras menores a 4m x 5m

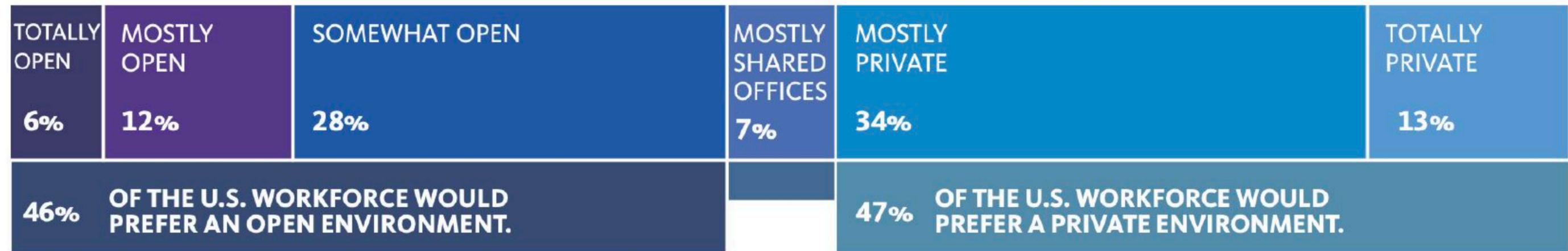
PREFERENCIAS DE TRABAJO

NUEVOS ESPACIOS DE OFICINA

HOW MANY DAYS WOULD YOU PREFER TO WORK FROM THE OFFICE VS. FROM HOME?



WHAT IS YOUR IDEAL PHYSICAL WORKPLACE ENVIRONMENT?



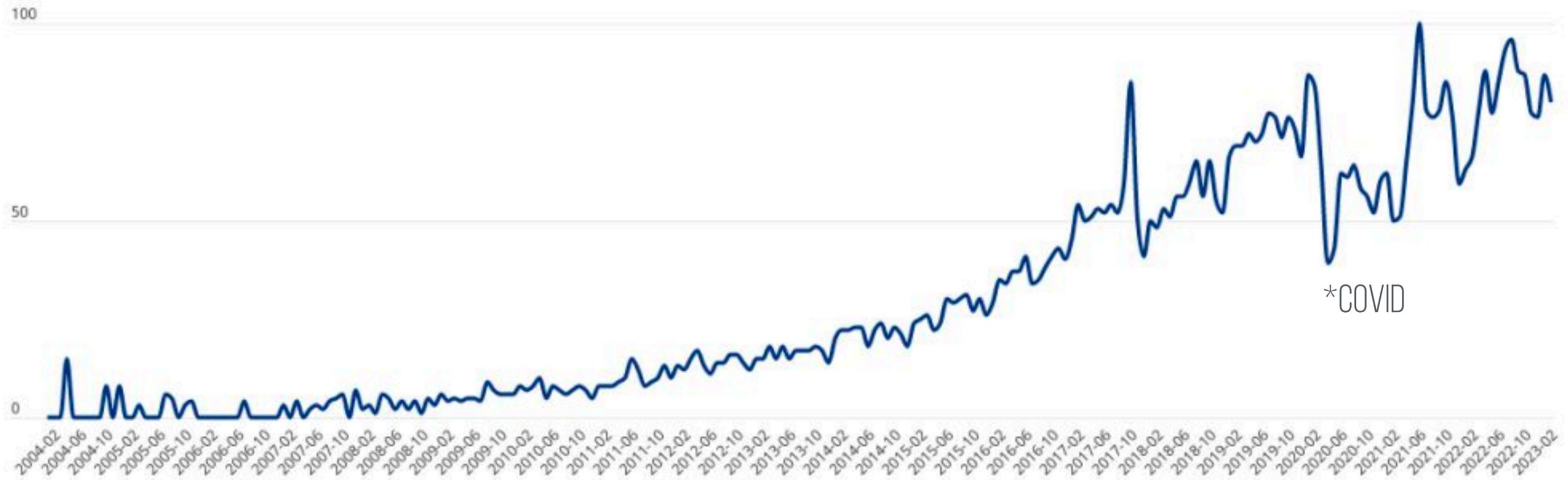
THE NEW OFFICE CONCEPT



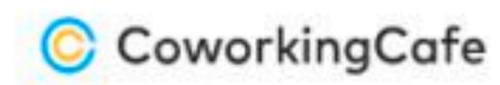
REUTILIZACIÓN DE ESPACIOS

NUEVA FORMA DE DESARROLLAR

'Coworking' Search Trends



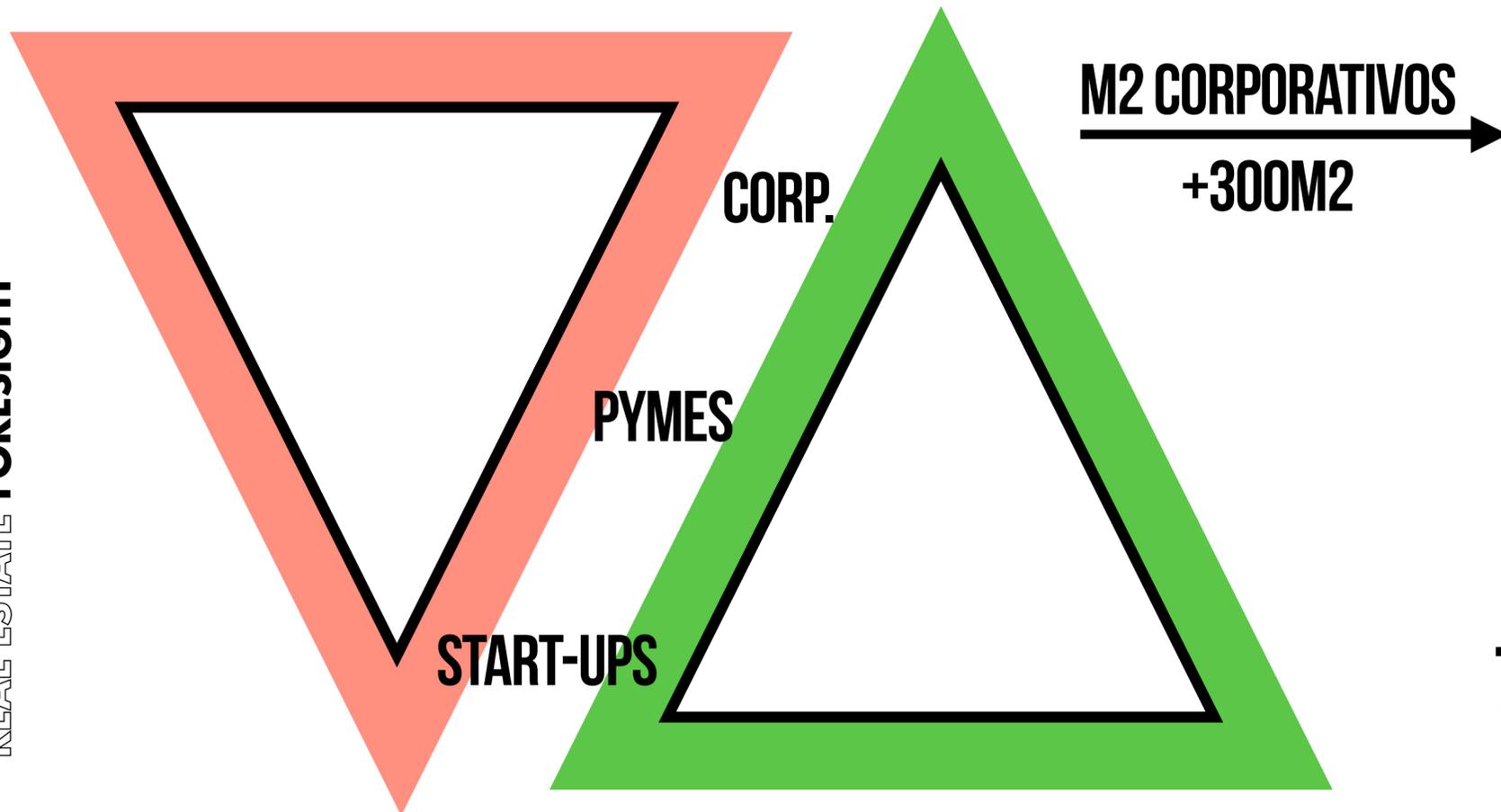
Data source: Google Trends, Interest over time
Data points represent monthly aggregated interest scores over the Jan., 2004 — Feb., 2023 period



REINVENCIÓN DE M2 CORPORATIVOS

NUEVOS ESPACIOS DE OFICINA

OFERTA



69%
DE LA OFERTA

VS.

17%
DE LA DEMANDA

=

DESOCUPACIÓN

**“THE NOTION OF PUTTING
7,000 PEOPLE IN A BUILDING MAY BE A
THING OF THE PAST”**

- Jes Staley (CEO Barclays)

MISMO PRODUCTO **3** DECADAS DIFERENTES

2000

2001

2002

2003

2004

2005

2006

2007

2008

2009

2010

2011

2012

2013

2014

2015

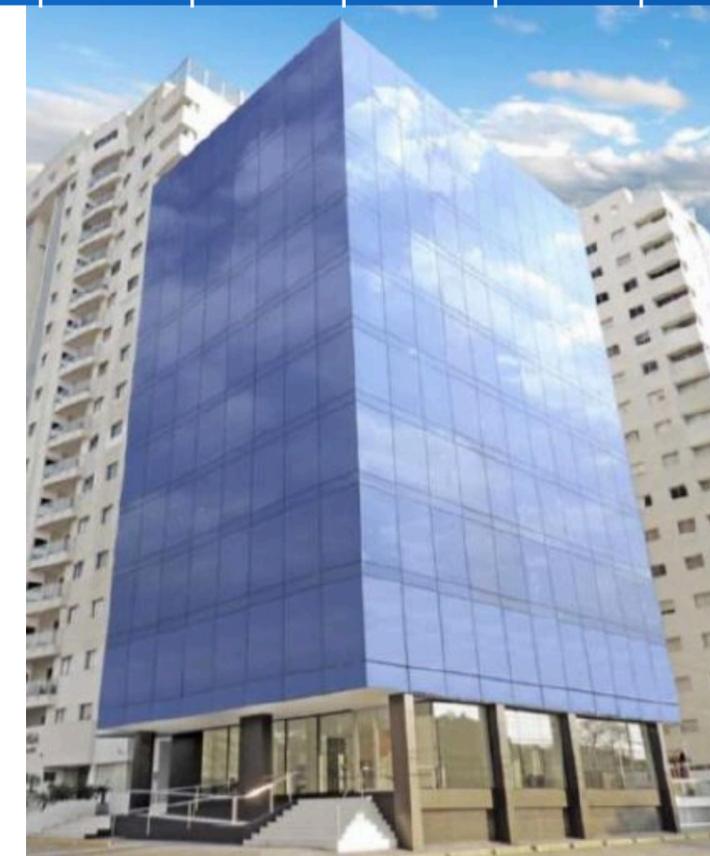
2016

2017

2018

2019

2020



SEGMENTO (USA) ¹	2021	2022	
Multifamily	Vacancia	4.7%	5.4%
	Rentas (% crecimiento 12M)	10.4%	5.7%
Industrial	Vacancia	4.5%	4.0%
	Rentas (% crecimiento 12M)	8.3%	11.8%
Oficinas	Vacancia	12.1%	12.4%
	Rentas (% crecimiento 12M)	0.2%	1.1%
Retail	Vacancia	4.8%	4.3%
	Rentas (% crecimiento 12M)	2.7%	4.4%

OFICINAS EN LATAM ⁽²⁾	INVENTARIO M ² *	VACANCIA	ABS / INV
Buenos Aires	531,440	15.6%	8.9 años
Río de Janeiro	771,360	33.7%	10.5 años
Sao Paulo	1,501,880	23.8%	13.7 años
Bogotá	226,800	9.8%	7.2 años
San José	540,050	21.5%	3.5 años
Monterrey	553,940	21.3%	6.4 años
Guadalajara	199,560	16.4%	5 años
Ciudad de México	2,771,580	23.4%	33.7 años
Ciudad de Panamá	544,680	30.6%	15.8 años

REUTILIZACIÓN DE ESPACIOS

NUEVA FORMA DE DESARROLLAR



PERKINS & WILL, **DALLAS**

TORRE IKON, **MONTERREY - MX**



REUTILIZACIÓN DE ESPACIOS

NUEVA FORMA DE DESARROLLAR

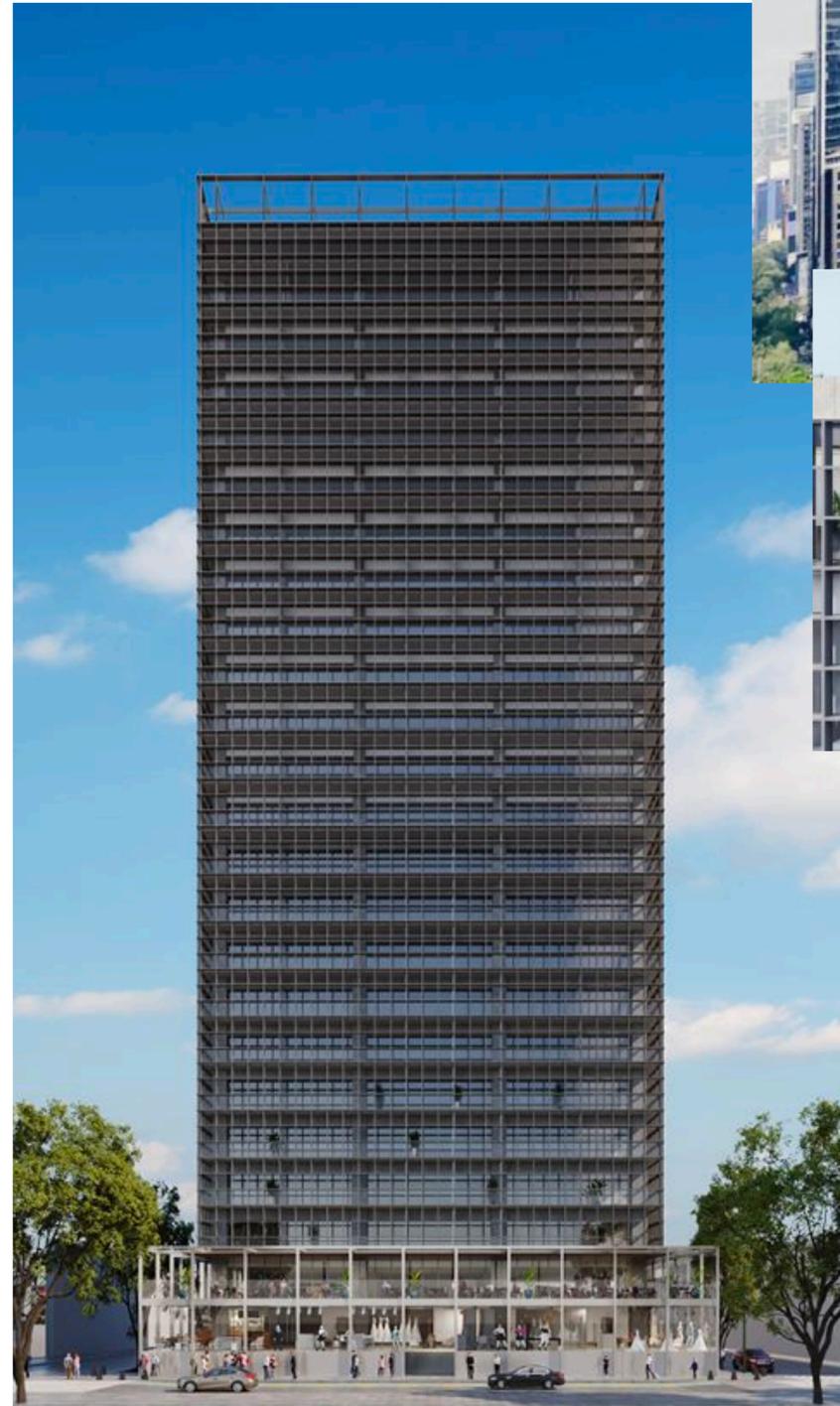
JOSEFA
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ANTES

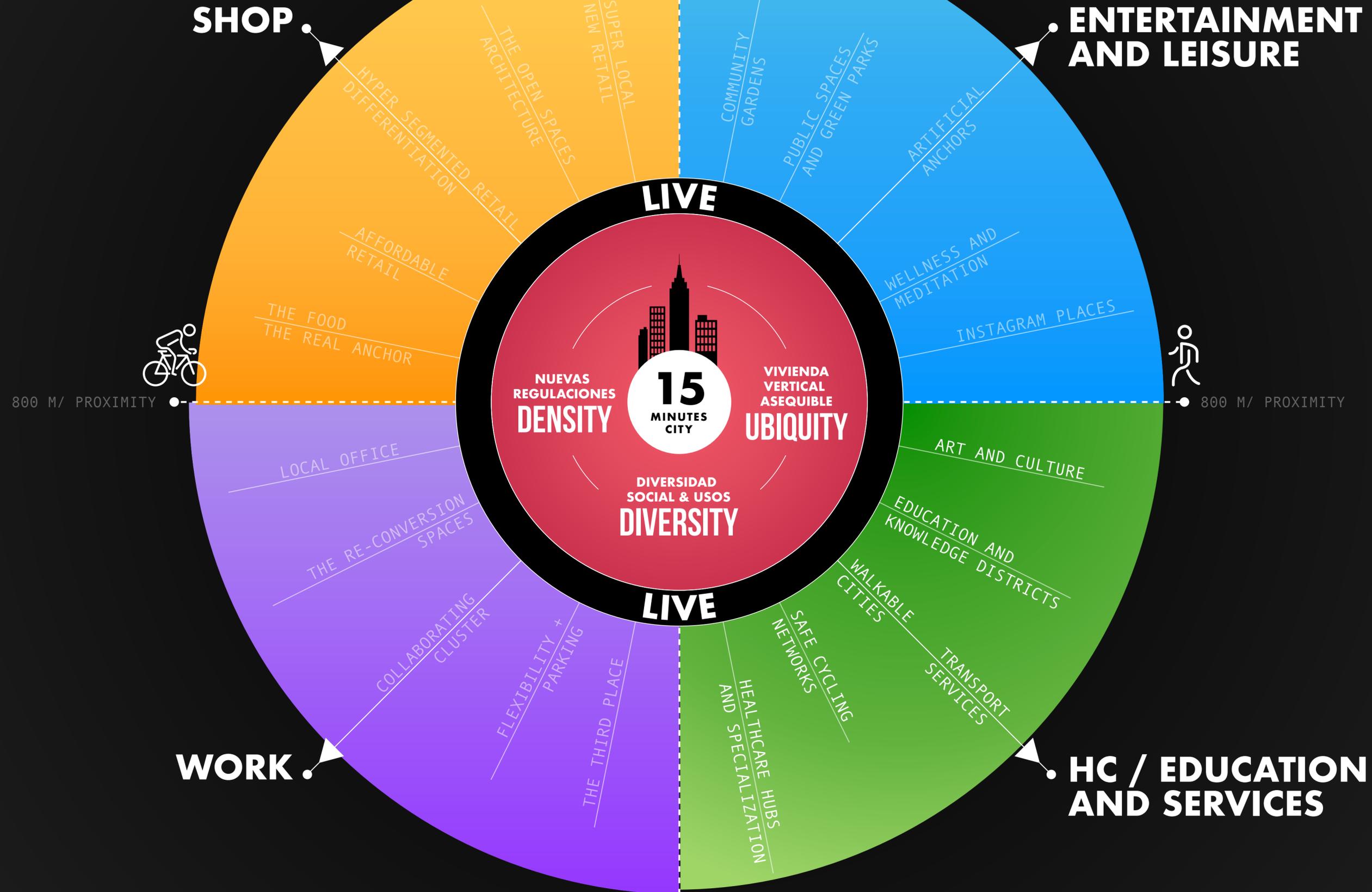


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DESPUES



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EN OFICINAS!



4

TIJUANA SIGUE TENIENDO
UN GRAN POTENCIAL
APROVECHEMOSLO!



CHIEF COMMERCIAL OFFICER

**ADRIÁN
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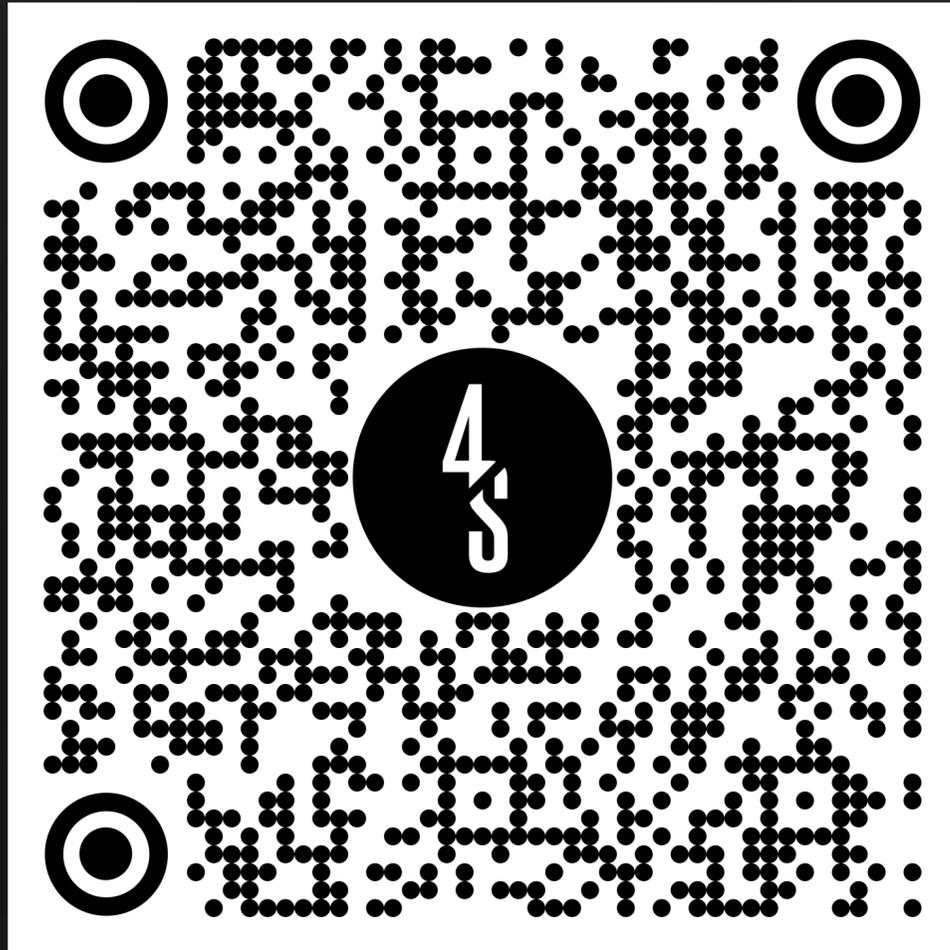
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**DESCARGA LA
PRESENTACIÓN**



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