



## **BUSINESS MODEL TRANSFORMATION**

### **IN STATIONARY RETAIL**

Selected success stories and view  
on new approaches

# SUMMARY

## THE OBJECTIVE

- 1** Store concepts of the future are characterized by a seamless customer experience (customer journey) that takes place both online and offline.
- 2** Business model transformations in the field of online marketing pick up on this fundamental change and create synergies with the stationary business.
- 3** In-store experiences can be implemented in a variety of ways and should reflect the values of the brand as well as product features in order to strengthen customer loyalty and brand image.
- 4** The shown examples cannot directly be applied to every business model, they should rather serve as inspiration for answering the questions: What can we do better than others? How do we express this?



## THE SOLUTIONS

**Business model innovation & 6 levers to create or enhance in-store experiences**



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**ABOUT FTI-ANDERSCH:** FTI-Andersch is the leading restructuring consultancy in the German-speaking countries. FTI-Andersch supports its clients with developing and implementing viable future/performance and restructuring concepts. FTI-Andersch is consulted when companies face operating or financial challenges – or far earlier, to align business model, organisational structure and processes with future developments. One of the key focus areas is developing independent expert reports as a basis for decisions regarding planned refinancing.

The client base comprises SMEs as well as corporations with international activities. FTI-Andersch is part of the global FTI Consulting Group (NYSE: FCN) with more than 5,500 employees.

# 1

## INITIAL SITUATION

### NEW ORIENTATION OF THE RETAIL SECTOR

#### 1 Retail within the inner-city ecosystem

Part 1 of our series “Future Cities” already showed that the pandemic will leave deep scars in many places, depending on the socio-economic environment and resilience of a location. For years, city centres have been undergoing structural change, accompanied by declining visitor frequencies. This is particularly affecting the stationary retail sector. The accelerated migration of consumers towards e-commerce makes large online marketplaces emerge as winners of the crisis and can only be insufficiently compensated by consumer solidarity. Both small businesses and large verticalised chains are reacting with store closures – which itself harms the attractiveness of the inner-city. Thus, it is necessary to counteract with acute measures and to outline long-term city concepts that pick up on new customer needs and opportunities.

#### 2 Future store concepts

The convenience, transparency, high variety and availability of goods experienced in online shops calls for a reorientation of brick-and-mortar retail in order to meet the changing demands of consumers. As part 2 of the study series shows, synergy with online retailing in the form of integrated omni-channel sales is a promising approach. In the future, the customer journey will seamlessly take place both online and offline. Digital in-store experiences and a comprehensive ser-

vice are main factors in attracting customers to the on-site store. Other future necessities are a flexible value chain in order to be able to pick up on trends, individualization and co-creation, sustainability, building and strengthening the brand image as well as a high-performance digital infrastructure as a basis. Implementation will determine competitiveness and shape store concepts of the future.



→ Part 1

**Part 1: Impact of the COVID-19 pandemic on German city centres**



→ Part 2

**Part 2: Future store concepts – new opportunities for stationary retail**

The outlined changes in store concepts and extensive digitization are often associated with high investments by retailers. At the same time, fear remains that critical mass can not be reached to be able to offer omni-channel services.



### Based on these trends, the following questions arise:

What opportunities exist to still provide an **ideal customer experience** with a limited budget?

How to build an effective **omni-channel** sales force?

What do successful **small, flexible store concepts** currently look like?

How can **lasting in-store experiences** be created?

How new concepts can be implemented especially during the pandemic through targeted initiatives in the field of on-line marketing is shown with several examples. Among them: “Hero of Bricks”, a toy retailer that sets new standards as a content creator in social networks; the restaurant Margarete, which relies on food boxes and digital events not only in times of the pandemic; the online brand Peso with its strong community and last but not least stationary bookstores. Despite more difficult conditions in the wake of the pandemic, we also see inspiring examples in various sectors concerning in-store experiences. These serve to emphasize the broad scope for designing lasting positive experiences.

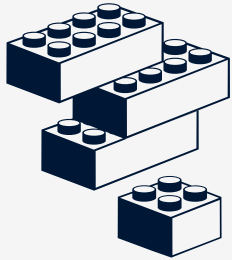
## Innovation

**Flexible store concepts set new standards**

Find out more 

## 2

# THE “HERO OF BRICKS”: CONTENT CREATOR WITH A STRONG FAN BASE



### “Hero of Bricks” (» Held der Steine)





The ‘hero’ is a toy dealer and content creator specialized in building bricks

**Shop:** Stationary retailer (one shop) in Frankfurt/Main

**Business model innovation:** Diversification of the core business through online and social media marketing

**Product portfolio:** Building bricks sets (incl. manufacturers Ausini®, BlueBrixx®, Cada®, Idena® and LEGO®)

#### Sources of revenue

-  Stationary retail
-  Ad revenues, donations on YouTube and Twitch
-  Product placements, referrals (affiliate links)
-  Own merchandise

## The market environment

### 1. Substitutes

- Partial substitution of building bricks by digital toys and media, especially among younger target groups

### 2. Market entry barriers

- Economies of scale and trademark rights of existing suppliers are a barrier to market entry
- Large customers have bargaining power and access to special models

### 3. Bargaining power of suppliers

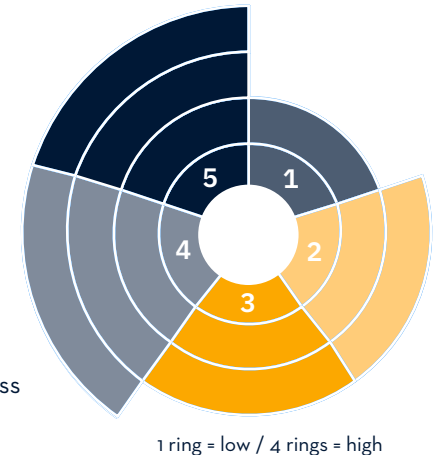
- High dependency of dealers on building brick manufacturers
- High bargaining power

### 4. Bargaining power of customers

- Customers are increasingly willing to switch due to high price transparency found online and rising competition, also from international trading platforms such as AliExpress

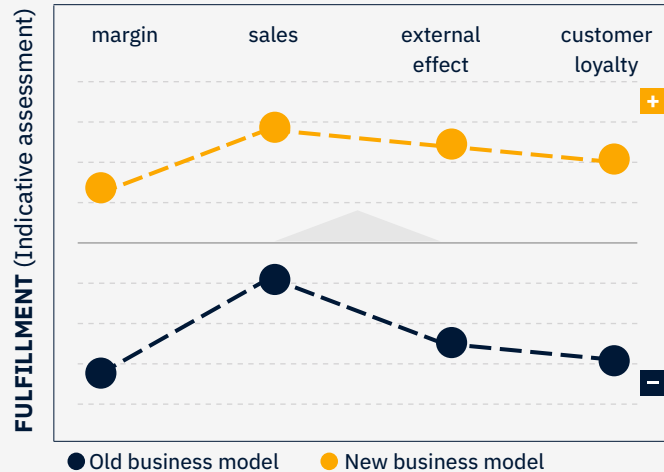
### 5. Competition

- Partial distortion of competition due to state support for large retail chains
- Additional competition from manufacturer online shops such as the LEGO® website



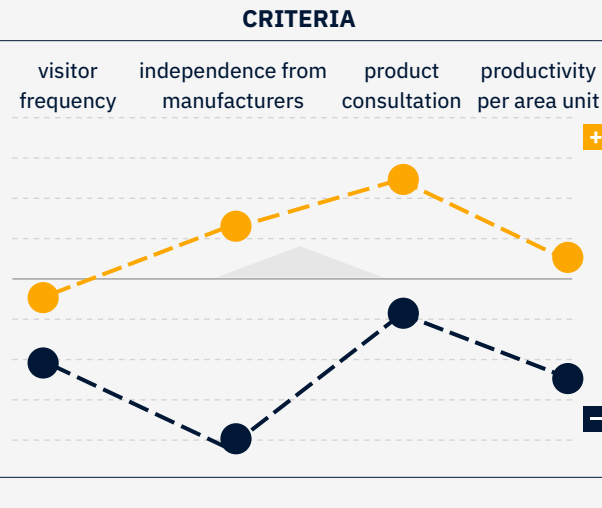
## 💡 Business model

Diversification of the stationary shop results in higher stability of the business model regarding external shocks



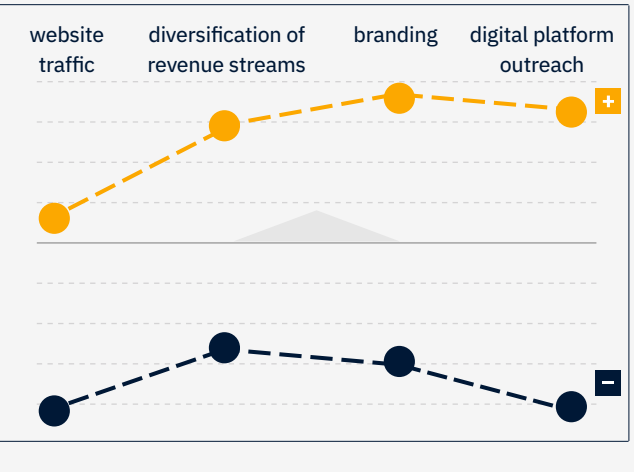
## 🏠 Stationary retail

Media platform, brand independence and authenticity lead to higher visitor flows and objective product advice



## 🌐 Online retail

The activity as content creator establishes the 'Hero of Bricks' (Held der Steine) as a brand, he is a central figure within the building bricks community



## The approach

Establish the retailer himself as a brand through social media marketing on digital channels (Twitch, YouTube, Instagram) to strengthen the stationary shopping experience. Its community currently comprises 0.68 mn subscribers.



### Addressing target groups

Fans, hobbyists and the relevant target group in general are regularly reached via social media



### Personalization

The 'hero' is a personality brand – and thus evokes human closeness/sympathy



### Customer contact

Due to the episode format, contact is constantly renewed over defined periods of time



### Meet the idol

Live experience when shopping in the brick-and-mortar store, meet the 'hero' and talk to him

### 3

## RESTAURANT “MARGARETE”: BRINGING HOME THE RESTAURANT EXPERIENCE



### Restaurant Margarete

“Bringing the excitement of going out into homes”



Bistro, bar and restaurant



Two locations in Frankfurt/Main



Diversification (catering, home delivery) and differentiation from competition (premium/organic products)

#### Product portfolio



Restaurant business



Catering



event facilities



food box experiences

### The market environment

#### 1. Substitutes

- Substitution effects due to food consumption at home (home office, lockdowns, etc.)
- Especially in urban areas there is an oversupply of restaurants and takeaways

#### 2. Market entry barriers

- Medium market entry barriers due to established sales channels
- Differentiation via product focus (brands, food quality), ambience

#### 3. Bargaining power of suppliers

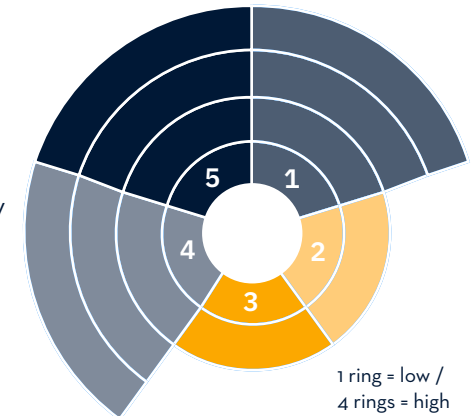
- Strongly dependent on food quality
- Increasing regional focus

#### 4. Bargaining power of customers

- High power of customers due to high substitutability
- Continuous adaptation of the food/beverage offer to consumer trends

#### 5. Competition

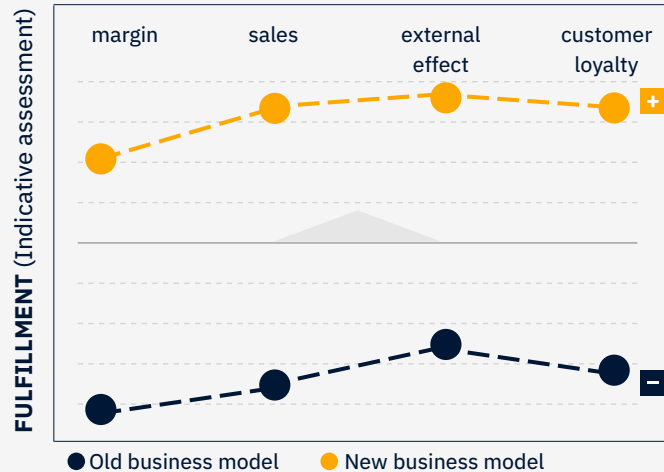
- High price pressure especially in the lower price segment due to lack of differentiation
- High fixed costs due to personnel expenses and rent increase sales pressure





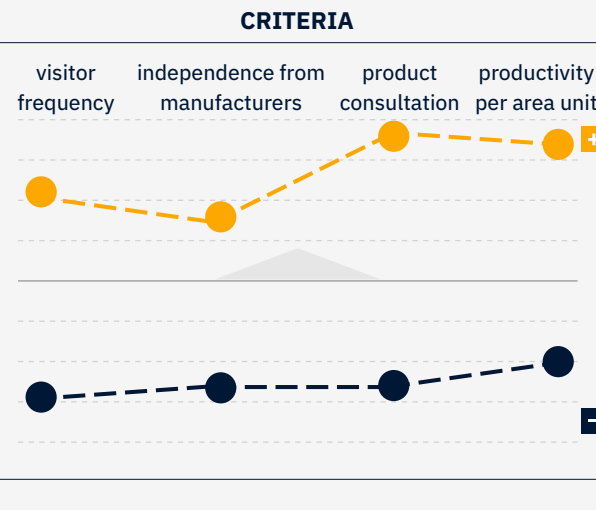
## 💡 Business model

Complementing the stationary business results in greater stability of the business model when facing external shocks



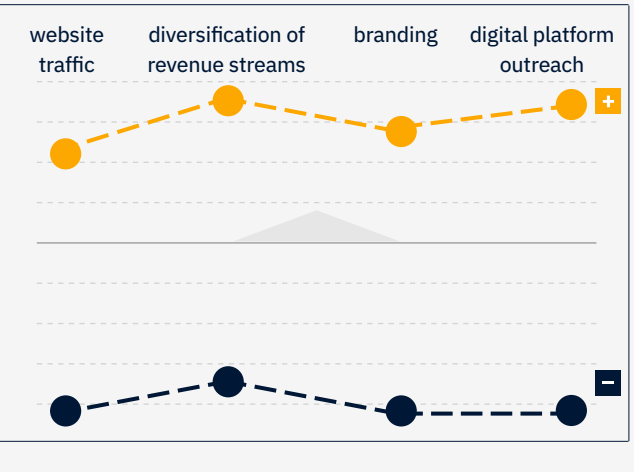
## 🏠 Stationary retail

Diversification by offering restaurant business, catering and event facilities broadens the audience



## 🌐 Online retail

The expansion of sales channels enables customers to shop at any time and increases convenience



## The approach

Establishment of an (online) distribution channel for the delivery business with the help of event-related and (partly) ready-to-eat products and food/event boxes.



### Experience “Restaurant visit at home” as a brand

Creation of an experience, e.g. sending along a flower, a matching drink and a Spotify playlist



### Broad customer spectrum through convenience

Simplicity and convenience through personalized accounts for web-based ordering for events



### Adjusting the product portfolio

Adjustment towards transportable products, which are easily prepared at home, to enhance the box business



### Occasion-related offers

Food boxes tailored to special occasions, e.g. for christmas parties, candle-light or family dinners

# 4

## A GERMAN BOOKSTORE CHAIN: FROM “PROBLEM CHILD” TO INNOVATOR



### Bookstores

Stationary retail with > 5,000 shops in Germany

Half of the book sales are generated **on site**, but offline sales shares are decreasing

**Diversification** through experiences and digital sales strategies

#### Challenges

- Digital events
- New customer behaviour patterns
- Running costs
- Digital products and business models

### The market environment

#### 1. Substitutes

- Increasing pressure from digital formats such as podcasts, audio books, eBooks
- Services that replace reading books with summaries

#### 2. Market entry barriers

- Low barriers due to fixed book prices
- Surplus of supply

#### 3. Bargaining power of suppliers

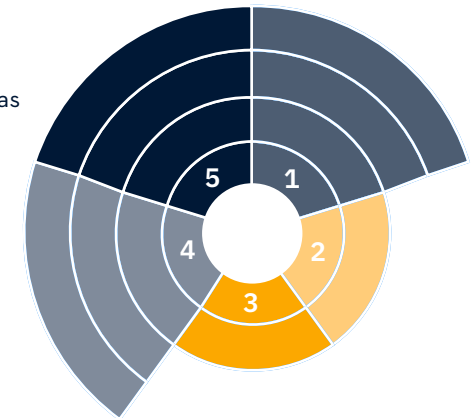
- Low bargaining power of publishers and intermediaries
- Freedom of choice in assortment, exhibition and commission conditions

#### 4. Verhandlungsmacht der Kunden

- High bargaining power of customers due to interchangeability and price transparency
- Continuous adaptation of the product portfolio to new needs and trends

#### 5. Competition

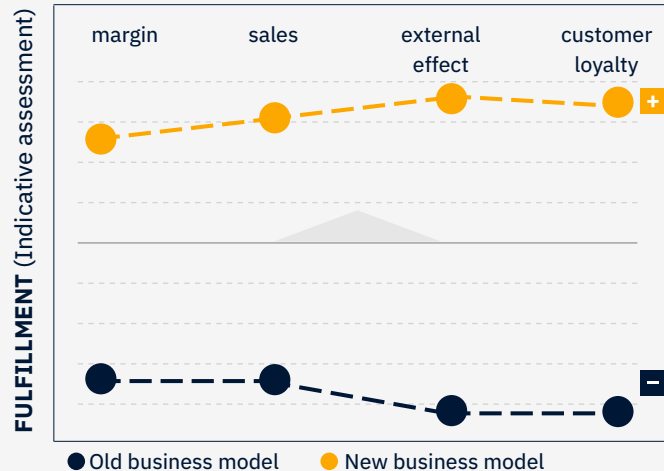
- Strong competition from online platforms
- Large chains increase the competitive pressure on small chain stores (availability of goods)



1 ring = low / 4 rings = high

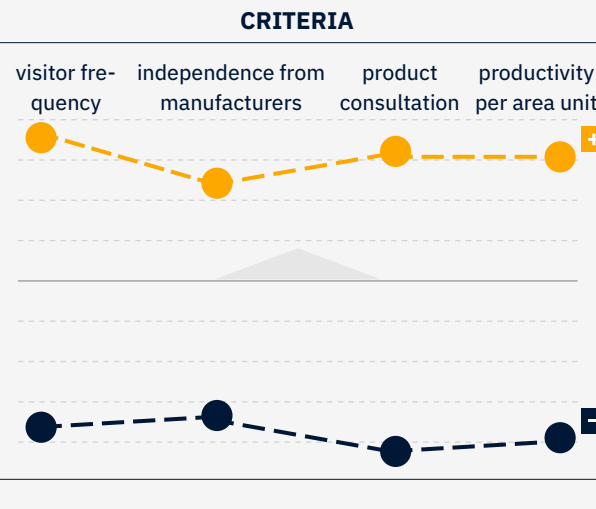
## 💡 Business model

Diversification of the portfolio and sales results in higher stability of the business model



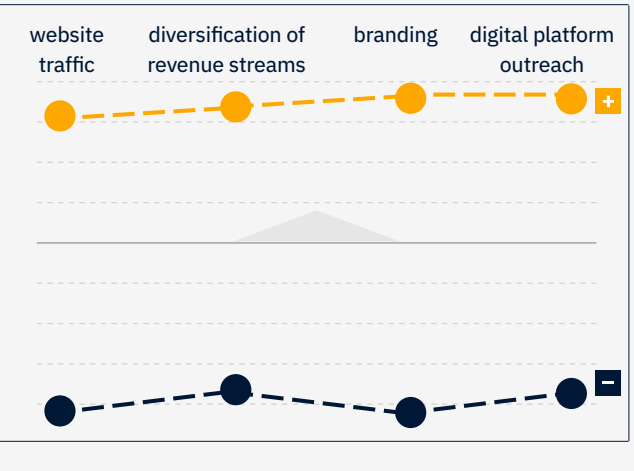
## 🏠 Stationary retail

Media outreach and expertise lead to higher visitor numbers and a more objective product advice



## 🌐 Online retail

Building a culture of experience closely linked to the core business through digital events



## The approach

Offer digital experiences through virtual readings to build customer loyalty, build community and stabilize core business in times of COVID-19, in "normal times" live events and changing offers



### Social interaction

Virtual discussions create social interaction and provide a platform for getting to know each other



### Customer centricity

Regular appointments (reading circles, etc.) online; adapt time slots of readings to suit the needs of the customers



### Personalization

Content of readings caters to target audience, building a community, customization, curated shopping etc.



### Solidarity

Sustainable customer loyalty through positive experiences; active awareness of retailers in the customers mind

# 5

## PESO CLOTHING: SOLD OUT IN MINUTES – REGULARLY



### Peso

The creative mind behind the **streetwear brand** Pesó, which is exclusively online, is the 23-year-old Justin Fuchs

He produces content on YouTube and Instagram talking about luxury and lifestyle

His self-designed collections are strictly **limited** and regularly sold out after just a few minutes

This is driven by a strong loyalty of the **community** towards the brand and its founder

### Unique Selling Points



Personality cult regarding founder and YouTuber Justin Fuchs



Exclusive fashion at a fair price/ “liberalization” of luxury



Design, quality and limited collections

### The market environment

#### 1. Substitutes

- Oversupply of goods on the fashion market
- In this case: Low pressure due to exclusive brand, design and quality of limited products

#### 2. Market entry barriers

- Economies of scale and establishment of a label are difficult and take time
- In this case: Necessary distribution channels are exclusive and a high media outreach difficult to build up

#### 3. Bargaining power of suppliers

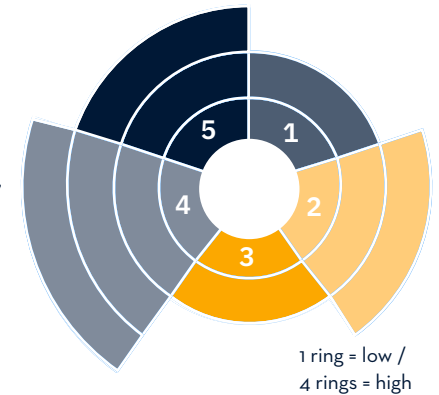
- Low bargaining power of wage producers
- In this case: quality and availability dependent on producers

#### 4. Bargaining power of customers

- High customer power on the overall market due to oversupply and high price transparency
- Dynamics in the community, which cannot be controlled directly

#### 5. Competition

- Increasing competition online from new brands with similar target group
- High significance of the brand makes it more resilient to price pressure



## 💡 Business model

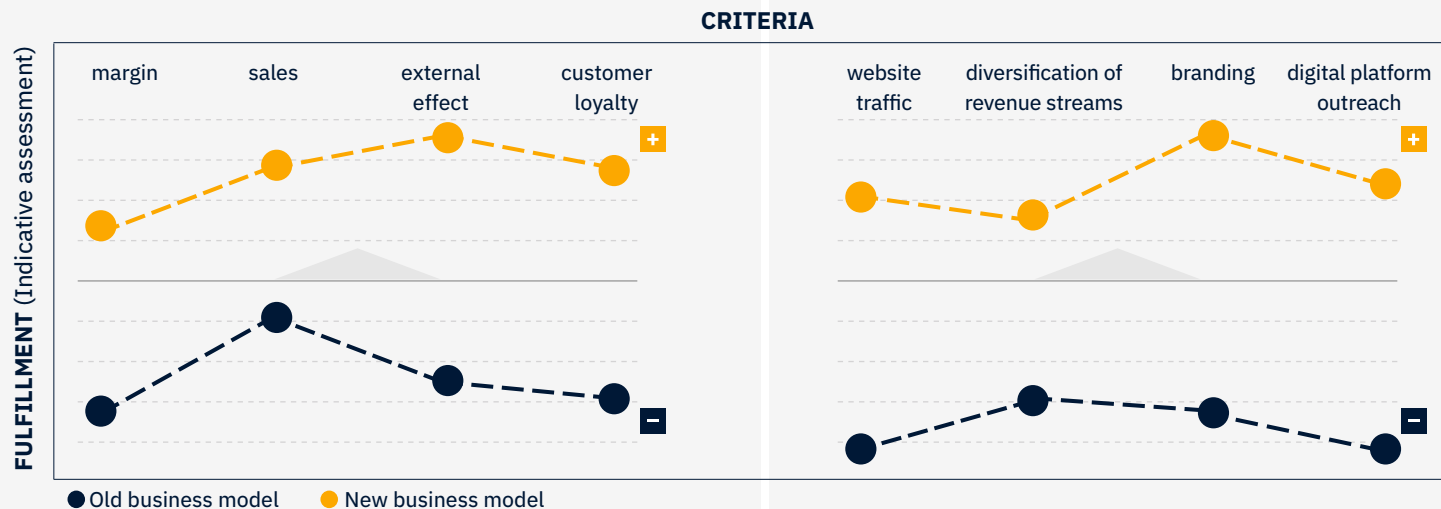
Online pure-player that creates regular hypes among customers/fans through limited collections and a strong brand

## 🌐 Online retail

The activity as a content creator establishes the founder as a major element of the brand with a loyal community

## The approach

Establish the founder and designer himself as a brand **on digital channels** (YouTube, Instagram). The community currently has 0.96 mn subscribers on Instagram and 0.62 mn on YouTube. The fan base has long been growing with the person Justin Fuchs, who started a fashion channel on YouTube in 2015. Today, reaction and lifestyle videos are part of the regular content, which bring the person behind the brand closer to its customers.



### Addressing target groups

Via YouTube and Instagram fans and the relevant target group of fashion-conscious young people are spoken to.



### Product placements

Regular product placements from luxury brands on the Instagram page or theming high fashion in YouTube videos enhances the perceived quality of own collections



### Generate regular hypes

Limited products and repeated announcements of new collections trigger regular hypes that lead to selling out in a matter of minutes



### Personalization and Community

Nicknames for the founder, shared inside jokes and a shared interest in fashion strengthen the community

## 6

## PULSE SURVEY:

## HOW CAN FASHION RETAILERS COPE WITH THE CURRENT CHALLENGES?



Which challenges are particularly pressing in stationary retail?

Which strategic initiatives help to overcome these challenges?

We asked German fashion retailers, fashion manufacturers and financiers.



n=81

### What are the biggest challenges in the next 36 months?

Focus on experience

Stationary retail must evolve to become a place of experience in order to remain relevant for consumers as a sales channel alongside e-commerce

Casualization

Fewer sales of occasion-related and classic items due to home office and lack of festivities during the pandemic. This necessitates a change of the product range

Low Margins

Increases in yields are not expected in the medium term. Market-wide price pressure and necessary investments (digitalisation, ecology) put pressure on margins

Low prices

Currently there is high pressure due to goods that could not be sold during lockdown phases. In the medium term the ongoing conditioning of customers to "permanent sales" will further intensify

Further decline of visitor frequency

Even after the COVID-19 pandemic is over, visitor numbers are expected to continue to decline steadily as part of a longterm structural change

Ecological awareness

Overall decreasing sales volume due to increased environmental awareness and full wardrobes, less fast fashion and a minimized ecological footprint become more important



n=71

### What strategic initiatives need to be addressed in the short term?

Significantly increase online competence

The e-commerce boom requires more pronounced online competencies, not only because the future customer journey will often begin online.

Reduced product range

Sales volumes are decreasing; a reduced product range goes hand in hand with sustainable, fair supply chains - products should appear special and not like mass-produced goods

Raise of quality and price

Customers in the upper mid-price segment are willing to pay higher prices for better quality and sustainable production. This must be communicated accordingly

thinning out the branch network

A thinning out of the branch network may be necessary to cope with declining visitor frequencies. At the same time, the branches should be grouped (flagship vs. POS, etc.)

Online sales on third-party platforms

Omni-channel distribution characterizes store concepts of the future and includes the integration of third-party platforms to increase outreach

Invest heavily in marketing

To build a strong brand, initiatives are needed to bring branding closer to the customers. This is done through experiences, events as well as strong online and offline presence

Source: FTI-Andersch

## 7

# RETAIL AS A PLACE OF EXPERIENCE

## 6 LEVERS

### Seizing opportunities in stationary retail

Brick-and-mortar retail can offer an added value to online retail through in-store experiences – not as an alternative, but rather as a complementary element. The opportunity to experience the product should be offered to the customer on site in a manner that promotes a lasting connection with the brand. The use of digital in-store technologies makes it possible to respond more closely to changing customer needs through the collection and analysis of customer data.



The Hasewelle in the L&T Sporthaus, Osnabrück, offers the opportunity for indoor surfing

### Inspiration from different industries

The fashion, cosmetics, home and electronics segments have different product-related levers to bring about a purchase decision in the store or online. A selection of creative initiatives on the following pages shows how individual in-store experiences can be created. The selection's focus was not primarily on the success of the mentioned companies, but rather on the creative approach presented in each case in the area of POS (point of sale) sales or marketing, which we focus on exclusively in this case.



Find out more [—————>](#)



**We have defined six levers that promote the transformation of stationary retail into a place of experience**



#### **Try-before-you-buy**

Extensive testing of the products on site allows an experience that not only attracts existing customers. The simulation of the usage environment and entertaining stress tests can attract and entertain new visitors.



#### **Playful product selection and learning processes**

A gamified experience ensures that customers enjoy finding out more about products and interact with the brand. With virtual enhancement, the product selection process and finding one's way around the store can be supported.



#### **Co-creation**

The individualization of a product provides a personal connection of the customer with the brand as well as with the store, especially when it comes to occasion-related individualization (weddings, birthdays etc.).



#### **Multisensory and convenience**

The experience includes experiencing the products and the lifestyle of the brand with a high level of comfort. Online this can only happen visually, maybe supported by audio. Stores should seize the advantage to expand this by serving the sense of smell/touch/taste too.



#### **Social media content**

Instagram museums show that backgrounds suitable for pictures attracts visitor streams. This can be easily provided by in-store installations and is especially worthwhile if customers tag the store in their posts (word-of-mouth advertising effect).



#### **Retail-as-a-service**

Variety in the shop design creates incentives to visit the store regularly. This can be outsourced as a business model by offering the creative services/designs and store design concepts as a service and/or renting out selling space.



## 8

# STATIONARY RETAIL AS A PLACE OF EXPERIENCE

## CREATIVE POSSIBILITIES

### 1 FASHION RETAIL: COMMUNICATING BRAND VALUES



#### Fashion retail

Many consumers see their clothing as an expression of their identity. Brands can play a significant role in shaping this identity. Only by maintaining close contact to the target group can changing needs and trends be picked up quickly and communicated to customers in a creative manner within the store.



Boggy - stock.adobe.com

#### The market environment of fashion retail

##### 1. Substitutes

- High pressure from substitutes within the clothing industry (parka vs. trench coat etc.)
- Building a strong brand to differentiate oneself

##### 2. Market entry barriers

- Certain market entry barriers to establish a brand
- Outreach and customer loyalty crucial for long-term success

##### 3. Bargaining power of suppliers

- Low bargaining power of contract manufacturers, especially against verticalized chains
- Small brands do not benefit to the same extent from volume effects

##### 4. Bargaining power of customers

- High bargaining power of customers due to oversupply on the clothing market
- Sharp drop in customer loyalty, especially towards dealers (different with top brands)

##### 5. Competition

- Competition from online platforms and manufacturers with increasing direct sales
- High price transparency (especially online) promotes industry-wide price pressure



1 ring = low / 4 rings = high



### **Nike (New York)**

Five floors are dedicated to testing the products of the sports brand extensively, for example on the indoor basketball court or numerous treadmills. The connected app allows tracking of performance and ensures ambition during the shopping experience. A community area provides space for discussions.



### **Burberry (Shenzhen)**

In the luxury brand's store customers' social media activity is integrated through a virtual currency that unlocks rewards. A virtual animal character accompanies the experience and can be developed further by learning about products. This way, the physical store can be discovered playfully.



### **Canada Goose (Hong Kong)**

In the cold room of the outdoor clothing manufacturer winter jackets can be subjected to an extreme test. Customers can control the intensity of the wind themselves in a room cooled to -33 °C, always monitored by employees. This makes the product test an exciting event with a direct link to the product.

### **Lululemon (Chicago)**

Training rooms in the stores allow customers to discover the sports products at joint events. In addition to the product experience, the community aspect plays a major role in attracting customers to the store. The regular events incentivize conversation about new collections and favorite pieces.



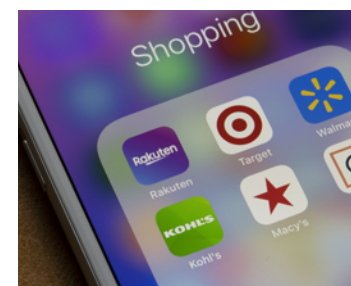
### **Tommy Hilfiger (London)**

The Tommy X You counter of the clothing brand offers the opportunity to individualize products. This way, customers associate the product with their own personality and the store with a positive memory. In addition, smart mirrors make creating outfits fun. The possibility to ship bags home saves effort.



### **Macy's**

The Market @Macys concept of the department store chain is based on a regularly changing range of carefully curated products. This is successfully integrated into the business model as retail-as-a-service. Brands can rent sales space for their products for one to three months, including display and decoration.



## 2 COSMETICS AND HOME: WELLBEING IN THE STORE



### Cosmetics and Home

The idea of wellbeing plays a central role in cosmetics and home products. In the store, a taste of possible relaxation at home and spa-lifestyle should be given by appealing to all possible senses. Stationary retail has an advantage here since colors, smells and haptics/qualities are difficult to convey on-line to the same extent.



### The cosmetics and home market environment

#### 1. Substitutes

- Danger of substitutes from natural cosmetics or DIY products
- Strengthening of market position in “bridge-to-premium” and application possible

#### 2. Market entry barriers

- Certain market entry barriers exist due to necessary economies of scale
- Investments in order to obtain certifications and approvals need to be fulfilled

#### 3. Bargaining power of suppliers

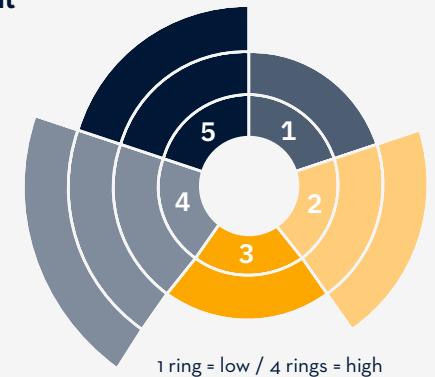
- Moderate bargaining power of manufacturers and suppliers
- Interchangeability and oversupply of required resources

#### 4. Bargaining power of customers

- Usually high bargaining power of customers
- Sharp drop in customer loyalty, especially towards dealers

#### 5. Competition

- Competition from online platforms and manufacturers with increasing direct sales
- High price transparency (especially online) promotes industry-wide price pressure

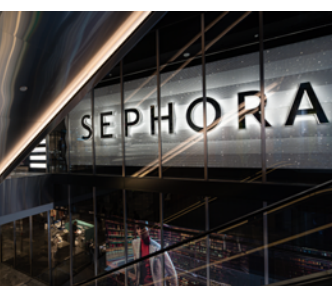






### Lush

The colorful product presentation, often without packaging, and the animation by employees and available washbasins to test the offered cosmetics is striking. The bright colors and different textures of the openly presented products in combination with a distinctive fragrance coin this shopping experience.



### Sephora (Barcelona)

Customers can enter the store located in the basement via a slide. This leads to visitors coming to the store out of sheer joy of using the unusual entrance and for numerous social media posts that additionally draw attention to the store. Once entered, customers can find information at digital touchpoints.



### MUJI

The display here breaks away from the obvious retail space in the store and is instead part of the interior design in hotels. This allows guests to test the products during their stay and experience a seamless brand experience by being part of the showroom. If they like the products, they can purchase them online afterwards.

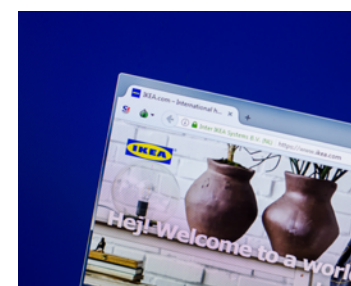
### L'Occitane en Provence (New York)

The feeling of living in the south of France is brought into the store by fragrant dried flowers and lavish interior design. Services such as a hand massages serve to relax. A variety of photogenic backgrounds and art installations keep customers coming back for purchases and taking photos with the backgrounds offered.



### Ikea

A VR application of the furniture chain allows customers to interactively equip a room. The well-known focus on details such as the changing light throughout the course of a day, the surface texture or the acoustics of the ambient sounds, is remarkable. Here the senses of the customers are addressed during the individualization.



### Casper

From a product test and retail space for display, the mattress and bedding brand is making a new business model. Sleeping pods are rented out, whereby the customer inevitably tests Casper's equipment and can decide on purchasing afterwards. This is a creative way to attract new customers who weren't initially looking for new bedding.



### 3 ELECTRONICS: MAKING PRODUCT FEATURES TANGIBLE



#### Technology

Technology is primarily product data driven. Here, the main goal is to show the customer the effect of optimized technological features in an exciting on-site experience. Complementary products or upgrades can also be promoted in this way.



Robert Kneschke - stockadobe.com

#### The electronics market environment

##### 1. Substitutes

- Medium pressure of substitutes due to differentiation options
- Technical product data, quality and price (price-performance) decisive

##### 2. Market entry barriers

- High market entry barriers due to strong market concentration
- Limited professional staff and certain resources

##### 3. Bargaining power of suppliers

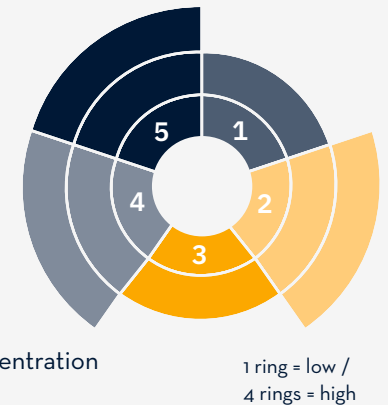
- For manufacturers, low bargaining power of suppliers, which is however high in relation to retailers of large technology brands, some of which have their own retail outlets (e.g. Apple Stores)

##### 4. Bargaining power of customers

- High price transparency throughout the industry
- Competition dominated by a few large brands (oligopoly)

##### 5. Competition

- Limited bargaining power of customers in the case of preferring a certain brand
- Constant monitoring of changing consumer behavior and technology trends essential





### Samsung (New York)

Impressing with unusual dimensions is the motto of this flagship store in New York, where the installation of 96 55-inch screens stretches over three floors. A sight that attracts streams of visitors. Employees use this opportunity to engage in conversations and encourage joint discussions about products.



### b8ta

With the retail-as-a-service concept b8ta offers a diverse range of products from speakers to vacuum robots or electric toothbrushes. What is special here is the curation of the products similar to an art gallery. The only difference: Touching and testing is encouraged.



### Dyson (Hamburg)

To match the hair styling products, Dyson has set up a beauty lab where customers can have their hair styled and be pampered by the staff. More important than the purchase is the experience with the product. The store additionally has an appealing design and contributes to the positive experience.

### Sonos (New York)

The brand's speakers are displayed in miniature houses, designed to bring the relaxation of listening to music at home into the store. Customers can discover new things through differently designed interiors and play their own music. The aim is to have fun while exploring the interior of the installations, not necessarily an immediate purchase.



### Apple (London)

“Location, location, location”: It is important to position the stores in attractive places. This is clearly demonstrated by the London store in Covent Garden. Strikingly tech-savvy employees provide support at the “Genius Bar” where the community meets for regular events. Emphasis is also on store design which is kept open and bright.



### Telekom (Frankfurt)

The store offers a personal concierge as well as a lounge area with food and drinks, while the latest Magenta gaming or TV content can be tested. Sustainability also plays a big role in the store, the power supply is 100% sustainable. The Kids Corner keeps children busy and gives parents the space they need.



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### What's next?

The structural transformation of German cities has been accelerated by years due to the COVID-19 pandemic pushing inner city players to rethink their roles. But what does this look like outside of Germany and what characterizes the future city in the longterm? We shed light on which trends are shaping the transformation globally and how new requirements are addressed in initial project approaches. In Part 4 of our series “Future Cities”, you will learn what German cities can additionally learn from international examples to counter global trends and shape the cities of the futures - starting today.





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